



SUMMARY OF MAJOR ACTIVITIES AND ACCOMPLISHMENTS - 2011

Government Structure/Financial Affairs/General Services

- After working off the previous \$1.4 million accumulated deficit, the City's General Fund is now sporting a positive fund balance of \$3.4 million, of which, \$2.4 million is unrestricted and available for appropriate uses.
- Continued streamlining operations through collaborations and cross training activities involving the Finance Department and customer service staff of 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 \$323,935 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.
- Updated and expanded the city's web site ... www.jamestownny.net.
- Initiated discussions with the County regarding renewal of the Tax Collection and Foreclosure Agreement.
- Advanced efforts with the Lawley Benefits Group from Buffalo, New York, and launched a Labor Management Process with the City's five bargaining units designed to streamline the delivery of and contain costs within the employee and retiree Health Care Benefit Plans.
- Utilizing a \$400,000 grant from the NYS Department of State 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 and Chautauqua County Sheriff's Office. The joint City/County Project Task

Force has recommended the Center for Governmental Research from Rochester, New York to serve as the consultant to facilitate and lead the effort.

- Responded to 4,347 calls for services through the Fire Department, which included 100 structure fires, 2,319 EMS calls and 292 false alarms.
- The Fire Department responded to 22 arson fires, up from the 18 in 2010 and down from the 2009 and 2008 counts of 34 and 37. Fire and Police Department officials point to a more aggressive and collaborative inter-departmental investigation effort resulting in arrests and prosecutions in a number of high profile cases.
- Responded to 32,133 calls for service through the Police Department which included 4,130 vehicle and traffic matters, 1,639 animal complaints, 1,620 domestic dispute calls, 1,138 warrant checks, and 1,133 larceny complaints. During 2011, 3,423 arrests were made by JPD Officers.
- The Police Department was awarded \$82,500 in State Operation Impact grant funding to assist with concentrated law enforcement efforts. The Department also obtained an Edward Byrne Memorial Justice Assistance Grant in the amount of \$8,845 for dash cameras in specialized unit vehicles.
- Initiated and advanced negotiations with all 5 City Collective Bargaining Units as well as the JURA employees labor unit.
- New management procedures and cooperation from the membership of Firefighters Local 1772 resulted in a significant reduction in overtime payments within the Fire Department.
- Advanced an effort with both private and public sector representatives to revise the redundant system of providing Emergency Medical Services (EMS) within the City of Jamestown. The Task Force has developed modifications and new approaches designed to significantly reduce pressure on the Jamestown Fire Department (and cost to City taxpayers), while maintaining the high quality of initial response and transport services for legitimate emergency situations.
- 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.
- Transitioned all required official records of public meetings from analog/tapes to digital recordings.
- Successfully implemented the local administration of the licensing of dogs within the City. This latest unfunded state mandate was approved by the State Legislature in 2010 and was required to be implemented by all local governments during 2011.

- Approved and secured \$4 million in tax exempt municipal bond funding to implement a variety of vitally needed capital equipment and real estate improvement projects. Included were the following major components:
 - DPW/Parks Equipment: \$ 1,434,000
 - Fire Department Self Contained: \$ 185,000
Breathing Apparatus (SCBA)
 - Phase II – Central Garage Rehabilitation: \$ 1,300,000
 - Tracy Plaza Deck Repairs: \$ 480,000
 - Municipal Building Window Replacement: \$ 150,000
 - Root Repairs – Various City Owned Buildings: \$ 200,000

- Initiated 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, Joint Neighborhood Project, 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.

- Launched an initiative with the Jamestown School District and a variety of other area youth serving agencies to prevent and reduce incidents of “bullying” of area youth. The focus of this effort is on training techniques rooted in tolerance, coping skills, self esteem, open communication and direct involvement of young people in the process.

- Continued the ongoing effort to restructure and make the operations of City Government more cost efficient. Noteworthy initiatives during 2011 included the restructuring of:
 - A) The Police Department Patrol Division (elimination of two Desk Sergeant Positions)
 - B) The Administration of the DPW Traffic Control Division (elimination of the Traffic Supervisor Position)
 - C) The Fire Department Command Team (elimination of the Administrative Battalion Chief Position)

See attached Summary of the 49 City Government Restructuring efforts since 1/1/2000.

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 projects, comprehensive reconstruction efforts were completed on Cowden Place, Palmer Street, Pratt Avenue, Tiffany Avenue, Water Street, Roseland Park and the Greater Jamestown Riverwalk.
- Continued a comprehensive program to replace outdated, inefficient and unsafe Public Works and Parks Department equipment.
- 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).
- Undertook a variety of code compliance and energy conservation improvements at the Municipal Building including the \$700,000 project to remove asbestos from and replace the two 41-year old elevator units in the building.
- Continued the development and upgrading of the District Heating System.
- Completed numerous improvements to the water and wastewater treatment systems.
- Through the City's Board of Public Utilities (BPU), continued the operation of the Residential and Small Business Energy Efficiency Programs and also launched a new energy savings initiative directed at residential rental properties.
- Pursued numerous upgrades at both the coal and natural gas-fired electric operations on Steele Street.
- Utilizing \$2.55 million in federal ARRA funding, completed the \$3.2 million Wastewater Treatment Plant Upgrade Project on schedule and \$300,000 under budget. This initiative replaced the 54-year old digester covers and allowed the capture and reuse of the methane gas by-product for the production of electricity.
- Completed the \$3 million project to install a new natural gas fired District Heating System generator, providing much needed redundancy and additional flexibility for this City utility operation.
- Approved and secured \$4 million in tax exempt municipal bond financing to implement a variety of vitally needed capital equipment and real estate improvement projects (see previous entry).

- Converted the Cassadaga Water Pump Station from a Gas to a Liquid Chlorine operation.
- Changed the Solid Waste curb side recycling operation to a dual stream program, effectively doubling the pick up of higher volume plastic and paper products.
- Initiated the first Integrated Resources Plan for the BPU Electric Division in 15 years, which when completed in the second quarter of 2012 will analyze and recommend options for continued power generation at the Carlson Generating Station on Steele Street and improvements for the City's Electric distribution system.
- Completed major electric system upgrades serving WCA Hospital, SFK AeroEngine Inc., Titan-X, Dawson Metal, Jamestown Macadam, Maplevale Farms, MVP Plasticware and installed a new 15 KV circuit to serve the south side of the City.
- Proceeded with plans for a major upgrade and expansion at the Dow Street Electric Substation.
- Implemented upgrades to the sound system in the City Council Chambers.
- Upgraded the utility systems serving the Infinity Studio in the Spring Street Parking Garage.
- Replaced the antiquated Municipal Building emergency generator with a new, safer, state of the art natural gas fired system.
- Launched the Sprague Street Bridge Replacement Project in conjunction with the County

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.
- Reached a tentative agreement with the Town of Busti regarding the renewal of their Border to Border Water and Sewer Agreements.
- Conducted centralized purchasing activities with the county for public works materials.

- Utilizing a \$400,000 grant from the State Local Government Efficiency Grant Program, initiated with the County the process to determine the feasibility of and develop an implementation strategy to consolidate the City's Police Department with the Chautauqua County Sheriff's Office.
- Launched the Sprague Street Bridge Replacement Project in conjunction with the County.
- Completed the reconstruction of Tiffany Avenue with the assistance of the Town of Ellicott.
- Assisted the Town of Busti with improvements to South Avenue.
- Initiated discussions and 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 with Ellicott (ie: Huxley, McDaniel, etc.)
- Initiated discussions with the Town of Kiantone regarding formalizing water and sewer agreements to specific, adjacent properties that have historically received service from the City.

Housing/Neighborhoods

- Launched the implementation of the Neighborhood Revitalization Strategy entitled "Jamestown, New York : A Livable Community".
- 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). See attached.
- Initiated 1,234 new Housing Code Enforcement cases and resolved most without City Court intervention.
- Renovated and brought 43 housing units into code compliance utilizing \$471,523 in Federal grant resources. This resulted in a total public/private investment of \$885,961 into the housing stock of the City.
- Continued marketing new housing development opportunities in the Country View Estates subdivision.
- Continued the Neighborhood Impact Residential Inspection Program in the Northeast Section of the City.

- Conducted inspections on 86 properties which were slated to be sold by the County at foreclosure auctions.
- Removed 48 unregistered and abandoned vehicles from city residential neighborhoods.
- Pursued additional improvements within the Northside PRIDE Rehabilitation Project area.
- Demolished five (5) vacant and abandoned homes, with another 11 in the demolition preparation process.
- Utilizing CDBG resources, completed \$10,000 in emergency repair projects to properties owned and occupied by low-moderate income seniors and single parents.
- With \$8,123,643 in private investor tax credit financing through the State of New York, launched the Appleyard Phase III housing development on the former VFW site at East Second and Winsor Streets.

Parks/Recreation

- Continued development of the Chadakoin Riverwalk, (West of Brooklyn Square, McCrea Point Park, Chadakoin Park, and along Jones and Gifford Avenue).
- Expanded and enhanced the City's nationally acclaimed Urban Forestry Program/Obtained Tree City USA status from the National Arbor Day Foundation for the 30th consecutive year.
- Tree Program Activity: Removed 193; Planted 216; Trimmed 742; Removed and ground 151 stumps.
- Implemented numerous ballpark improvement projects at Bergman, Allen and Roseland Parks.
- With the assistance of the Jamestown Babe Ruth League, completed the reconstruction of the main baseball field in Bergman Park.
- Installed additional handicapped accessible improvements at various city parks.
- Secured a \$262,500 grant through the New York State Environmental Protection Fund to develop a \$525,000 riverwalk pedestrian and bicycle trail through Chadakoin Park. Design work completed with the project construction scheduled for 2012.

- 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, St. Patrick's Day Parade, Hands on Jamestown Community Cleanup Event, Farmers Market Days, Thunder in the Streets, Cruise-In, Lucy's "100th Birthday Celebration", March Against School Violence, Juneteenth Festival, Street Jam Basketball Tournament, Infinity Music Showcase, World Series of Cars, the 13-15 year old Babe Ruth Baseball World Series, Taste of Jamestown, Soap Box Derby, Riverwalk Concert Series, etc.
- Conducted the annual Summer Playground Program at six (6) sites from June 27th - August 5th, with nearly 500 children participating.
- Secured \$8,800 in State Division for Youth funding to support the programs and activities of eight (8) non-profit community youth service agencies.
- Utilizing \$99,378.93 in CDBG resources and \$ 62,000 in privately raised funding by the community group Partners for Play, constructed and opened the new, handicapped accessible playground at Roseland Park.
- Completed numerous projects at Diethrick Park including grandstanding lighting improvements, installation of air conditioning in the visitors' clubhouse and the construction of a new sod infield.

Development Activities

- Nearly completed construction activity on the \$9,900,000 Gateway Station Redevelopment Project at the historic, long-abandoned Erie Railroad Station. Major funding sources for the project, which will entail the establishment of a multi-modal transportation center and 15,000 sq. ft. of commercial/professional rental space, include:

\$5,271,434 from the Federal Transportation Highway Adm.;
 \$1,008,351 from the State of New York (DOT, EPF, ESDC)
 \$2,700,000 in private investor funds secured through the issuance of
 Federal and State Historic Tax Credits;
 \$ 120,000 in Community Development Block Grant funding;
 \$ 851,000 in local, private, foundation assistance.

The project is scheduled to be completed with a "Grand Opening" target of mid 2012.

- Completed and opened the next phase of the Chadakoin Riverwalk/Downtown Connector Project from Brooklyn Square to Panzarella Island near the City's

Power Plant. Included within this initiative was the development of a public performance space funded entirely with Gebbie Foundation resources.

- Assisted with efforts to retain and enhance commercial airline service at the County's Jamestown Airport.
- Assisted with the successful efforts to develop a new heat treatment operation at SKF Aero Engine Inc. in Falconer; an initiative which will result in the retention of nearly 700 SKF production and administrative jobs for the Greater Jamestown area. Final construction activity and occupancy of the project are expected to be completed by late 2012.
- Advanced construction activities on the \$7,418,383 Wellman Building Redevelopment Project in Downtown Jamestown. When restored, this long vacant, historic landmark will provide 45 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 Financing, \$145,000 in CDBG assistance, and \$105,000 in local/private foundation assistance.
- Completed nine (9) Downtown Greenlining Façade Projects utilizing \$297,493 in CDBG funding and resulting in a total public/private investment of nearly \$600,000.
- Completed five (5) Downtown Commercial Handicapped Improvement projects utilizing \$107,000 in CDBG funding and resulting in nearly \$230,000 in total investment to privately owned structures.
- Worked with the Jamestown Renaissance Corporation (JRC) to continue implementation of City's "award winning" Downtown Urban Design Plan.
- Assisted the JRC with the redevelopment of the former Wintergarden Theater site, into the new Wintergarden Plaza and Public Performance Space.
- Implemented the renovation of upper floor and storefront spaces within the Civic Center Development District Block.
- Utilizing a \$1 million RESTORE NY grant obtained by the Department of Development, launched the demolition of the vacant, unstable and unusable portions of the former Dahlstrom Complex to make way for new business investment and development activities.
- Issued 359 building permits for projects totaling \$22,104,000, and generating \$24,500 in fee revenue for the City.

- Worked with local developer Jody Peterson to complete the several hundred thousand dollar redevelopment of the former Westbridge Building on West Third Street into the new Westside Professional Center.
- Assisted the County IDA with the marketing and redevelopment of the former Sysco Distribution Center on Allen Street Extension as the new location for Maplevale Farms and MVP Plasticware Inc.
- Worked with the County IDA and the Town of Ellicott to develop a plan and secure funding for the environmental remediation of the Anderson Cleaners property on Hunt Road.
- Completed Flex Rate Electricity Agreements which helped to make possible the significant investment and manufacturing expansion plans at Truck Lite Inc., Titan X and SKF Aero Engine, Inc.
- Initiated the Local Waterfront Revitalization Program (LWRP) and the Phase I and Phase II Brownfield Opportunity Area Plans.
- Advanced the Community Branding Study with the Jamestown Area Attractor's Group.