

January 27, 2014

City Council

Proceedings by Authority

State of New York
City of Jamestown ss:
City Council Chambers

A meeting of the City Council of the City of Jamestown, New York was held on Monday, January 27, 2014 at 7:30 p.m.

Members Present: Council Members, Brent Sheldon, Tony Dolce, Tamara Dickey, Marie Carrubba, Maria Jones, Paul Whitford, Kim Ecklund, Greg Rabb and George Spitale

Others Present: Mayor Samuel Teresi, Director of Financial Services/City Clerk James N. Olson, City Comptroller Joe Bellitto, Director of Public Works Jeff Lehman, Deputy Fire Chief Chet Harvey, Corporation Counsel Marilyn Fiore-Lehman, Police Chief/Director of Public Safety Harry Snellings, Director of Youth Services Vickye James, Executive Assistant to the Mayor Matt Hanley, Director of Development Vince DeJoy

Council President Rabb called the meeting to order and led the assembly in the Pledge of Allegiance to the Flag.

The Invocation was given by The Rev. Darrell Duffy of St. James Roman Catholic Church.

Councilwoman Carrubba moved to approve the minutes from the December 30, 2013 and January 6, 2014 meetings.

STANDING COMMITTEES

MESSAGES FROM THE MAYOR

2014 STATE OF THE CITY ADDRESS

201401B00.01

“A Time of Tremendous Achievement and Progress”

Mr. President, Members of the City Council, Department Heads, Guests and my Fellow Jamestowners.

In accordance with Article IV, Chapter 31-C of the Jamestown City Charter, it is once again my pleasure to present to you the annual State of the City Address.

The year 2013 in New York’s Great Pearl City was certainly a time of tremendous achievement...a year to fondly remember.

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While this was no doubt a period filled with challenges and frustrating circumstances, often beyond our control at the local level, it was also a time of undeniable achievement and progress...in many respects, one for the local record books.

Please indulge me for a few minutes as I recap some of the more notable and significant accomplishments that were brought about by you, the members of this City Council, in collaboration with our terrific department heads, the best municipal workforce that one will find anywhere on the planet and a community of citizens, volunteers and business leaders who care about and truly love this place they call home.

Again, let's stop to reflect upon the following:

- For the second time in three years the City earned a positive adjustment to its Bond Rating and for the first time in **more than three decades**, Jamestown's rating was restored back into the "A" category. In October of this past year, the City was assigned an A- rating with a Stable Outlook by Standard and Poor's. This new classification and positive financial forecast for our City will result in lower future interest costs for city taxpayers and will reduce the price of all major capital projects, including those sponsored by our Board of Public Utilities (BPU)... and this will benefit utility customers not only in the city, but throughout the Greater Jamestown Region.
- We built upon our past efforts to redefine, retool and make the operations of our city government even more effective and cost efficient.

For your review, I have again attached a copy of a running report that summarizes the 66 (and counting) City Government Restructuring efforts implemented during recent years, which are collectively saving our taxpayers nearly \$5.2 million on a recurring, annual basis. As outlined on another table included in the attachments section to this address, these efforts have also enabled the continued effective delivery of all essential public services, with a corresponding, across the board, 20% reduction in the city government's full-time work force.

- Under the same theme of seeking new ways to deliver vital, essential services, utilizing a \$400,000 grant from the State's Local Government Efficiency Program, we advanced efforts with the County to determine the feasibility of and develop an implementation strategy to merge the City's Police Department with the Chautauqua County Sheriff's Office. With the assistance of the Center for Governmental Research (CGR) from Rochester, New York, the joint City/County Project Task Force is finalizing a draft Initial Management Agreement (IMA) that will be presented during the coming year jointly to City-County leaders for the next phase of discussion, negotiation and possible implementation.
- During 2013, we completed a successful review process with the Office of the State Comptroller (OSC) that resulted in a "Clean" audit report. This represented the first comprehensive overview of the City's purchasing and accounting procedures by the State in nearly two decades.

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- We refunded and refinanced \$6 million in County IDA issued public parking facility construction bonds, which resulted in a savings of \$1,931,396 through 2030 or an average annual savings of nearly \$114,000.
- 2013 saw the update and expansion of the city's websites...www.jamestownny.net and www.jamestownbpu.com. We also launched a plan to expand our social media capabilities, as well as efforts to come on line with a completely new and updated website during 2014.
- Under the category of efficiency and cost containment, the Fire Department retained a medical director to sponsor and oversee an in house PILOT program for the more cost effective recertification of EMT's and significantly expanded its in house equipment maintenance program, which is helping to save on vehicle related expenses.
- On the eve of initiating binding arbitration proceedings, contract settlements were reached and ratified with members of the Kendall Club PBA and Local 1772 of the International Association of Firefighters. The four year agreements, covering 2012, 2013, 2014 and 2015, contained an average annual salary increase of about 1.8%. The agreements also included a new, landmark employee/retiree "Wellness Program," which will both enhance employee productivity and help to contain costs within the employee and retiree Health Care Benefits funds.
- During 2013, we continued contract negotiations with the remaining four (4) Collective Bargaining Units (AFSCME, CSEA, JCAA, JCAA-JURA) that are paid out of the General Operating Fund. As you are well aware, all four units have been working with expired labor agreements since 12/31/11.
- During the past year we completed the final funding arrangements and advanced \$4 million worth of vitally needed, capital equipment and real estate improvement projects.
- We also secured \$1 million in tax exempt municipal financing and launched an effort, in accordance with FCC mandates, to acquire new narrow band radio communications equipment for the Police, Fire, Public Works and Parks Departments. This bond initiative also provided resources for the replacement of several additional pieces of essential construction equipment for the Public Works and Parks Departments.
- And finally, under the category of government efficiency, the City Council approved and launched the process to seek the assistance of the recently created State Financial Restructuring Board. If this request is granted, the FRB will work collaboratively with City officials to identify opportunities to build upon the internal restructuring and intermunicipal consolidation and collaboration initiatives, implemented during recent years.

Under the category of infrastructure, facilities and utilities we:

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- Completed a record level of downtown and neighborhood street, sidewalk and storm water drainage improvement activities. In addition to more than 90 resurfacing, nova chip and storm sewer projects, comprehensive reconstruction efforts were completed along Lakeview Avenue, E. Fifth Street, Broadhead Avenue, Mechanics Alley, Roseland Park and the Greater Jamestown Riverwalk.
- We completed Phase II of the City DPW Garage Reconstruction Project at 155 Steele Street.
- Utilizing federal CDBG funding, we continued the high level of curb and intersection improvements to bring the City one step closer to full compliance with the Americans with Disabilities Act (ADA).
- We also moved forward with a variety of improvements at the Municipal Building including Phase I of the Tracy Plaza Revitalization Project at a cost of \$1.2 million; installation of \$200,000 worth of energy efficient, reflective glass windows; replacement of the antiquated emergency generator unit; improvements to the sound system in the City Council Chambers; re-keyed locks throughout entire building to address security concerns; and completed a variety of plumbing, carpeting and painting projects.
- And speaking of public facility improvements, during 2013 we initiated efforts to develop new ADA complaint restroom facilities at the Fenton History Center and the James Prendergast Library.
- Through our Board of Public Utilities we:
 - Operated the LM-6000 Gas Fired Electric Turbine for 5,500 hours (665 more hours than in 2012) for a net electrical production of 261,494 MWh (30,000 more than in 2012). This represented the highest annual level of production ever achieved on this unit.
 - We formally retired Coal Boiler #12 to comply with environmental regulations.
 - Completed a \$2 million conversion of Boiler #10 from coal to natural gas to support future reliability needs.
 - Installed a second heat recovery device on the LM-6000 Gas Fired Electric Turbine to further support the District Heating System.
 - Removed 23,500 pounds of asbestos insulation from the Carlson Generating Station as part of the coal plant dismantling program.
 - We completed engineering and design work for the \$3 million Chadakoin Electric Substation project, which will replace older, less efficient and reliable

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units located on Washington and Second Streets and at the McCrea Point Boatlanding.

- And we expanded our various energy efficiency programs, which provide assistance to residential and business customers.

On the neighborhood and housing front we:

- Initiated more than 1,000 new housing code enforcement cases and resolved most without City Court intervention.
- Demolished twelve (12) vacant and abandoned homes, with another 15 in the demolition preparation process.
- Collaborated with Chautauqua Opportunities Inc. (COI) to bring the National Youth Group Work Camps program to Jamestown. This initiative, which utilized \$38,000 in CDBG proceeds, enabled the youth volunteers to complete exterior repairs and renovations to the homes of 50 city residents.
- We secured, in conjunction with the Chautauqua County Land Bank Corporation, \$1.5 million in funding from the NYS Office of Attorney General to address vacant and abandoned housing and to eliminate slums and blight in neighborhoods throughout the County. The City of Jamestown will receive \$500,000 of this funding and target it for demolition of abandoned structures over a two year period.
- And, we initiated the “48 Hour Rule”, in which every citizen code compliance complaint is now logged, acknowledged, responded to and a resolution to the matter...with or without court action...is launched in no more than two (2) business days.

On the Parks and Recreation front, our 15 employees and a handful of summer college age workers:

- Expanded and enhanced the City’s nationally acclaimed Urban Forestry Program and obtained Tree City USA status from the National Arbor Day Foundation for the 32nd consecutive year.
- Installed additional handicapped accessible improvements at various City parks, highlighted by the construction of new ADA compliant restrooms at Roseland Park.
- Planned, implemented and/or supported some 35 different community events in our parks and on our Downtown streets.
- Advanced the construction of the new Veteran’s Memorial project at Logan Park.
- And, completed construction on Phase IV (Washington Street Bridge to behind the Gateway Train Station along the North Shore), broke ground on Phase V (McCrea Point

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to Clifton Avenue) and secured funding for the development of Phase VI (Panzarella Park to McCrea Point) and Phase VII (McCrea Point to Celoron Park) of the Greater Jamestown Riverwalk.

And last, but certainly not least, our economic development team either drove or assisted a variety of important projects, including the following:

- The continued development of the \$7.4 Wellman Building Redevelopment Project in Downtown Jamestown. This long vacant, historic landmark now provides 44 fully occupied market rate apartments and 10,446 sq. ft. of new commercial rental space. The Project was made possible in part with a \$1.2 million RESTORE NY grant secured by the City's Department of Development, \$1,672,726 in private resources induced with historic tax credits, \$145,000 in CBDG assistance, and \$105,000 in local/private foundation financing.
- 2013 also initiated multi-modal transportation center operations at the Historic Gateway Train Station Building in Downtown Jamestown, and saw the facility used for a host of public events and private rental activities. Planning and feasibility study efforts also proceeded ahead regarding the potential development of the National Center for Comedy at the facility, a project being driven by the Lucille Ball/Desi Arnaz Comedy Center and the Gebbie Foundation Inc.
- We worked with the Jamestown Renaissance Corporation (JRC) to continue implementation of the City's "award winning" Downtown Urban Design Plan.
- Utilizing a \$1 million RESTORE NY grant obtained by the Department of Development, we completed the demolition of the vacant, unstable and unusable portions of the former Dahlstrom Complex to make way for new business investment and development activities.
- We assisted local developer Jody Peterson to advance a number of key Downtown redevelopment projects, including the:
 - Westside Professional Center (Completed and fully occupied)
 - The former Maynard's Electric Building (Complete renovation in progress)
 - The Historic Hotel Jamestown Building (Planning is currently underway for the complete redevelopment of this nine floor complex into market rate housing, offices and storefront commercial units)
- After an exhausting examination of potential development sites, first in the City of Jamestown and then within the Jamestown municipal utility districts, the DOD/JURA worked with Empire Specialty Cheese Company to acquire the former AFA Foods Plant in Ashville, where the company will establish a new processing operation that will eventually employ 200 workers.

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- We launched a process to re-establish the dormant Greater Jamestown Zone Capital Corporation, to provide low interest rate loans to companies locating or expanding within the boundaries of the former Greater Jamestown Empire Zone.
- The DOD/JURA worked closely with Paramount Lodging Advisors to market and successfully auction the former Ramada Inn property in Downtown Jamestown. The new owners of the site, the Hamister Hospitality Group of Williamsville, NY, have recently announced their intention to pursue a multi-million dollar renovation of the 35 year-old, eight story building, for a full service hotel and conference center.
- During this past year, the City was awarded \$269,100 in Brownfield Opportunity Area Grant funding to pursue the redevelopment of former industrial properties for commercial use in a 710-acre area, which includes 15 brownfield sites, located between Chautauqua Lake and Downtown Jamestown.
- And, we worked with Ben Weitzman of Jamestown Inc. to improve the environmental conditions surrounding their 8th Street and Riverfront location. This initiative will result in the elimination of the dust build up, improved drainage and water containment, enhanced truck and vehicle traffic circulation, better visibility, and various aesthetics updates.

Total cost of the project, which will also include the construction of a new operations building, will be in excess of \$5 million.

All in all, not a bad body of work that serves as an effective testimony as to exactly what can be accomplished when good people come together, put the partisan and personal stuff aside, and work in the interests of others and not themselves. (I hope our friends in Washington are listening and watching!) And, as exhaustive and impressive as this summary may be, there was much, much more in the way of efforts and accomplishments, during this past year.

As in the past, I have prepared an “annual report” document that offers a more complete listing of our major project initiatives during 2013. Please note that the items highlighted in this report do not include the primary services delivered on a day to day basis to the residents of the Greater Jamestown region by the 450 professionals within the city’s workforce.

I would again urge everyone to review in detail the contents of this summary, which like this State of the City Address, has already been uploaded and can be viewed on the city’s website...jamestownny.net.

While 2013 was certainly a time of tremendous achievement and progress, I firmly believe that if we remain focused on our goals and continue working together, 2014 will demonstrate that truly the best is yet to come.

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- During the coming year we must again work together to craft another budget that is truly balanced and effective...and then redouble our efforts, hopefully, with the assistance of the State's Financial Restructuring Board, to reign in our day to day expenses. And, we must again do all of this while we find ways to invest in the type of things that sustain and improve essential services and further reduce costs.
- As has been our practice, we will also need to focus our limited attention on items that are under our direct control at the local level and build upon the transformational changes of the past decade; which, as outlined in the attached report, are now saving taxpayers millions of dollars every year. I also call your attention to the related employment comparison chart which documents that our efforts to significantly restructure and streamline our workforce have resulted in the elimination of half of the top level appointed officer positions in City Government and reduced the overall workforce, across the board, by 20%. And, due to the outstanding efforts of the best people working in municipal government anywhere, we are still delivering all of the essential services and getting the job done well.
- During the coming months, as the members of the Joint City and County Task Force complete their work with the Center for Governmental Research (CGR) and finalize a plan to consolidate the Jamestown Police Department with the Chautauqua County Sheriff's Office, it is vitally important that we, as elected officials, together with all concerned and vested citizens, keep an open mind. As was the case with all of the previous examples of City/County merger and collaboration activities (listed in the attached report), we must first see what this process yields and then let the facts, not our raw emotions and fears, guide the ultimate decision making process.
- While we must clearly focus the bulk of our energies on fixing the things under our direct control, we must also however, remain supportive of those within state government who both understand that their actions ultimately chart our course at the local level and truly are working for the real and transformational changes that will deliver a "New New York."

As the Governor has so effectively and eloquently stated, our property taxes throughout New York State are the highest...simply because we spend the most.

As you, I and others have opined repeatedly over the years, if the objective in the "New New York" is to cut property taxes, we must first eliminate, reduce or get under control the items on the cost side of the equation that are the true culprits driving the Empire State's property taxes, through the roof. And of course, I am again referring to unfunded mandates like the local share of Medicaid pushed down to our Counties; Binding Arbitration for Police and Professional Firefighters contracts; the Tri-Borough Amendment to the State's Taylor Law; Section's 207 A & C of the General Municipal Law covering Fire and Police disability retirements; and the Real Property Tax Law itself. And, as it relates to the RPTL, it's high time to shrink and tame the "Exemption

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Beast ” that is literally killing local budgets and creating classifications of “Winners and Losers” amongst our own citizens and taxpayers.

Bottom line, and as we have all been saying, if we truly want to give more than chest beating and lip service to the notion of cutting the highest property taxes in the nation, the only meaningful and effective way to do so is by cutting EXPENDITURES. And, at the local level, we need the State’s help with the most egregious mandates and cost drivers that make us spend all that money in the first place.

Even if the “device de jure” to cutting property taxes is to deliver more shared services and consolidations, it’s important to understand that this isn’t likely to happen if central cities and full service local governments across the state are viewed by their own counties and suburban neighbors as high cost and unattractive. Think about it. If the goal is to encourage more places to do what we have been pursuing and accomplishing in Jamestown and Chautauqua County now for decades, it will be necessary for the state to assist its central cities and other full service local governments...through a combination of increased, performance based AIM payments and real, beneficial MANDATE RELIEF...to become less costly, more efficient, stable and attractive “marriage candidates.”

The goal of eliminating redundancy and duplication of services is certainly a noble and necessary one. But more shared services, collaborations and consolidations will only happen, if and when it is perceived that there is something to be gained by both parties and only if one party doesn’t believe that it is “bailing out” the other. New York’s central cities and full service local governments, with the decks staked against them as they are, must be given the authority by and help from the state to get out from underneath the burdens that are not only bankrupting and driving away local residents and businesses, but killing shared service and “marriage” opportunities in the process.

- Getting back to efforts that are largely under our own local control, during the coming year we will again expand our agenda to maintain and enhance the residential and business back bone of this city...our infrastructure. 2014 will bring:
 - Advancement of the new Chadakoin Electric Substation to better serve our residents and businesses in the central and western portions of the city.
 - Continued major investments at the Carlson Electric Generating Station, along with our Water, Wastewater and District Heating Operations.

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- Completion and the full launch of the new radio communications system for our public safety, public works and parks operations.
- And, major investments in our streets, storm water management systems and in our public buildings.
- In the area of parks and recreation, 2014 will bring the construction and opening of Phase V, Phase VI and in conjunction with the County, the advancement of Phase VII of the Greater Jamestown Riverwalk. Additionally, during 2014, we look forward to working with our various development partners to move forward with the all important Riverwalk Gateway Station Connector project.
- During 2014 we will also see continued improvements in all of our Parks facilities, which contribute mightily to the enhancement and definition of our quality of life in this community.
- Along this line, we will be developing plans for scheduled and necessary upgrades to Diethrick Park, to insure its viability as a venue and extend its usage for both professional and amateur sporting events for years to come.
- And, during 2014, we will also complete and dedicate the Veteran's Memorial at Logan Park.
- During 2014, we will re-launch the highly effective quadrant residential inspection program, dramatically grow the number of home renovation projects and with increased funding from the recently award assistance from the NYS Attorney General's Office, will significantly step up the removal of the worst of the unoccupied and dangerous structures in our midst.
- And, speaking of our diverse neighborhoods, during 2014, our outstanding public safety professionals will be intensifying their efforts to attack and further reduce two scourges, which threaten the viability of every area of our city.
 - The distribution and usage of illegal drugs.
 - Structure arsons, which not only destroy the fabric and tax base of our community, but even more importantly, needlessly place the lives and safety of our first responders and all citizens into jeopardy.
- On the development front, a number of initiatives will command center stage position during 2014, including:
 - Efforts with other development partners, including the JRC, area foundations, private lenders and individual commercial developers, to expand private investment to major Downtown buildings including the former Federal

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Building, M&T Bank Building, the Hotel Jamestown Building, The Renaissance Center, and the former Ramada Hotel.

- Working with officials at Jamestown Community College to deliver a successful START UP – NY application and launch this as an additional important tool in our community economic arsenal.
 - Continue to work with the Lucy-Desi Center and Gebbie Foundation on their plan to develop and deliver the National Center for Comedy in Downtown Jamestown.
 - Launch a new and aggressive marketing and development effort, based on the incredible value and considerable resources of our attractive municipal utility systems (Electric, Water, Waste Water and District Heating).
 - Continue to support investment and redevelopment opportunities, along Jamestown's "Miracle Mile"...the Washington – Fluvanna Commercial Corridor.
 - Pursuit of excursion passenger train service to be based out of the Historic Gateway Transportation Center in Downtown Jamestown.
- And finally, during 2014, we will continue to support and assist the County with their efforts to preserve, market and expand commercial airline service...which is in the vital economic development interests of not only the City of Jamestown, but the entire Greater Jamestown and Chautauqua Region.

Tonight, I would like to conclude this presentation in the same way in which we began...with my compliments to and appreciation of you, the members of the Jamestown City Council.

While it is clear that from time to time, honest and legitimate differences of opinion can, do and should exist between the Executive and Legislative Branches of our Government (and sometimes even within the Legislative Branch), unlike many other levels of government that are choking themselves in pathetically, embarrassing partisan grid lock, our government in Jamestown actually works...and works well! And, on a weekly basis the members of this Council demonstrates their ability to get things done, while managing to get along, respect and even like each other in the process. What a novel idea these days.

But, over the years, I have all too often witnessed how some in our great city take for granted and even attempt to minimize and discredit the efforts of their fellow citizens serving on this public body. I, for one, as a former Department Head, your current Mayor and most importantly, a taxpaying resident of this city, will not buy into or accept such destructive notions. You see, I fully recognize and appreciate the significance and value of the contributions of those who choose to serve, whether it be on this Council or through a citizen board, commission or community effort, in what amounts to volunteer, often misunderstood and thankless roles.

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As President Rabb indicated a few weeks back, while we may get elected as Republicans, Democrats and Independents, once on the job, we check our politics at the door and do one thing, the right thing...serve the people for whom we work.

During the coming year and beyond, let us all continue to conduct ourselves in this manner, in order to encourage the members of our community to stay positive, hopeful and engaged...and in the process, to inspire an even Greater Jamestown.

Thank you!

FINANCE COMMITTEE

201401B01

BY COUNCILWOMAN ECKLUND:

RESOLVED, That bills be audited and warrants drawn on the proper funds in payment of the respective amounts, totals as follows: General Fund, Capital Fund, Special Revenue Fund and Trust & Agency Fund \$7,226,194.12 in accordance with the period ending January 24, 2014, copy of which is annexed hereto and a copy to be filed in the office of the City Clerk, and be it further

RESOLVED, That disbursements in the total amount of \$4,391,491.76, and payrolls in the total amount of \$1,334,702.36, investments in the total amount of \$1,500,000.00 as paid by the Comptroller and Director of Financial Services, a copy of which is annexed hereto and a copy to be placed on file in the office of the City Clerk be and hereby are approved.

Carried 9-0

201401B02

BY COUNCILWOMAN ECKLUND:

RESOLVED, That Fire Fighter Shawn Tibbitts be and he hereby is authorized to attend the Finger Lakes Building Officials Educational Conference to be held in Rochester, New York on March 17-20, 2014, with expenses paid pursuant to Section 77-b of the General Municipal Law.

Carried 9-0

BY COUNCILWOMAN ECKLUND:

WHEREAS, pursuant to New York State General Municipal Law, local governments are authorized to enter into mutual cooperation agreements for the performance among themselves or one for the other of their respective functions, and

WHEREAS, pursuant to Jamestown City Council Resolution 201202A13 which authorized and directed the Mayor to enter into an agreement by and between the City of Jamestown and the County of Chautauqua and various other municipalities within Chautauqua County for mutual aid for highway projects and maintenance; and

WHEREAS, Federal programs prioritize the elimination of slums and blight to help reinvigorate local communities, including the Community Development Block Grant (CDBG) program, the Local Waterfront Revitalization Program (LWRP), and State programs such as Office of NYS Attorney General Community Revitalization Initiative, and local funding for demolition of derelict structures provided by the City of Jamestown; and

WHEREAS, pursuant to Chautauqua County Legislature Resolution 239-12 an amendment to the current county-wide public facilities shared services agreement to include the following addendum to the Shared Highway Services Agreement pertaining to derelict structures and C&D Waste:

1. Waiver of Landfill Tipping fees for C&D waste whereas the City of Jamestown shall receive an annual credit for tipping fees of 320 tons of C&D waste at the county landfill, including asbestos containing materials (ACM).
2. Each municipality shall be allowed to save its credits for a period up to (3) years, and may "loan" its credit(s) to another municipality for a current project in exchange for future credits of equal value, or to exchange its credit for shared services assistance from another municipality under the Shared Highway Services agreement, but cannot be sold for cash to another municipality; now therefore be it

RESOLVED, that the Mayor be, and he hereby is authorized and directed to enter into an agreement by and between the City of Jamestown and the County of Chautauqua and various other municipalities within Chautauqua County for the Shared Highway Services – C&D Waste Addendum that went into effect on July 1, 2013.

Carried 9-0

BY COUNCILMAN DOLCE:

RESOLVED, That Mayor Sam Teresi or his designee be and hereby are authorized to enter into demolition contracts with various contractors during 2014 for the demolition of structures that

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have been determined by the Director of Development to be uninhabitable in accordance with Chapter 215 of the Jamestown City Code.

Carried 9-0

201401B05

BY COUNCILMAN DOLCE:

WHEREAS, On January 22, 2002 the Jamestown City Council adopted resolution number 200201C03 that effective immediately and until further notice instituted a hiring freeze for the City of Jamestown, and

WHEREAS, On November 20, 2006 the Jamestown City Council adopted resolution number 200611B17 to extend the freeze to any change in employment from Part-Time to Full-Time status, and

WHEREAS, it has become apparent that within the Jamestown Fire Department an effort to effectively manage the city's day-to-day responsibilities in a cost efficient manner, it is in the City of Jamestown's best interest to lift the hiring freeze for certain positions, now therefore be it

RESOLVED, that effective immediately the Jamestown City Council hereby suspends the hiring freeze instituted by resolution number 200201C03 and resolution number 200611B17 and authorizes the filling of the following positions due to the essential nature of the positions.

- Three (3) Fire Fighters in the Jamestown Fire Department (3 retirements funded in the 2014 General Fund Budget).

Carried 9-0

PUBLIC SAFETY COMMITTEE

201401B06

BY COUNCILMAN WHITFORD:

RESOLVED, That the following persons be and they hereby are reappointed to the office of Commissioner of Deeds in and for the City of Jamestown for a term of two years:

Joanne E. Culmo	January 31, 2014 to January 30, 2016
Barbara A. Schwab	January 31, 2014 to January 30, 2016
Jennifer Ramsey	February 14, 2014 to February 13, 2016
Nancy I. Amoroso	February 14, 2014 to February 13, 2016

Carried 9-0

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There being no further business, the meeting was adjourned.

James N. Olson
Director of Financial Services/City Clerk

CITY OF JAMESTOWN RESTRUCTURING EFFORTS

(1/1/00 – Present)

2000

1. Restructured and downsized the Legal Services Department (annual savings - \$75,000) (1/00)
2. Coordinated Housing and Building Code legal prosecution efforts with the County (1/00)
3. Merged the administration of the Public Works and Parks Departments (annual savings - \$65,000+) (1/00)
4. Changed Health Care Program Third Party Administrator (annual savings - \$1,000) (6/00)
5. Coordinated contract negotiations and administrative activities with the Board of Public Utilities (6/00)
6. Restructured the Financial Services Operation (annual savings - \$10,000+) (8/00)
7. Changed Employee Assistance Program Administrator (annual savings - \$2,100) (11/00)

2001

8. Restructured the Human Resources Department (annual savings - \$10,000+) (1/01 & 10/01)
9. Shared administrative personnel between the Police and Fire Departments (annual savings - \$20,000) (1/01)
10. Instituted a new Fire Department callback and overtime policy (annual savings - \$300,000+) (1/01)
11. Transferred all City-owned bridges and nine additional roadways to the County (projected annual savings - \$100,000) (7/01)
12. Round I: Police and Fire Department Early Retirement Incentive Program (initial annual savings - \$100,000) (11/01)

2002

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13. Physical consolidation of City Clerk and Treasurer's Offices (initial annual savings - \$30,000) (1/02)
14. Relocation/Restructuring of the Assessor's Office (annual savings - \$12,000) (1/02)
15. Round I: Restructuring of the Fire Department (annual savings - \$161,000) (2/02)
16. Round I: Restructuring of the Police Department (annual savings - \$359,000) (2/02)
17. Restructuring of the Youth Services Department (annual savings - \$13,000) (2/02)
18. Restructuring of Department of Development/JURA Operations (annual savings - \$125,000) (2/02)
19. Restructuring of the Public Works Department (annual savings - \$100,000) (4/02)
20. Transfer of Community College Chargeback Payments to the County (annual savings - \$1,000,000+) (4/02)
21. Administrative restructuring and consolidation: Police & Fire Departments (annual savings - \$82,000) (6/02 and 2/03)
22. Round II: Police and Fire Department Early Retirement Incentive Program (annual savings - \$100,000) (12/02)

2003

23. Changed the City's Internet Service Provider (ISP) (annual savings - \$3,000) (2/03)
24. Revised sidewalk replacement procedure (annual savings - \$40,000) (2/03)
25. Consolidation of EMS Dispatching with the County (annual Savings - \$150,000) (6/03)

2004

26. Regionalization of Assessment operations (annual savings - \$40,000) (6/04)

2006

27. Consolidation of City Clerk position with Finance Director/Treasurer (annual savings - \$70,000) (1/06)
28. Replacement of Health Care Benefits Plan Third Party Administrator (annual savings - \$400,000) (10/06)
29. Restructured telephone services and equipment (annual savings - \$10,000) (11/06)

2007

30. Creation of a State Consolidated Assessment Program (CAP) with the Town of Busti (annual savings - \$75,000) (2/07)
31. Completed Energy Conservation Capital Improvement Program (annual savings - \$195,000) (2/07)
32. Replacement of Health Insurance Stop Loss Coverage Administrator (annual savings - \$6,000) (7/07)
33. Replacement of Property and Liability Insurance Administrator (annual savings - \$160,000) (10/07)

2008

34. Replacement of Pharmacy Benefit Manager (PBM) (annual savings - \$114,000) (2/08)
35. Consolidation of DPW Operations Engineer and Assistant Engineer Positions (annual savings - \$30,000) (5/08)
36. Consolidation of Civil Service Commission with County (annual savings - \$55,000) (7/08)

2009

37. Elimination of Assistant Parks Director Position - Restructured Recreation Coordinator (annual savings - \$25,000) (1/09)
38. Merged Police Department Payroll Clerk with Part-Time Finance Department Position (annual savings - \$20,000) (3/09)
39. Expanded Consolidated Assessment Operation to include the Town of Ellicott (annual savings - \$20,000) (4/09)
40. Revised Asphalt Procurement Procedure (annual savings - \$100,000) (4/09)
41. Restructured Parking Enforcement positions (annual savings - \$10,500) (8/09)
42. Replaced contractor for Boarding of Stray Dogs (annual savings - \$18,000) (7/09)
43. Restructured Medicare supplement insurance for pre-1987 retirees (annual savings - \$140,000) (11/09)

2010

44. Revised Fire Department Shift Maintenance Overtime Policy (annual savings - \$75,000) (1/10)

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45. Established new Parking Fines Enforcement and Collection Contract (annual savings - \$10,000) (2/10)

2011

46. Revised contract and billing procedures for services provided by off duty, Jamestown Police Department Officers (annual savings - \$35,000) (7/11)

2012

47. Restructured Police Department Administrative staff - Elimination of three Desk Sergeant positions (annual savings -\$80,000) (1/12)
48. Restructured DPW Traffic Control Division - Elimination of Traffic Control Supervisor (annual savings - \$78,000) (1/12)
49. Restructured Fire Department Command - Elimination of Administrative Battalion Chief (annual savings - \$60,000) (1/12)
50. Restructured the Narcotics Task Force Operation within the JPD (annual savings - \$10,000) (3/12)
51. Restructured DPW Engineering Tech Position (annual savings - \$32,900) (3/12)
52. Instituted new EMS Dispatching Protocols (4/12)
53. Replaced Health Insurance Stop Loss Coverage Administrator (annual savings - \$23,000) (5/12)
54. Launched Police Consolidation Study (6/12)
55. Restructured Treasurer's Office staff (annual savings - \$40,000) (7/12)
56. Updated and restructured Mandatory Court Appearance Procedure and Fee (annual savings - \$10,000) (8/12)
57. Replaced Dental Benefits Administrator (annual savings - \$20,000) (11/12)
58. Restructured Payments to the County Operated Workers Compensation Program (initial savings - \$175,000) (11/12)
59. Replaced cellular telephone and data service provider (annual savings - \$3,000) (11/12)
60. Revised Parking Enforcement Procedure and Fine Structure (annual savings - \$34,700) (11/12)

2013

61. Computer System Redesign and Server Replacement (annual savings - \$20,000) (1/13)
62. Expanded Fire Department In House Equipment Maintenance Program (1/13)

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- 63.** Launched In House PILOT Program for EMT re-certifications (4/13)
- 64.** Revised and extended Healthcare TPA and Pharmacy PBM Agreements (annual savings - \$20,000) (6/13)
- 65.** Refinanced \$6 million in Capital Improvement Bonds (annual savings - \$114,000) (9/13)
- 66.** Settlement of Collective Bargaining Agreements with the Police and Fire Unions, which included the institution of a landmark Health Care Benefits Wellness Program for all active employees and retirees (12/13)

1

Total Annual Savings: \$5,187,200

City of Jamestown General Fund
FULL TIME EMPLOYMENT COMPARISON
01/01/2000 – 01/01/2014

	<u>01/01/2000</u>	<u>10/01/2013</u>	<u>Change</u>	<u>% Change</u>
Administrative (JCAA, CSEA, Non-Bargaining, Court Security)	61	46	- 15	(-25%)
Fire Department (Local 1772)	67	55	-12	(-18%)
Police Department (Kendall Club PBA)	72	60	-12	(-17%)
DPW (AFSCME 66/418)	51	43	-8	(-16%)
Parks (AFSCME 66/418)	19	15	-4	(-21%)
JURA – DOD (JCAA)	16	11	-5	(-31.25%)
TOTAL	286	230	-56	(-20%)
*Appointed City Officers	13	6.5	-6.5	(-50%)
Positions Eliminated/Merged:				
City Clerk				
City Treasurer				
Ombudsman/HR Director				
Associate Corporation Counsel				
Assessor (.5)				
Parks Director				
Fire Chief				

SUMMARY OF MAJOR ACTIVITIES AND ACCOMPLISHMENTS - 2013

Government Structure/Financial Affairs/General Services

- For the second time in three years, the City secured an improvement in its Bond Rating and, for the first time in more than three decades, Jamestown's rating was restored back into the "A" category. During October 2013, the City was assigned an A- rating with a Stable Outlook by Standard and Poor's. This new classification and positive financial outlook for the City will result in lower future interest costs for city taxpayers and will reduce the price of all major capital projects, including those sponsored by the Board of Public Utilities (BPU), which will benefit utility customers throughout the Greater Jamestown Region.
- Continued cross training and collaborative activities involving the Finance Department and customer service staff at the BPU.
- Implemented new procedures through the Finance/Treasurer's Office to improve upon the collection of outstanding payments and obligations previously considered uncollectible.
- Continued a collaborative effort with Complus Data Innovations, Inc. from Tarrytown, New York to pursue payment of approximately \$350,000 in accumulated, delinquent parking violation fees and penalties.
- Deployed the next phase of the new computerized accounting system that is streamlining finance, inventory, budgeting, and data functions.
- The retooled Information and Technology (IT) Department completed a variety of initiatives that will improve performance, enhance efficiency and reduce overall costs. Included were the following:
 - Eliminated the two antiquated AS-400 systems, along with their associated maintenance obligations. These steps will result in an annual savings in excess of \$20,000.
 - Consolidated five physical servers into one virtual server, which has resulted in greater efficiency and reliability and will eliminate server hardware equipment expenses until the year 2018.

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- Moved the property tax invoicing application from the previous AS-400 units to the KVS Accounting System, which has resulted in greater productivity and reliability.
- Updated and expanded the city's websites ... www.jamestownny.net and www.jamestownbpu.com.
- Launched an effort to completely rebuild and replace the city's website in 2014 and expand the city's social media profile and offerings.
- Concluded and executed a new Tax Collection and Foreclosure Agreement with the County.
- Completed design efforts with the Lawley Benefits Group from Buffalo, New York, and continued a Labor Management Process with the City's six bargaining units to implement an employee/retiree "Wellness Program." This initiative will streamline the delivery of and contain costs within the employee and retiree Health Care Benefits Plans.
- Utilizing a \$400,000 grant from the State's Local Government Efficiency Program, continued efforts with the County to determine the feasibility of and develop an implementation strategy to merge the City's Police Department with the Chautauqua County Sheriff's Office. With the assistance of the Center for Governmental Research (CGR) from Rochester, New York, the joint City/County Project Task Force is finalizing a draft Initial Management Agreement (IMA) that will be presented jointly to City-County leaders for the next phase of discussion, negotiation and possible approval.
- Renegotiated and extended the Health Insurance Third Party Administrator (TPA) and Pharmacy Benefits Management (PBM) agreements, resulting in an annual savings of \$20,000.
- Completed a successful financial review process with the Office of the State Comptroller (OCS) that resulted in a "Clean" audit report. This represented the first comprehensive review of the City's purchasing and accounting procedures by OSC in nearly two decades.
- Refunded and refinanced \$6 million in County IDA issued public parking facility construction bonds, which resulted in a savings of \$1,931,396 through 2030 or an average annual savings of \$113,612.
- The Fire Department responded to 3,887 calls for services (down from 4,230 in 2012) which included 106 structure fires (109 in 2012), 2,862 EMS calls (3,006 in 2012) and 147 ambulance transports (129 in 2012).
- The Fire Department responded to 13 arson fires, down from 25 in 2012, 22 in 2011, 34 in 2009 and 37 in 2008. Fire and Police Department officials point to a more aggressive and collaborative inter-departmental investigation effort (resulting in arrests and

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prosecutions in a number of high profile cases) as the primary reason for this downward trend.

- The Fire Department was awarded a \$60,000 grant to replace the City's 21-year old Self Contained Breathing Apparatus (SCBA) filling station and a \$515,000 federal grant to replace a 33-year-old engine pumper truck and a 20-year-old ambulance.
- The Fire Department retained a medical director to sponsor and oversee an in-house PILOT program for the more cost effective recertification of EMT's.
- The Fire Department significantly expanded its in-house equipment maintenance program, which is helping to save on vehicle related expenses.
- The Police Department responded to 32,591 calls for service which included 5,423 vehicle and traffic matters, 1,292 domestic dispute calls, 1,392 animal complaints, 1,286 warrant checks, and 1,005 larceny complaints. During 2013, 3,158 arrests were made by JPD Officers.
- Despite an increase in calls for service, the Police Department experienced a significant decrease in calls for several areas of concern. Domestic violence incidents were down 14%, larcenies 8.9% and there was a total decrease in Part I Crimes of 4.3%. Overall, violent crime was down 7.8% and property crime by 3.7%
- Following a restructuring of the Narcotics Task Force Operation, a significant increase in both narcotics arrests and seizures have been realized.
- The City was awarded an Operation Impact (10) grant in the amount of \$92,900 to assist with enforcement efforts addressing Part 1 and Target Crimes. This was an increase of \$10,500 over the previous award. The City also received the Edward Bryne Memorial Justice Assistance Grant (JAG) in the amount of \$7,396 to purchase dash cameras for its Police patrol vehicles.
- The Police Department completed the purchase and field testing of all new communications equipment in accordance with the FCC narrowbanding requirements.
- On the eve of launching binding arbitration proceedings, contract settlements were reached and ratified with members of the Kendall Club PBA and Local 1772 of the International Association of Firefighters. The four year agreement, covering 2012, 2013, 2014 and 2015 contained an annual average salary increase of about 1.8%. The agreements also included a new, landmark employee/retiree "Wellness Program," which will both enhance employee productivity and help to contain costs within the employee and retiree Health Care Benefits funds.
- Continued contract negotiations with the remaining four (4) Collective Bargaining Units (AFSCME, CSEA, JCAA, JCAA-JURA) that are paid out of the General Operating Fund. All four units have been working with expired agreements since 12/31/11.

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- Implemented the necessary changes to retain the City's Status as a U.S. Passport application center, which generates useful revenue for the City Budget.
- Completed the final arrangements and advanced a variety of activities utilizing \$4 million in tax exempt municipal bond funding for a variety of vitally needed capital equipment and real estate improvement projects. Included were the following:
 - DPW/Parks Equipment: \$ 1,434,000
 - Fire Department Self Contained Breathing Apparatus (SCBA): \$ 185,000
 - Phase II – Central Garage Rehabilitation: \$ 1,300,000
 - Tracy Plaza Deck Repairs: \$ 480,000
 - Municipal Building Window Replacement: \$ 150,000
 - Roof Repairs – Various City Owned Buildings: \$ 150,000
 - Construction of a Road Salt Storage Facility \$ 200,000
- Secured \$1 million in tax exempt municipal bond funding and launched an effort, in accordance with FCC mandates, to acquire new narrowband radio communications equipment for the Police, Fire, Public Works and Parks Departments. This bond initiative also provided resources for the replacement of several pieces of essential construction equipment for the Public Works and Parks Departments.
- Continued a process with the Police, Fire and Youth Service Departments, in conjunction with the Jamestown School District, the Workforce Investment Board, United Way of Southern Chautauqua County, Chautauqua Striders, Eastside YMCA, BOCES, etc., to interest and encourage youth from the City of Jamestown to pursue careers in public safety and to seek future employment opportunities being offered by the Jamestown Police and Fire Departments.
- Secured and provided NYS Division for Youth Funding to a variety of local human service agencies and programs. Included were the following:
 - Family Services Inc.
 - Infinity Visual and Performing Arts Center
 - The Salvation Army
 - Emmanuel Temple
 - City of Jamestown Summer Playground Program
- Continued the ongoing effort to make the operations of City Government more cost efficient. Noteworthy initiatives during 2013 included the restructuring of various operations and services.
- See the attached Summary of 66 City Government Restructuring efforts since 1/1/2000, which are saving \$5,187,200 on a recurring, annual basis for city taxpayers.

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- Obtained City Council approval and launched the process seeking the assistance of the State Financial Restructuring Board. If the request is granted, the FRB will work collaboratively with City officials to identify opportunities to build upon the internal restructuring and intermunicipal consolidation and collaboration initiatives implemented during recent years.

Infrastructure/Facilities/Utilities

- Completed a record level of downtown and neighborhood street, sidewalk and storm water drainage improvement projects. In addition to more than 90 resurfacing, nova chip and storm sewer improvement activities, comprehensive reconstruction efforts were completed along Lakeview Avenue, E. Fifth Street, Broadhead Avenue, Mechanics Alley, Roseland Park and the Greater Jamestown Riverwalk.
- Completed Phase II of City DPW Garage reconstruction at 155 Steele Street.
- Brought on line various pieces of new equipment that improved efficiency in the Public Works and Parks Departments and enhanced both employee and public safety.
- Utilizing federal CDBG funding, continued the high level of curb and intersection improvements to bring the City one step closer to full compliance with the Americans with Disabilities Act (ADA).
- Continued the development and upgrading of the District Heating System.
- Completed numerous improvements to the water and wastewater treatment operations.
- Through the City's Board of Public Utilities (BPU), expanded the operation of the Residential and Small Business Energy Efficiency Programs.
- Initiated efforts to develop new ADA complaint restroom facilities at the Fenton History Center and the James Prendergast Library.
- Undertook a variety of improvements at the Municipal Building including Phase I of the Tracy Plaza Revitalization Project at a cost of \$1.2 million; installation of \$200,000 worth of energy efficient, reflective glass windows; replacement of the antiquated emergency generator unit; improvements to the sound system in the City Council Chambers; re-keyed locks throughout entire building to address security concerns; and the completion of a variety of plumbing, carpeting and painting projects.
- Completed an energy efficiency study of the Municipal Building in preparation for a NYSERDA grant application to assist with a variety of energy conservations projects.

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- Replaced two roofs at the Waste Water Treatment Plant.
- Employed new technology to clean the Buffalo Street Reservoir without having to take the operation off line.
- Cleaned Well #5 at the Cassadaga Pump Facility, which significantly increased performance capacity.
- Completed repairs to 78 broken water mains.
- Installed a second heat recovery device on the LM-6000 Gas Fired Electric Turbine to further support the District Heating System.
- Replaced and updated the control system on the LM-6000 Gas Fired Electric Turbine.
- Operated the LM-6000 Gas Fired Electric Turbine for 5,500 hours (665 more hours than in 2012) for a net electrical production of 261,494 MWh (30,000 more than in 2012). This represented the highest annual level of production ever achieved on this unit.
- Formally retired Coal Boiler #12 to comply with environmental regulations.
- Completed a \$2 million conversion of Boiler #10 from coal to natural gas to support future reliability needs.
- Removed 23,500 pounds of asbestos insulation from the Carlson Generating Station as part of the coal plant dismantling program.
- Completed engineering and design work for the \$3 million Chadakoin Electric Substation project, which will replace two older, less efficient and reliable units located on Second and Washington Streets and on Jones-Gifford Avenue near the McCrea Point Boatlanding.
- Installed new backup generators at the Dow Street electric facility and the Monitor Building on Steele Street.
- Completed Phase 2 of the Lakeview Avenue LED Street Lighting Program.
- Installed 65 new transformer units and replaced more than 300 wood utility poles and 29,000 secondary service lines.
- Continued to implement the Back Lot Electric Service Replacement Program.
- Completed construction on and opened the new Yard Waste Center on Monroe Street.

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- Purchased three new Recycling Trucks (50% of the cost paid for through a grant from the NYS DEC) in preparation for the new incentive recycling program to be launched during the second quarter of 2014.

Regionalism/Intermunicipal Cooperation

- Conducted wastewater treatment services for the County's South and Center Sewer District.
- Continued to provide landfill leachate treatment services for the County.
- Utilizing a \$400,000 grant from the State's Local Government Efficiency Program, continued efforts with the County to determine the feasibility of and develop an implementation strategy to merge the City's Police Department with the Chautauqua County Sheriff's Office. With the assistance of the Center for Governmental Research (CGR) from Rochester, New York, the joint City/County Project Task Force is finalizing a draft Initial Management Agreement (IMA) that will be presented jointly to City-County leaders for the next phase of discussion, negotiation and possible approval.
- Conducted centralized purchasing activities with the county for public works materials.
- Continued discussions and advanced plans with the Town of Ellicott regarding storm water drainage improvements in West Ellicott, which will alleviate storm water buildup and flooding along the City's West side border (ie: Huxley, McDaniel, etc.)
- Obtained City Council approval and launched the process seeking the assistance of the State Financial Restructuring Board. If the request is granted, the FRB will work collaboratively with City officials to identify opportunities to build upon the internal restructuring and intermunicipal consolidation and collaboration initiatives implemented during recent years.

Housing/Neighborhoods

- Worked with the Jamestown Renaissance Corporation (JRC) to implement the Neighborhood Revitalization Strategy entitled "Jamestown, New York: A Livable Community".
- Completed wheel chair ramp/residential projects utilizing \$7,540 in CDBG funds.

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- Developed a detailed analysis of the total costs associated with occupancy of residential properties within the City of Jamestown and its neighboring suburban communities (Falconer, Lakewood, Busti, Ellicott).
- Initiated over 1,000 new Housing Code Enforcement cases and resolved most without City Court intervention.
- Renovated and brought 11 units of housing into code compliance utilizing \$248,881 in Federal grant resources. This resulted in a total public/private investment of \$312,000 into the housing stock of the City.
- Continued marketing new housing development opportunities in the Country View Estates subdivision.
- Expanded the targeted Mini Sweep Housing Inspection Program into various neighborhoods.
- Conducted inspections on 31 city properties which were slated to be sold by the County at foreclosure auctions and arranged for 5 properties to be transferred to the Chautauqua County Land Bank for resale to first time homebuyers.
- Removed 25 unregistered and abandoned vehicles from city residential neighborhoods.
- Pursued additional improvements within the Northside PRIDE Rehabilitation Project area.
- Demolished twelve (12) vacant and abandoned homes, with another 15 in the demolition preparation process.
- Utilizing CDBG resources, completed or launched \$35,000 in emergency repair projects to properties owned and occupied by low-moderate income seniors and single parents.
- Assisted Pathstone Inc., the new owner of the Bradmar Village Apartments, with the complete redevelopment of this 100 unit private, fully taxable, family housing project on the City's South side. As part of the \$6.4 million rehabilitation program, which included the construction of a new community activities center, the City provided \$250,000 in federal HOME funding for handicap accessibility improvements.
- Worked with the JRC and Chautauqua County Health Network to expand the "Community Gardens" program on otherwise vacant, unusable and unsightly lots within designated neighborhoods. This program allows residents to have gardens within the City, when their own lots are not sufficient to accommodate such an activity. In addition to growing healthy foods, neighbors are afforded the opportunity to network and socialize with each other.

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- Worked collaboratively with Chautauqua Opportunities Inc. (COI) to bring the National Youth Group Work Camps program to Jamestown. This initiative, which utilized \$38,000 in CDBG proceeds, enabled the youth volunteers to complete exterior repairs and renovations to the homes of 50 city residents.
- JURA and the Parks Department, in collaboration with the Chautauqua County Health Network and a neighborhood watch group, advanced plans and fundraising efforts for the renovation of Lillian Dickson Park on Falconer Street.
- Through the efforts of JURA, the City became fully compliant with the Fair Housing Equal Opportunity (FHEO) requirement of the US Department of Housing and Urban Development (HUD).
- Worked collaboratively with the Chautauqua County Land Bank Corporation to secure \$1.5 million in funding from the NYS Office of Attorney General. The grant will be used to address vacant and abandoned housing and to eliminate slums and blight in neighborhoods throughout the County. The City of Jamestown will receive \$500,000 of this funding and target it for demolition of abandoned structures over a two year period.
- Throughout the summer and fall months, continued the Mayor's Neighborhood Walking Tour Program. In 2013, accompanied by Development Director Vince DeJoy, more than 150 residential visits were conducted and dozens of specific constituent concerns were addressed. Over the years, this program has been an extremely effective tool to learn about first hand and then respond to matters of greatest concern to city residents.
- Initiated the "48 Hour Rule", in which every citizen code compliance complaint is logged, acknowledged, responded to and a resolution to the matter...with or without court action...is launched in no more than two (2) business days.

Parks/Recreation

- Completed construction on Phase IV (Washington Street Bridge to behind the Gateway Train Station along the North Shore), broke ground on Phase V (McCrea Point to Clifton Avenue) and secured funding for the development of Phase VI (Panzarella Park to McCrea Point) and Phase VII (McCrea Point to Celoron Park) of the Greater Jamestown Riverwalk.
- Expanded and enhanced the City's nationally acclaimed Urban Forestry Program and obtained Tree City USA status from the National Arbor Day Foundation for the 32nd consecutive year.

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- Tree Program Activity: Removed 192; Planted 198; Trimmed 1,776; Removed and ground 192 stumps.
- Implemented numerous ballpark improvement projects at Bergman, Allen, Roseland, Jones and Gifford and Diethrick Parks.
- Installed additional handicapped accessible improvements at various City parks, highlighted by the construction of new ADA compliant restrooms at Roseland Park.
- Planned, implemented and/or supported a variety of community events including, but not limited to; the annual Easter Egg Hunt, Goranson Bandshell Concert Series, Labor Day Festival, Halloween Fun Fest, Holiday Parade and Tree Lighting, Hands on Jamestown Community Cleanup, Arbor Day Ceremony, Farmers Market Days, Thunder in the Streets, Cruise-In, Lucy's Birthday Celebration, March Against School Violence, Juneteenth Festival, Street Jam Basketball Tournament, Infinity Music Showcase, World Series of Cars, Taste of Jamestown, Soap Box Derby, Riverwalk Concert Series, National Night Out at Lillian Dickson Park, Memorial Day Parade and Soldiers Circle Ceremony, Salvation Army Concert Series, Lost Neighborhood Christmas Tree Lighting, Allen Park Holiday Caroling, Roller Derby Events at the Allen Park Ice Rink, Babe Ruth Baseball District and State Tournaments, Section 6 High School Baseball Tournaments, Jamestown Jammers, JCC and Oldtimers Baseball Games, set up for all Neighborhood Block Parties, etc. etc.
- Conducted the annual Summer Playground Program at six (6) sites, with nearly 500 children participating. Utilizing a grant from the United Way of Southern Chautauqua County, provided over 1,900 lunches to children at the various playground sites.
- Continued the construction of the new Veteran's Memorial at Logan Park.
- Completed renovations to the Skateboard facility at Chadakoin Park.
- Undertook a variety of improvements (new benches, trash cans, bike rack and a rock climbing area) at Lillian Dickson Park.
- Replaced antiquated and unsafe playground equipment and fall zones at Dow, Nordstrom and Chandakoin Parks.
- Installed a new electric service and sensor security lighting at the Allen Park Bandshell.

Development Activities

- Initiated multi-modal transportation center operations at the Historic Gateway Train Station Building. The \$12 million facility, which was restored with a combination of private investment capital induced by \$3.6 million of Federal and State Historic Tax Credits, Federal Transportation Administration funding, State Environmental Protection funds, State Department of Transportation resources, and local private foundation assistance, was also extensively used for a variety of public events and private rentals during the course of 2013. Planning and feasibility study efforts also proceeded regarding the potential development of the National Center for Comedy at the facility, in conjunction with the Lucille Ball/Desi Arnaz Comedy Center and the Gebbie Foundation.
- Completed construction on Phase IV (Washington Street Bridge to behind the Train Station on the North Shore), broke ground on Phase V (McCrea Point to Clifton Avenue) and secured funding for the development of Phase VI (Panzarella Park to McCrea Point) and Phase VII (McCrea Point to Celoron Park) of the Greater Jamestown Riverwalk.
- Continued development of the \$7,418,383 Wellman Building Redevelopment Project in Downtown Jamestown. This long vacant, historic landmark now provides 44 fully occupied market rate apartments and 10,446 sq. ft. of new commercial rental space. The Project was financed in part with a \$1,200,000 Restore NY grant secured by the City's Department of Development, \$1,672,726 in private tax credit induced resources, \$145,000 in CBDG assistance, and \$105,000 in local/private foundation financing.
- In addition to the CDBG Façade funds included in the Wellman Building project (85,000), completed another three (3) Downtown Greenlining Program façade projects utilizing \$79,566 in CDBG funding. This, in turn, leveraged additional private resources of \$149,566, resulting in a total public/private investment of \$229,132.
- Assisted with efforts to retain and enhance commercial airline service at the Chautauqua County-Jamestown Airport.
- Worked with the Jamestown Renaissance Corporation (JRC) to continue implementation of the City's "award winning" Downtown Urban Design Plan.
- Utilizing a \$1 million RESTORE NY grant obtained by the Department of Development, completed the demolition of the vacant, unusable and unstable portions of the former Dahlstrom Complex to make way for new business investment and development activities.

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- Issued 296 building permits for projects totaling \$2,335,400. These permits generated \$18,461 in fee revenue for the City.
- Worked with local developer Jody Peterson to advance a number of key Downtown redevelopment projects, including the following:
 - Westside Professional Center (Completed and fully occupied)
 - The former Maynard's Electric Building (Complete renovation in progress)
 - The Historic Hotel Jamestown Building (Planning underway for the complete redevelopment of the nine floor complex into market rate housing, offices and storefront commercial units)
- Completed the Community Branding Study with the Jamestown Area Attractor's Group and the Jamestown Renaissance Corporation, which identified "Up Close and Wonderful" as the brand to promote the City of Jamestown to regional audiences. This effort also created and launched a website (jamestownupclose.com) to be used for internet promotion of the community. A Business Mix Plan has also been developed with the intent of actively marketing for new businesses and to assist existing businesses in the downtown.
- As part of this initiative, contracts were awarded for the purchase and installation of 238 Downtown utility pole banners and 6 information kiosks to be located throughout the central business district.
- After an exhausting examination of potential location sites, first in the City of Jamestown and then within the Jamestown municipal utility districts, the DOD/JURA worked with Empire Specialty Cheese Company to acquire the former AFA Foods Plant in Ashville. The company will establish a new processing operation that will eventually employ 200 workers.
- Launched a process to re-establish the dormant Greater Jamestown Zone Capital Corporation to provide low interest rate loans to companies locating or expanding within the boundaries of the former Greater Jamestown Empire Zone.
- The DOD/JURA worked closely with Paramount Lodging Advisors to market and successfully auction the former Ramada Inn property in Downtown Jamestown. The new owners of the site, the Hamister Hospitality Group of Williamsville, NY, have recently announced their intention to pursue a multi-million dollar renovation of the eight-story building for a full service hotel and conference center.
- Collaborated with the JRC to fund an "Artistic Board-Up" pilot project at the Arcade and Stearns Buildings on North Main Street. It is felt that this effort can be used as a model to not only secure abandoned buildings, but to give these structures a more aesthetically appealing look, while future development activities are being pursued.

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- The City was awarded \$269,100 in Brownfield Opportunity Area Grant funding to undertake a plan to redevelop industrial properties for commercial use in a 710-acre area, with 15 brownfield sites, located between Chautauqua Lake and Downtown Jamestown.
- Worked with Ben Weitzman of Jamestown Inc. to improve the environmental conditions surrounding their 8th Street and Riverfront location. This initiative will include eliminating the dust build up, improving drainage and water containment, enhanced truck and vehicle traffic circulation, better visibility, and various aesthetics updates.

Total cost of the project, which will also include the construction of a new operations building, will be in excess of \$5 million.

- Re-launched the Mayor's Business Visitation Program with the DOD/JURA Director and staff. Site visits were conducted at the following companies:
 - Anderson Precision Inc.
 - Colecraft Commercial Furnishings
 - Artone Manufacturing Corp.
 - Blackstone Business Enterprises
 - Phoenix Metal Manufacturing Co.
 - MD Electronics Corp.
 - Jamestown Mattress Co.
 - Blackstone-Ney Ultrasonics
 - Hope's Windows Inc.
 - Jamestown Electro Plating, Inc.
 - Water Street Brass, Co.
 - Digitell Inc.
 - RHI Monofrax
 - Suburban Blend
 - SKF Aero Engine Inc.

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GOVERNMENT RESTRUCTURING AND REGIONALISM

History Has Proven: It's Important to Keep an Open Mind

By Mayor Sam Teresi

December 23, 2012

The recent progress report from the Center for Governmental Research (CGR) and the Public/Private Task Force studying the possibility of consolidating the Jamestown Police Department with the Chautauqua County Sheriff's Office, has brought to mind the rich history of successful, mutually beneficial government restructuring efforts involving the City of Jamestown, its municipal neighbors and Chautauqua County Government.

The following is a summary of services, that had previously been the exclusive domain of the City of Jamestown, which are now being provided directly by County Government, or are being shared through various contractual arrangements.

CITY SERVICES CONSOLIDATED WITH THE COUNTY

1. Department of Social Services
2. Department of Health
3. Public Landfill
4. Commercial Airport
5. Industrial Development Agency (IDA) / Economic Development
6. Public Transportation
7. Tax Foreclosure/Sale Process
8. Emergency Dispatching (E-911) and related records management services
9. Ownership and Maintenance of all City Bridges
10. Local Funding – Community Colleges
11. Election Administration
12. Civil Service / Personnel Functions
13. Police Services (Under Review)

CITY/COUNTY COLLABORATIONS

1. Development of Industrial Parks
2. Highway and Bridge Improvements
3. Shared purchasing and procurement activities
4. Expansion of the public safety mutual aid system
5. Provision of space in City Hall for County Offices
6. City processing of solid waste from the South-Center Sewer District
7. City treatment of leachate from the County Landfill

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8. Construction of County Landfill leachate pipeline by the City
9. Billing and collection of County property taxes by the City
10. Regionalized sponsorship of Jamestown Community College

CITY SERVICES SHARED WITH MUNICIPAL NEIGHBORS

1. City Electric (Ellicott, Celoron, Falconer)
2. City Water (Ellicott, Busti, North Harmony, Kiantone, Harmony, Falconer, Celoron, Lakewood)
3. City Wastewater Treatment (Ellicott, Busti, Kiantone, Falconer)
4. Public Safety services (Ellicott and Lakewood/Busti)
5. City Assessment operations (Busti, Carroll, Kiantone, Harmony, Chautauqua, North Harmony, Ellery and Ellicott)

As one might suspect, all of these efforts required months or years of planning to accomplish. In each instance, dozens or even hundreds of individuals were involved. And the process was extremely difficult, at times slow moving, filled with thousands of details and, quite often, controversial and thankless.

Clearly, as outlined above, both the City of Jamestown and Chautauqua County governments are vastly different today than they were thirty or even five years ago. I also have absolutely no doubt that they will continue to evolve and be different five years from now and beyond.

Although it is sometimes human nature to sell ourselves short and fail to appreciate the magnitude of one's own progress, the significance of the strides made over the past three decades has not been lost on observers from the outside. In many respects, due to the notable efforts of hundreds of visionary leaders over the years, Jamestown and Chautauqua County have become a model for those now trying to enter the regional governance process for the very first time.

As with all of the previously listed examples, the current discussion regarding the consolidation of the Jamestown Police Department with the Chautauqua County Sheriff's Office has prompted a wide array of questions, concerns and public debate – both pro and con.

During the coming months, as both the state-sponsored consultant and the members of the public/private task force work to finalize a model and implementation strategy, it is vitally important that we, as concerned and vested citizens, remain informed and keep an open mind. As was the case with all of the previously mentioned examples of beneficial regionalism, we must see what this process yields and let the facts, not our raw emotions and fears, guide the ultimate decision making process.

CITY RESTRUCTURING EFFORTS

On a related front, over the past decade, the City has also invested a tremendous level of energy in the restructuring, streamlining and rightsizing of its own internal operations.

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Since the year 2000, City policymakers and staff have implemented 60 significant restructuring initiatives that have literally changed, for the better, the face and efficiency level of our local government. It should be noted that these 60 efforts do not include similar restructuring steps taken on the Board of Public Utilities side of City Government.

The 60 referenced items, some monumental and others relatively “small”, are the product of the good, hard work of City Council Members, the City’s administrative management team and our highly trained and capable general work force. The combined, reoccurring annual value (savings and/or additional revenues) of these 60 initiatives has grown to **\$5,033,200!** These efforts have also enabled a 20% reduction in the City’s total work force during recent years.

In these cases, a tremendous level of creativity, collaboration, negotiation, litigation, and in some instances, pain and sacrifice were required. It stands to reason that if the 60 items on this list were so truly “simple and easy”, someone would have certainly thought of and put them all in place before!

The year 2012 has been a particularly active “chapter” in this ongoing and impressive “story”. During the past twelve months, City Council Members, in a cooperative and bi-partisan fashion, have approved and/or brought to fruition 14 additional initiatives, which have already or will produce a projected annual, reoccurring value of \$566,600 for the residents, businesses and taxpayers of this City.

A complete outline of the 60 City of Jamestown internal restructuring initiatives and the corresponding employment report, may be viewed at **www.jamestownny.net**.