



SUMMARY OF MAJOR ACTIVITIES AND ACCOMPLISHMENTS - 2012

Government Structure/Financial Affairs/General Services

- Continued cross training and collaborative 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 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.
- Updated and expanded the city's web site ... [www.jamestownny.net](http://www.jamestownny.net).
- Completed and executed a new Tax Collection and Foreclosure Agreement with the County.
- Advanced efforts with the Lawley Benefits Group from Buffalo, New York, and continued a Labor Management Process with the City's five bargaining units designed to implement an employee/retiree "Wellness Program." This program is expected to streamline the delivery of and contain costs within the employee and retiree Health Care Benefit 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. The joint City/County Project Task Force retained the Center for Governmental Research (CGR) from Rochester, New York to serve as the consultant to facilitate and lead the effort.

The Task Force has projected that the final report, containing specific recommendations and an implementation plan, will be delivered jointly to the

County Legislature and City Council for consideration by late spring/early summer of 2013.

- The Fire Department responded to 4,230 calls for services which included 109 structure fires, 3,006 EMS calls and 322 false alarms.
- The Fire Department responded to 25 arson fires, up from 22 in 2011, but 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) as the primary reason for this downward trend.
- The Fire Department pursued and was awarded a \$60,000 grant to replace the City's 21-year old Self Contained Breathing Apparatus (SCBA) filling station.
- The Office of Public Safety (Police and Fire Departments) worked with the Chautauqua County Sheriff's Office to adopt and implement the American Association of Public Safety Officials (AAPSO) Emergency Medical Dispatch Protocols. This initiative is already reducing operational redundancy and more effectively utilizing Fire Department EMS personnel and resources.
- The Police Department responded to 32,225 calls for service which included 5,018 vehicle and traffic matters (tickets, accidents, DWI), 1,508 domestic dispute calls, 1,630 animal complaints, 949 warrant checks, and 1,103 larceny complaints. During 2012, 3,475 arrests were made by JPD Officers.
- Restructured the patrol division by eliminating three supervisors and replacing those positions with patrol officers. A savings of more than \$253,000 over a five year period, will result from this change.
- The City was awarded an Operation Impact 9 grant providing \$82,400 to assist with enforcement efforts involving Part 1 Crimes. The City was also awarded the Edward Bryne Memorial Justice Assistance Grant (JAG) in the amount of \$7,437 for the purchase of a vehicle for the investigative unit of JPD.
- In an effort to control costs and focus more effectively on narcotic investigations within the City of Jamestown, the Police Department restructured its Narcotics Task Force Operation and withdrew from the Southern Tier Regional Drug Task Force (STRDTF) in March of 2012. In 2011, salary expenses for the two involved officers amounted to \$170,429. After leaving the STRDTF, the City's related personnel expenditures decreased to \$158,223, for a net savings of \$12,206.
- During 2012, following the restructuring of the Narcotics Task Force Operation, a significant increase in both narcotics arrests and seizures was realized.

- Continued contract negotiations with all five (5) City Collective Bargaining Units as well as with the JURA employees labor unit.
- 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 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:
  - 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
- Approved \$1 million in tax exempt municipal bond funding to acquire, in accordance with FCC mandates, 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 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, 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.
- Advanced 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.
- Secured and provided NYS Division for Youth Funding to a variety of local human service agencies and programs. Included were the following:
  - JNP Summer Day Camp
  - Chautauqua Striders Lighted School Tutoring Program
  - Family Services Inc.
  - Infinity Visual and Performing Arts Center

- The Salvation Army
  - Emmanuel Temple
  - Summer Playground Program
- Continued the ongoing effort to make the operations of City Government more cost efficient. Noteworthy initiatives during 2012 included the restructuring of:
    - A) Police Department Administrative Staff and Narcotics Division
    - B) DPW Traffic Control Division
    - C) Fire Department Command Staff
    - D) Parking Enforcement and Fine Structure
    - E) Worker's Compensation Payments to the County
    - F) Clerk-Treasurer's Office Staff

See the attached Summary of the 61 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 Brad Street, Lakeview Avenue, Shaw Avenue, Lister Street, Vega Street, Constance Circle, North Main Street and the Greater Jamestown Riverwalk.
- Completed the reconstruction of the City's DPW Garage at 155 Steele Street.
- Completed the Main Street Signalization Upgrade Program.
- 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 systems.
- Through the City's Board of Public Utilities (BPU), expanded the operation of the Residential and Small Business Energy Efficiency Programs.

- Pursued numerous upgrades at the 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 installed a new micro turbine, which together are enabling the capture and reuse of the methane gas by-product for the production of electricity.
- Completed a \$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.
- Completed the first Integrated Resources Plan for the BPU Electric Division in 16 years, which analyzed and recommend options for continued power generation at the Carlson Generating Station on Steele Street and various improvements to the City's Electric Distribution System.
- Completed a variety of roofing and paving projects at the City's Wastewater Treatment Plant.
- Constructed and opened a new state of the art road salt storage facility on Steele Street, which has eliminated both the environmental and financial concerns associated with the previous "operation".
- Assisted the County with the completion of the Sprague Street Bridge Replacement Project.
- Completed repairs to 71 broken water mains.
- Overhauled the District Cooling unit at the Jamestown Savings Bank Arena.
- Operated the LM6000 Natural Gas Electric Turbine for 4,835 hours (net electrical output of 230,000 MWh), which was the highest annual level of production for the unit since its installation in 2003.
- Completed the \$1.2 million T3/DL Transformer Replacement Project at the Dow Street Electric Substation.

#### 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.

- Executed a renewal agreement with the Town of Busti for Water and Sewer services.
- Conducted centralized purchasing activities with the county for public works materials.
- Utilizing a \$400,000 grant from the State Local Government Efficiency Program, continued the process with the County and the Center for Governmental Research (CGR) to determine the feasibility of and develop an implementation strategy to consolidate the City's Police Department with the Chautauqua County Sheriff's Office.
- Completed the Sprague Street Bridge Replacement Project in conjunction with the County.
- 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 with Ellicott (ie: Huxley, McDaniel, etc.)
- Executed an agreement with the Town of Kiantone regarding water and sewer services to specific properties that have historically and unofficially received service from the City.

#### Housing/Neighborhoods

- Worked with the Jamestown Renaissance Corporation (JRC) to implement 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 950 new Housing Code Enforcement cases and resolved most without City Court intervention.
- Renovated and brought 43 units of housing into code compliance utilizing \$598,484 in Federal grant resources. This resulted in a total public/private investment of \$1.1 million into the housing stock of the City.
- Continued marketing new housing development opportunities in the Country View Estates subdivision.

- Continued the targeted Mini Sweep Housing Inspection Program in various neighborhoods.
- Conducted inspections on 29 properties which were slated to be sold by the County at foreclosure auctions.
- Removed 24 unregistered and abandoned vehicles from city residential neighborhoods.
- Pursued additional improvements within the Northside PRIDE Rehabilitation Project area.
- Demolished fifteen (15) vacant and abandoned homes, with another 11 in the demolition preparation process.
- Utilizing CDBG resources, completed or launched \$100,000 in emergency repair projects to 16 properties owned and occupied by low-moderate income seniors and single parents.
- With \$8,123,643 in private investor financing stimulated with New York State Tax Credits, assisted with the completion of the Appleyard Phase III housing development on the former VFW site at East Second and Winsor Streets. Executed a new Property Tax Equivalency Payment Agreement with the developer.
- Assisted Pathstone Inc., the new owner of the Bradmar Village Apartments, with the complete redevelopment of the 100 unit private, fully taxable, family housing project on the City's South side. As part of the \$6.4 million rehabilitation project, 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 nurture the creation of "Community Gardens" on otherwise vacant and usable lots within the City. This program allows City residents to have gardens within the City, when their own lots were not sufficient to accommodate such a garden. In addition to growing healthy foods, neighbors are afforded the opportunity to socialize with each other.

#### 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 and obtained Tree City USA status from the National Arbor Day Foundation for the 31st consecutive year.
- Tree Program Activity: Removed 185; Planted 203; Trimmed 2,158; Removed and ground 172 stumps.
- Implemented numerous ballpark improvement projects at Bergman, Allen, Roseland and Diethrick Parks.
- 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 was completed during 2012 with the project construction scheduled during 2013.
- 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, 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, Fireball Run, National Night Out at Lillian Dickson Park, Cardboard Regatta at McCrea Point, Memorial Day Parade and Soldiers Circle Ceremony, Salvation Army Concert Series, Lost Neighborhood Christmas Tree Lighting, Allen Park Holiday Caroling, Train Station Grand Opening and Dedication, Roller Derby Events at the Allen Park Ice Rink, Babe Ruth Baseball District Tournaments, Section 6 High School Baseball Tournaments, set up for all Neighborhood Block Parties, etc. etc.
- Conducted the annual Summer Playground Program at six (6) sites, with nearly 400 children participating.
- Rebuilt the picnic pavilion and completed playground improvements at Nordstrom Park.
- Launched the construction of the new Veteran's Memorial at Logan Park.
- Completed improvements to the drainage system and Grill House Building at Allen Park.
- Reconditioned the Allen Park Ice Rink roof.

## Development Activities

- Completed construction activity and officially dedicated the \$11.1 million Gateway Station Redevelopment Project at the historic, long-abandoned Erie Railroad Station. Major, permanent funding sources for the project, which will enable the establishment of a multi-modal transportation center and provide 15,000 sq. ft. of commercial/professional rental space, include:

- Federal Transit Administration and Federal Highway Administration	\$ 5,300,000
- Private Investment: Federal Tax Credit Equity	\$ 1,950,000
- Private Investment: State Credit Equity	\$ 1,650,000
- Gebbie Foundation	\$ 851,000
- New York State Department of Transportation	\$ 600,000
- New York State Environmental Protection Fund	\$ 325,500
- Empire State Development Corp.	\$ 160,000
- U.S. Department of Housing and Urban Development (CDBG)	\$ 120,000
- 1991: U.S. HUD (Initial property acquisition <u>and Land Banking</u> )	\$ 200,000
<b>Total</b>	<b>\$11,156,000</b>
- Completed and opened the next phase of the Chadakoin Riverwalk/Downtown Connector Project from Brooklyn Square to Panzarella Island, which included the construction of an additional pathway and a South side overlook. Included within this initiative was the development of a public performance space funded by the Gebbie Foundation.
- Completed and opened the first phase of the \$7,418,383 Wellman Building Redevelopment Project in Downtown Jamestown. This long vacant, historic landmark now provides 44 market rate apartments and 10,446 sq ft of new commercial rental space. Currently, 39 apartments have been rented. 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.
- 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 has retained nearly 700 SKF production and administrative jobs for the Greater Jamestown area.
- In addition to the CDBG Façade funds included in the Wellman Building project (85,000), completed another five (5) Downtown Greenlining Façade projects

utilizing \$71,242.42 in CDBG funding and leveraging private investment of \$79,818.

- In addition to the CDBG Handicap Improvement Program funds used in the Wellman Building Project (\$60,000), one additional Downtown Commercial Handicap Improvement project was completed using \$20,500 in CDBG funding and 30,500 in private monies.
- During 2012, seven (7) wheel chair ramp/residential projects were completed utilizing \$35,855 in CDBG funds.
- Worked with the Jamestown Renaissance Corporation (JRC) to continue implementation of the 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. The project is expected to be completed in March 2013.
- Issued 391 building permits for projects totaling \$7,683,752. These permits generated \$29,058 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 into the new Westside Professional Center and launched the redevelopment of the former Maynard's Electric Supply Building.
- Advanced the Local Waterfront Revitalization Program (LWRP) Phase I and Phase II activities as well as the Brownfield Opportunity Area (BOA) Plan.
- Completed the Community Branding Study with the Jamestown Area Attractor's Group 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 web site ([jamestownupclose.com](http://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 business and to assist existing business in the downtown.

- Worked with the Chautauqua County Health Network to develop a concept plan for enhanced bike and pedestrian movement throughout the City. The plan identifies changes to city streetscapes that will improve safety and movement for pedestrians, bicyclists and motor vehicles.
- Through the Board of Public Utilities, assisted a variety of local firms with electrical upgrades and projects that will result in new investment and job retention/creation. Companies assisted included the following:
  - SKF Aero Engine Inc.
  - Titan X
  - RHI Monofrax
  - Truck-Lite Inc.
  - MVP Plasticware Inc
  - Weitsman Inc.
  - Bush Industries
  - Rand Machine Corp.
  - Southern Tier Brewing Inc.
  - Colecraft Inc.
  - MD Electronics