

RECOMMENDATION REPORT

Citizens Advisory Committee

To

Town of Busti



Town Board

Jessie Robbins, Supervisor

Richard Thor, Councilman
Todd Hansen, Councilman
Ken Lawton, Councilman
Brett Muccheck, Councilman

Dated

November 17, 2014

Table of Contents

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TOWN OF BUSTI

- 1. Executive Summary**
- 2. High Level Problem Statement**
- 3. Fact Finding, Cost-Benefit Analysis, Committee Recommendations**
- 4. Financial Summary - Simplified**
- 5. Funding Sources**
- 6. Suggested Floor Plan for a Joint Municipal Facility**
- 7. Recommendation for On-Going Committees**
- 8. Long-term Visioning**
- 9. Concluding Observations**
- 10. General**
- 11. Signature Page**
- 12. Appendix**
 - A. Town Board Resolution, dated May 19, 2014**
 - B. List of Speakers**
 - C. Local Government Efficiency Program**
 - D. Community Center Sub Committee Report**
 - E. Clark Patterson Lee, dated July 2, 2014**
 - F. Deficiencies of the Present Busti Town Court System**
 - G. Guidelines for New York State Court Facilities**
 - H. Office of Court Administration Memorandum**

1.Executive Summary

NYS Town Law Article 4 §64.17 states: Citizens advisory committee on capital improvements. The town board of any town having a population of five thousand or more as shown by the latest federal census, by resolution may appoint a committee of citizens to act in an advisory capacity to the town board on the planning, construction, reconstruction, undertaking or acquisition of capital improvements. The members of such committee shall serve without compensation and it shall be the duty of such advisory committee to meet, consult and advise with the officers named in the resolution. Such advisory committee shall have no powers other than advisory. The town board may authorize the payment of the just and reasonable actual expenses of the members of such advisory committee.

On May 19th 2014, the Town of Busti Board passed a resolution to form a citizens advisory committee authorized by NYS Town Law section 64.17. "The mission of the Committee shall be to develop and consider (a) available options for the use of the current Town facilities at the Caprino building, the community center at 9 West Summit Street, and the town facilities at 125 Chautauqua Avenue, and (b) possible new facilities at other locations, all with a comparative cost-benefit analysis..." (*Appendix – A*)

A 2008 Security Audit of the Town of Busti Court revealed numerous concerns. At the top was non-ADA compliance. As a result of this report the Town Board recognized that the court's deficiencies had to be addressed. Additionally, numerous issues with the Community Center facility brought into question the "Quonset hut's" physical and financial viability. Overarching all of these specific issues the committee was also keenly aware of governor Cuomo's statewide effort to encourage government consolidation.

Early options included, 1) consolidation at the Caprino building, 2) consolidation at 125 Chautauqua Avenue, 3) consolidation at a completely new facility, 4) continuing in split locations. The fact-finding process was projected for completion by the fall of 2014. Additional time was required to prepare a written report and slide presentation to be made available for presentation at a regular Town Council meeting and subsequent public presentations, if authorized.

The Citizens Advisory Committee met weekly from June thru October of 2014 to gather information from various guest speakers, analyze factual information obtained from these key sources, apply it to the problems and brainstorm solutions. (*See: Appendix – B*). All meetings were open to the public and participation was encouraged.

Complicating the process were certain external events requiring that the committee be highly flexible in its analysis. The committee's Recommendation Report includes locating both Town and Village facilities at 125 Chautauqua

Avenue. It includes a detailed floor plan and recommends application for various forms of funding based on the effort to consolidate facilities and build efficient government.

Additionally, the Citizens Advisory Committee recommends further research and discovery into important concerns raised by involved citizens over the last six months. To that end, several new citizen committees should be established.

The committee would like to thank the Town of Busti, the Village of Lakewood, guest speakers and the many citizens who expressed interest in and gave of their time and talents to assist with this important responsibility.

2. High Level Problem Statement

Based on the resolution of the town board the Citizens Advisory Committee developed the following high-level problem statement to define the focus of its efforts:

What is the most sensible and cost effective way for the Town of Busti to remedy the inadequate Town Court and Community Center Facilities?

Therefore, the mission of the Committee was to develop and consider available options with comparative cost-benefit analysis using strictly factual information for the following town facilities:

The Town Court at 20 West Summit Street

The Community Center at 9 West Summit Street

The Town Administrative offices at 125 Chautauqua Avenue

Early in the process it became apparent to the committee that certain village issues are inseparable and must be addressed as part of this process if an overall efficient solution for housing and consolidation of all local government is to be found. The committee then added:

The Village Administration offices at 20 West Summit Street

The Village Police department at 20 West Summit Street

If both Town and Village facilities were to be located at 125 Chautauqua Avenue then the ultimate use of the Caprino building became an open question.

The Caprino building at 20 West Summit Street

3. Fact Finding, Cost-Benefit Analysis, Committee Recommendations

As the committee waded through these issues, listened to guest speakers, obtained new insight and debated the various topics, certain events occurred that required the committee to re-prioritize the issues. For instance, since the Quonset hut is now under an agreement to sell, this committee believes that the relocation of the Community Center and the seamless transition of the services it provides is the most important issue to the residents of the Town. We therefore, present our facts, cost-benefit analysis and recommendations in the following prioritized order.

Community Center

Facts - the "Quonset hut" located at 9 West Summit Street is no longer viable as either a physical structure or a desirable community center for residents. Ongoing maintenance, utility and insurance expenses vastly exceed the revenue obtained from the community center operations. Both Paul Hedin and Dick Rose roughly estimated the cost of a major restoration would be in the \$100,00 – \$250,000 range. (*Minutes 7/2/14*)

Additionally, resident use has declined in recent years. Public voting has been relocated. The Lakewood Woman's Club, Bridge Club, and other groups have also moved their activities to other locations.

Cost-Benefit Analysis – Given the recently announced sale of the property at 9 West Summit Street to a private investor, a cost-benefit analysis of this issue would be irrelevant. The Citizens Advisory Committee agrees that sale of the property would be the highest and best outcome for the community because all expenses associated with ownership, currently reported to be \$25,000 annually, will no longer be borne by the town. Long-term exposure of the Town for repairs and capital improvements will be eliminated. And the property will be returned to the tax assessment roll giving an additional source of tax revenue to the town. Finally, cash proceeds from the sale amounting to \$64,200 will flow to the Town with a provision for reinvestment in a new community center. (See: section 4. Financial Summary)

Recommendation – The Citizens Advisory Committee supports the sale of 9 West Summit Street to private investment.

In light of this development, the Citizens Advisory Committees' preliminarily recommendation is that the community center be re-located to 125 Chautauqua Avenue. The committee further suggests that a public survey be conducted in order to gauge support for a new community center facility and programs. It would be irresponsible, for instance, for the Town to allocate space for a community center at 125 Chautauqua Avenue if little or no public support for such services is demanded. If, on the other hand, a public survey finds a high level of support

then the Town should make an effort to provide a seamless transition from building to building with minimum interruption in program services.

Assuming support for on-going community center services, the Citizens Advisory Committee recommends that the community center sub-committee become the new Community Center Board. The new board should designate officers, prepare a statement of purpose, designate time and place of meeting, develop a user rate structure and generally assume responsibility for all aspects of operation of the new community center. (See: *Appendix – C*)

Finally, the Citizens Advisory Committee further supports the continuing development of existing partnerships with the Lakewood YMCA and Southwestern Central School System. These organizations have excellent facilities, trained staff and convenient locations to serve Busti residents. Supporting the YMCA and Southwestern Central School System is a good use of their extra capacity.

Third Street Parcel

Facts – this lot measures approximately 90 X 100 feet and is owned by the Town of Busti. It is currently unimproved green space.

Recommendation - The Citizens Advisory Committee recommends development as a community green space in conjunction with the proposed community center.

Code Enforcement

Facts - In April of 2014 the Town of Busti and the Village of Lakewood agreed to share the services of a new full time Code Enforcement Officer. Currently, the Code Enforcement Officer maintains two separate offices. One is located in the new Town of Busti location at 125 Chautauqua Avenue and the other is located at the Village offices at 20 West Summit Street.

Recommendation – The Citizens Advisory Committee recommends the consolidation of these two offices into one location at 125 Chautauqua Avenue. We believe it logical and efficient to locate Code Enforcement services in one, rather than multiple, locations.

Furthermore, the Citizens Advisory Committee believes that the Chautauqua County Planning and Economic Development Department should assume responsibility for planning review when any new business proposes to locate or develop in a business/commercial zone of the Town of Busti. Additionally, all proposals should be subject to local planning review and board approval or denial as well. While development in the manufacturing sector has slowed in recent years, retail and tourism continue to grow at a modest rate. Examples include Panera Bread, Five Guys, Men’s Warehouse, Michaels, Olive Garden, Southern Tier Brewery and the McFadden proposed automobile development

just in the town of Busti. The entire county benefits from these developments because each represents opportunity for employment and tax revenue.

The Citizens Advisory Committee recognizes that our local code enforcement officer should not balance responsibility between these larger commercial projects and other existing town and village matters. Many of these projects require a level of expertise in engineering and waste management that are properly provided at the county level. A working partnership with the County Planning and Economic Development Department as well as Industrial Development Agency must be addressed.

Town Administration

Facts – The Town requires office space to accommodate the following functions: town supervisor, town clerk, town bookkeeper, town assessor, code enforcement and animal control, as well as storage space for historical archives, business and legal records.

While no estimate of the usable square footage required for town administrative office space was made available, the estimated usable square footage of the building at 125 Chautauqua Avenue is 11,000 – 11,500 square feet. (See: *minutes of the regular meeting of the town Board of the Town of Busti, dated 2/12/14*). Therefore, consolidation of all local government facilities within this one building is possible.

The sale of 121 Chautauqua Avenue to the Jamestown Area Community Federal Credit Union provided most of the funds to purchase 125 Chautauqua Avenue. The Town received \$300,000 for the sale and paid \$329,000 for the purchase. (See: Town of Busti for records of the sale/purchase). Subsequently, the Town Supervisor and the Town Administrative Offices were re-located to 125 Chautauqua Avenue and are functioning there on a non-permanent basis pending a final build out of the building.

Cost-Benefit Analysis – The Citizens Advisory Committee was asked to consider several alternatives to house a consolidated local government:

First - move all functions to 20 West Summit Street, the Caprino Building

Educated guess estimates to make the Caprino building suitable to locate our government were approximately \$1.0 million. For instance, to retrofit an elevator is estimated to cost \$100,000; cost to make the building energy efficient is estimated at approximately \$100,000; and the cost of bringing the space to current code compliance and other space improvements: \$210,000. (7/9/14) Add in a total restoration and the costs jump to approximately 2.0 million dollars. On a per square foot basis, Clark Patterson Lee provided examples of other projects

whose costs ran from \$187.50 per square foot to \$600.00 per square foot. (See: *CPL presentation dated July 2, 2014*)

While some might argue that the benefit to the town residents is government consolidation and preservation of the Caprino building, the cost of accomplishing that goal exceeds the benefit to its citizens. Neither the Town nor the Village currently has enough funds available in its surplus accounts to pay for such a project. Moreover, seeking outside financing is not likely to be a viable alternative, as the debt service on any loan of that size would probably exceed our governments' ability to repay. Finally, grants and other sources of government funding typically do not cover the entire expense of a project, rather a percentage, leaving the balance of the costs to the resident taxpayers.

Second – move all functions to 125 Chautauqua Avenue

A much lower cost alternative has been made available at 125 Chautauqua Avenue. Considered on a cost per square foot basis, this building is the most beneficial location to house all local government functions. Acquisition cost is 329,000 for 11,000 sf., or \$29.91 per sf. Build out of the space is estimated to be 250,000 or \$22.73 per sf., making the total cost of acquisition and build out at approximately \$52.64 per sf.

Third – seek an alternative location for a consolidated local government

Market research revealed almost no alternatives suitable within the Town geographic boundaries. In fact, the Tordella Building had the lowest acquisition cost (\$329,000) and best market appraised value for the Town. The next closest available property was in the \$800,000 range. The cost to the community, however, is loss of assessment revenue as well as the loss of premium retail space along Chautauqua Avenue.

Recommendation - The Citizens Advisory Committee supports the decision by the Town of Busti Board to relocate administrative offices, Town court and the community center at 125 Chautauqua Avenue.

Village Administration

Facts – The Caprino building at 20 West Summit Street is the current location of the administrative offices and police department of the Village of Lakewood. The first floor contains the Mayor's office with adjacent conference room, the Village Clerk's office, and the Village Treasurer's office. The Busti Town Court is on the second floor.

In addition, the Lakewood Police Department is located here. It includes offices for the Chief, the Sargent, investigators and on-duty police officers, as well as a

booking room and evidence storage. Dispatch is no longer a requirement as this function was consolidated at the county level, freeing up the office previously required in the Caprino building.

The basement of the Caprino building also houses the History Museum, the office of the Director of Public Works, records and evidence storage and a mechanical room.

The furnace is ten (10) years old and an energy audit conducted four (4) years ago recommended new energy efficient windows be installed throughout the building. The annual budget for heat and electric is approximately \$18,000 and the total budget for buildings is \$50,000. (See: *Lakewood Village Budget for 2014-2015*)

It is worth pointing out that according to Paul Hedin, Principal-in-Charge of Clark Patterson Lee, and Dick Rose, registered architect, the Caprino building is restorable. The question is at what cost. Though not currently designated an historic landmark the state historical preservation agency does get involved with anything that impacts the exterior of buildings that are more than fifty (50) years old. Dick Rose stated that the building was originally a gift from the Packards and as such had inherent historical value, citing it one of very few in Lakewood that do. (See: *Meeting minutes 7/2/14*). Village historian, Helen Ebersole said, "It is so important to Lakewood to have this piece of our heritage". (See: *Meeting minutes 8/13/14*)

Cost – Benefit Analysis – The Citizens Advisory Committee sees two options available to the Village of Lakewood regarding its facilities:

First - the village chooses to remain in the Caprino building.

At this point the Town of Busti has made the decision to move the court out of the Caprino building and into 125 Chautauqua Avenue facility as soon as possible. Once the move is completed the second floor of the Caprino building will be vacant. Though the police department would not be required to follow, it is prudent that they do make the move so that they are adjacent to the town court. Additionally, the Citizens Advisory Committee recommends, and it simply makes sense, that the code enforcement officer consolidates his office space at 125 Chautauqua Avenue. Remaining are three full time employees, the mayor's office, Director of DPW and the history museum.

In the very near future the village will be paying high operating expenses for utilities to a nearly empty building. Compounding the issues is the fact that the village will remain exposed to long-term capital expenditures for a building that is on the backside of its useful life and demands restoration. An expense the village has not planned for.

The exposure to high operating expenses and large capital expenditures for a largely vacant building will be an excessive burden on the resident taxpayers.

Second - the village choses to move its remaining functions out of 20 West Summit Street and into 125 Chautauqua Avenue.

Should the village chose to move to consolidate facilities with the town at 125 Chautauqua Avenue operating expenses would be reduced and predictable. Additionally, the village would no longer be vulnerable to long-term capital expenses for building repairs and maintenance or capital improvements and/or restoration.

Even more importantly, with the village out of the Caprino building, the property could be sold. The village would ultimately benefit from a cash infusion of the sale proceeds, therefore, increasing its financial strength. Moreover, the taxpayers would benefit because any sale would return the property to the tax rolls.

Recommendation – The Citizens Advisory Committee supports a decision in coordination with the Town of Busti to build out new offices in 125 Chautauqua Avenue to accommodate the needs of the Village of Lakewood. At this time the Citizens Advisory Committee does not have an estimate of the amount of space that the village would require but recommends that competent consultant services be employed to ascertain the village’s exact present and future requirements and fit them into the proposed floor plan at 125 Chautauqua Avenue. Locating the Mayor, Village Administration and Police department at 125 Chautauqua Avenue brings value and efficiencies to the declining residential tax base.

The Citizens Advisory Committee further supports the formation of a citizens committee to evaluate and protect the legacy of the architectural and inherent historical value of the building at 20 West Summit Street. The Citizens Advisory Committee believes that this location is “key” to a plan to revitalize Chautauqua Avenue. The committee believes that a careful and controlled marketing of the property for private development would preserve the historic integrity of this iconic building, fill a real market demand for livable and walkable facilities near Chautauqua Avenue and encourage additional private investment in other types of properties. Preservation of the architectural exterior of the original fire hall and hose tower must be a requirement. Additionally, there is potential for this location to house a street-level History museum and/or community center. Professional marketing of the property is a requirement.

Police Department

Facts – John Bentley, Chief of Police provided the Citizens Advisory Committee with insight on the on-going discussion of possible consolidation of police services in the area and how that might be accomplished. But he made it clear that any form of law enforcement consolidation will not happen in the near future. It is also clear from Chief Bentley's presentation that the presence of the police department in the town is a critically important asset to all residents as a deterrent to crime.

On the subject of proximity to the court system Chief Bentley said that locating the police department next to the court is desirable. (See: *Meeting minutes 7/9/14*)

Recommendation - The Citizens Advisory Committee supports a decision in coordination with the Town Board to pursue talks to build out offices and a new garage for the Lakewood - Busti Police Department at 125 Chautauqua Avenue.

Town Court

Facts – The Busti Town Court is currently the third busiest in Chautauqua County and is in use nine (9) nights per month hearing 60 – 120 cases per night. According to Town Court Clerk, Elizabeth Davis, our town court is a large court by comparison. At one time it was the fourth largest in the county behind Chautauqua County Court, Jamestown City Court, and Dunkirk City Court. In 2013 the court started over 2,200 cases, processed 1600 defendants, collected over \$96,000 in fines and over \$39,000 in surcharges. (see: *Court Clerk Report 6/14*)

A 2008 Security Audit of the Town of Busti court requested by the Busti Town Board members and conducted by Walter H. Dahlgren, Town Justice and Lyle T. Hajdu, Town Justice, lists all of the deficiencies of the current court facility. (see: *Appendix – E*). Located on the second floor of the Caprino building, the Town Court is currently not ADA compliant. Access to the court is by steep stairs. There is no elevator and more and more people require special accommodations.

It is also very important to point out that the courtroom and the court records are not co-located. All of the court clerks and all court records are in the town offices while the courtroom is located on the second floor at 20 West Summit Street. This split location creates huge inefficiencies and higher costs for the operation and effectiveness of the court, and is just plain inconvenient for court employees.

Additionally, computer resources available at the 20 West Summit Street are limited leaving the judges with no access to criminal histories and effectively forcing them to rely solely on the paper files that are carried over from 125 Chautauqua Avenue.

Other physical deficiencies of the current courtroom include: no judicial chambers, no place to segregate young offenders, no private conference rooms, no separate clerical station, no holding cells for prisoners, no space set aside for judges. (See: *Meeting Minutes 6/11m/14*)

In short, in its current location, the court is inefficient and dysfunctional. Size, safety, security and liability are all critical issues.

Cost – Benefit Analysis – It would be of no benefit to the Town or the Village to allow the court to remain in its present location. The liability risk to both entities is high and the inefficiencies to costly.

Furthermore, though a court system should not be viewed as a profit center for the town, certain efficiencies gained by moving into a new, compliant court facility would help to maximize its returns, thus reducing the burden to taxpayers of maintaining a town court.

Recommendation - The Citizens Advisory Committee is not in agreement with the Busti Town Board on a court build out for the long term. The committee believes that a temporary court at 125 Chautauqua Avenue is the best course of action.

The Citizens Advisory Committee would request that the Court Committee be given time to pursue discussions with adjacent towns of Kiantone, North Harmony, Harmony and Ellicott before spending taxpayer dollars on a permanent court facility. There are two reasons for this: 1) adjacent towns are wrestling with the same costs for courts and a discussion of partnerships or consolidation of court services would likely lead to taxpayer savings, more efficient courts and fewer courts countywide. With a total of thirty-one (31) courts in Chautauqua County the issue of consolidation needs to be addressed. 2). Busti may indeed be the location for a permanent court that could serve the other adjacent towns. If the Court Committee were to make this their recommendation, then the size and build out of the court at 125 Chautauqua Avenue will need to accommodate a shared court opportunity.

The Citizens Advisory Committee recommends and appreciates the Busti Town Board's willingness to build out a temporary court facility in 125 Chautauqua Avenue as a short term, non-permanent solution to remediate the largest issues associated with the present court location. Limiting investment will allow time for thorough investigation, discussion and consideration of shared court services and/or facilities with adjacent towns.

4. Financial Summary - Simplified

· Proceeds from sale of 120 Chautauqua Avenue \$300,000

Acquisition Price of 125 Chautauqua Avenue..... \$329,000

Acquisition Cost (offset by sale)..... (\$ 29,000)

NOTE: The committee notes that in completing this transaction no debt service obligation of the town was incurred. Cash proceeds from the sale of 120 Chautauqua Avenue were applied to the purchase of 125 Chautauqua Avenue. The remainder, \$29,000, was made available from the town surplus fund.

· Sale of Community Center

Proceeds from sale of 9 West Summit \$107,000

Less: Kiwanis interest (\$ 53,500)

Net Proceeds from sale \$ 53,500

Add: Kiwanis donation\$ 10,700

Total Transaction Proceeds to Town\$ 64,200

· Estimated Cost of Improvements

Court Build out \$ 80,000

All other improvements..... \$170,000

Total Cost of Improvements \$250,000 *

*Supervisor Robbins presented four options regarding the sale of 121 Chautauqua Avenue and relocating the Administration Offices, Courtroom, and Recreation Center: (see: *minutes of the regular meeting of the Town Board of the Town of Busti, dated 2/12/14*)

Option One: included building a single floor addition behind the Caprino Building, 4000 square feet, approximate cost of \$1,032,000, cost per square foot is \$258, with the Recreation Center remaining at its current location;

Option Two: included renovating the second story of the Caprino Building, available square feet is 4,600, cost of \$719,000, cost per square foot is \$156, Recreation Center would remain at its current location;

Option Three: included demolishing the current Recreation Center Building and building a new Municipal Building for Busti/Lakewood Offices and Community Center, required square feet is 5,000, cost of \$820,000, cost per square foot is \$164, Courtroom would remain at current location;

Option Four: included purchasing 125 Chautauqua Avenue for \$329,285, available square feet is 11,500, renovation cost is \$250,000 with a two year plan,

with the sale of 121 Chautauqua Avenue, various grants, and using fund balance from the Recreation Center, the cost per square foot is \$51, with annual rental income of \$10,800.

NOTE: This committee knows of no definitive architectural or engineering study to estimate the projected cost to build out the space at 125 Chautauqua Avenue.

· Sources of funds

Grant for Court Build out	\$ 30,000
Government Capital Improvement Grant	\$ 50,000
Other	\$
Total Grant Funding.	\$ 80,000

· Estimated Net Financial Impact to Town

Cash In	\$115,200
Less: estimated cost of improvements	(\$250,000)
Net Financial Impact	(\$134,800)

5. Funding Sources

Government

- **Justice Court Assistance Program (JCAP)**: annual grants available to towns and villages for necessary equipment and resources.
- **Local Government Efficiency Program** – provides funding for studies to evaluate cost saving options. (Lori Cornell) (see: *minutes 7/16/14*), also (see: Andy Goodell *minutes 7/19/14*)
- **Shared Services Grants** (Cathy Young) (see: *minutes 9/ /14*)
- **NYS Department of State** (Kyle Wilbur) (see: *minutes 7/16/14*)
- **Center for Government Research** (see: *minutes 7/16/14*)
- **Western New York Regional Economic Development Council**
- **Consolidated Funding Application** (Greg Edwards 8/6/14) based on the guidelines spelled out in “The Road to Prosperity” document.

Non-government/Private Foundations

There are twelve (12) foundations in Chautauqua County that provide grants for local economic initiatives. (see: *minutes 8/6/14*)

- **Walmart** grants \$1000 every other year to the local police department for equipment only.

6. Suggested Floor Plan for a Joint Municipal Facility

On June 4, 2014 Councilman Todd Hansen stated: "at a minimum, any solution should include a sketch of proposed square footage and its usage". (See: *meeting minutes 6/4/14*)

7. Recommendation for On-Going Committees

The Citizens Advisory Committee recommends forming the following committees in order to continue to investigate open issues that are significant to the residents of the community and deserve continued research:

- **Court Committee including court records management**
- **20 West Summit Street Committee**
- **Museum Committee**
- **Library Committee**
- **Financial Resources, Grants and Records Management Committee**
- **Police and Fire Efficiency and Long-term Capital Budgeting Committee**
- **Community Marketing Committee**

The Citizens Advisory Committee recommends that the committees be coordinated and report to a new citizen oversight committee for accountability and facilitate the direction of the committee flow of information from citizen committees to local government assistance where needed.

Citizen Oversight Committee

8. Long Term Visioning

The Citizens Advisory Committee along with residents vision:

- More government consolidation and increased efficiency
- More resident involvement and input.
- Attract more private investment in the community.
- Attract investment through improved zoning and infrastructure build out. A higher standard of code enforcement.
- Reduce the amount of property owned by town and village.
- Proactive decisions following Comprehensive Plans.
- Walkable community.
- Live in place community.
- Fitness trail

Review of The Town of Busti Comprehensive Plan written by Busti residents and viewable on the town's website provides a plan for the future. This in coordination with ongoing citizen involvement is a roadmap for the successful future of Busti.

9. Concluding Observations

The tools of the Citizens Advisory Committee have been communication, debate, ideas and experience from outside speakers. It is apparent to all members of the committee and to those loyal residents who regularly attended our Wednesday night meetings that the process of communication provides for the best interest of an improved Town for all residents.

The process has led to a generally better informed Busti resident group and an improved understanding of the challenges local government leaders face. The Citizens Advisory Committee believes that change at the town level is up to residents. Residents must continue to stay involved, attend town meetings and share in the decisions that will be our future.

Busti is changing. Businesses such as Panera Bread, Five Guys, Olive Garden, and Men's Warehouse have recently chosen to locate in Busti. Additional growth is being proposed by automobile dealerships. And tourism is on the rise. Citizens need to be involved as these changes occur.

In addition, the regional economic development climate is changing in an attempt to revitalize our current economic situation. The renaissance of the City of Buffalo and the revitalization efforts by the City of Jamestown lead the way and will significantly impact economic growth in Busti.

Finally, the statewide effort sponsored by governor Cuomo to consolidate government wherever possible by sharing services, streamlining local governments and creating new ways of creating government efficiencies, whether by consolidating services and facilities, outsourcing services, or in some cases insourcing services, is supported by the availability of state funding to assist localities in their efforts to comply with his policy. The Citizens Advisory Committee strongly recommends that our local government leaders endeavor to comply with the spirit of this policy wherever possible and that the residents are pro-active in this effort as well.

10. General

This report is the full and final report of the Busti Citizens Advisory Committee as of November 17, 2014. Unforeseen future events could render this committee's recommendations invalid or impractical.

From its inception the Busti Citizens Advisory Committee has been a public process. All meetings have been open and public input has been encouraged throughout.

The Busti Citizens Advisory Committee functions in an advisory capacity only. As such it has no authority to act on any of the above recommendations or to spend any money. All decision-making and sole responsibility for any decisions rests with the elected officials, the Town Board of Busti and the Village of Lakewood Board of Trustees. The Citizens Advisory Committee assumes no responsibility for any future action of either entity.

The Citizens Advisory Committee undertook no architectural or engineering studies.

No appraisals of the referenced properties were made available to the Citizens Advisory Committee.

All recommendations are based on the information available at the time and analyzed during the committee process. These recommendations are based on factual analysis of information and events, and not opinion.

All members of the Busti Citizens Advisory Committee have served the Town Board and residents on a voluntary basis. Each has given enormously of their time and talent in serving on this committee. Their contribution to our community deserves acknowledgement.

11. Citizens Advisory Committee

David Bargar, Chairman

Cheryl Johnson

William A. Evans III, Vice Chairman

Kale Smith

Mary Seger, Secretary

Craig Seger

Jim Rovegno

Resolution of the Busti Town Board, dated May 19, 2014

On 19 May 2014, the Town of Busti Board passed the following resolution:

Whereas, Section 64(17) of New York's Town Law authorizes the Town Board to create a citizen advisory committee to act in an advisory capacity with regard to the planning, construction, reconstruction, undertaking or acquisition of capital improvements, and

Whereas, the Town Board desires to establish such a committee to advise it concerning various options regarding the buildings that house the town justice court in the Caprino Building, the community center at 9 West Summit Avenue, and the town offices at 125 Chautauqua Avenue

Now, Therefore, Be It Resolved, as follows:

1. The Town Board hereby establishes a 6 member citizen advisory committee that shall be known as the Capital Improvements Advisory Committee; and
2. The mission of the Committee shall be to develop and consider (a) available options for the use of the current Town facilities at the Caprino Building, the community center at 9 West Summit Avenue, and the town offices at 125 Chautauqua Avenue, and (b) possible new facilities at other locations, all with a comparative cost-benefit analysis; and
3. The Committee shall meet, consult, and advise with Town Board members Richard Thor and Todd Hanson
4. The following citizens are hereby appointed to the Committee:
David Bargar, William A. Evans III, Cheryl Johnson, Craig Seger, Kaie Smith, Jim Rovegno.
5. All meetings of the Committee shall be open to the public and consistent with the New York State Open Meetings Law.

List of Speakers

11 June 2014

Lyle Hajdu - Town of Busti Justice

18 June 2014

Darlene Nygren, Busti Town Clerk
Elizabeth Davis, Busti Court Clerk
Diana Peterson, Director of Recreation Programs
Maureen Donohue, SWCS Superintendent
Scott Hoot, SWCS Comptroller
Pastor Timothy Hoyer, Gloria Dei Lutheran Church

25 June 2014

Joe Johnson, Lakewood Village Clerk
Bill Evans, Chautauqua Avenue Renewal Project (1999-2004)
Rudy Mueller

2 July 2014

Paul Hedin, Architect, Clark Patterson Lee (CPL)
Dick Rose, Retired Architect

9 July 2014

John Bentley, Busti-Lakewood Chief of Police

16 July 2014

Lori Cornell, Governor's Representative, SWNY Region
Kyle Wilber, Municipal Management Consultant, Dept. of State, Division of Local Government Services

6 August 2014

Greg Edwards, Former Chautauqua County Executive, Buffalo Area WNY
Regional Economic Development Council, Regional Economic Development
Council Grants

13 August 2014

Helen Ebersole, Norm Carlson and Nancy Bargar: History of Town of Busti;
Village of Lakewood

Local Government Efficiency Program

NEW YORK STATE  DEPARTMENT OF STATE

Division of Local Government Services

Local Government Efficiency Program

The **Local Government Efficiency (LGE)** Program, administered by the New York Department of State, provides technical assistance and competitive grants to local governments for projects that will achieve savings and improve municipal efficiency through shared services, cooperative agreements, consolidations and dissolutions. The Department of State is committed to working with our partner municipalities to control costs while maintaining the quality of local service delivery.

2014-2015 Program Summary

The 2014-2015 New York State Budget provided \$39 million for the following Local Government Reorganization and Efficiency programs:

- \$35 million for Citizen Empowerment Tax Credits and Reorganization Empowerment Grants to aid local governments moving forward with municipal re-organization activities.
- \$4 million for Local Government Efficiency Grants to award local governments that are developing and implementing new opportunities for savings and service delivery efficiencies.

Local Government Citizens Reorganization Empowerment Grant Program

- For the consolidation or dissolution of a Local Government Entity in accordance with Article 17-A of the General Municipal Law.
- The maximum grant award is \$100,000:
 - \$50,000 maximum for a study, with \$25,000 in expedited funds for local governments that have been petitioned for government reorganization; and
 - \$50,000 maximum for planning or implementation of a municipal reorganization.
- Applicants are required to provide matching funds for all projects.
 - For a re-organization **planning project initiated by citizen petition**, matching funds equal to at least 10% of the total project cost shall be required.
 - For a re-organization **planning project initiated by resolution of a local government**, matching funds equal to at least 50% of the total project cost shall be required. Upon implementation of the re-organization plan, the original matching funds required will be refunded up to 90% of the total project costs.
 - For a re-organization **implementation project**, matching funds equal to at least 10% of the total project cost shall be required.

Citizen Empowerment Tax Credit

- Provides additional annual aid to reorganized local governments, equal to 15% of the combined amount of real property taxes levied by all of the municipalities involved in the consolidation or dissolution, not to exceed \$1,000,000.
- The consolidation or dissolution must have occurred on or after April 1, 2007.
- At least 70% of aid must be used for property tax relief.

Local Government Efficiency Grant Program

- Competitive grants to local governments to develop and implement new opportunities for financial savings and operational efficiencies.
- Projects shall include an examination of financial savings, return on public investment and management improvements resulting from project implementation.
 - The maximum funding for implementation planning is \$12,500 for each local government involved in the project, not to exceed \$100,000.
 - The total maximum cumulative funding for an implementation project is \$200,000 for each local government involved in the project, not to exceed \$1,000,000.
- Applicants are required to provide matching funds for all projects.
 - For a **planning project**, matching funds equal to at least 50% of the total project cost shall be required. Upon implementation of the plan, the original matching funds required will be refunded up to 90% of the total project costs.
 - For an **implementation project**, matching funds equal to at least 10% of the total project cost shall be required.

These programs augment existing activities within the New York Department of State that provide technical and financial assistance to local governments for projects that increase community competitiveness through taxpayer savings and improved service delivery efficiency.

For more information, call: (800) 367-8488 Or visit: <http://www.dos.ny.gov/LG>

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One Commerce Plaza, 99 Washington Avenue, Albany, NY 12231 • www.dos.ny.gov

The Community Center Sub-Committee Report

I. Findings

- The Quonset hut at 9 West Summit Avenue is no longer viable as either a physical structure or a desirable community center for residents.
- Ongoing maintenance and utility expenses in particular vastly exceed revenue.
- As a result of increased usage fees designed to offset the high overhead, program and resident use has declined dramatically in recent years. The Golden Agers, Lakewood Woman's Club, Duplicate Bridge Club, Girl Scouts etc. have sought locations that can accommodate them at a much more reasonable fee.
- The Recreation Director has been without a committee/board to advise and help create programs for the community for many years.
- With the move, it is important to have the Village of Lakewood again partnering with the Town of Busti in the new Community Center.
- Sale of the existing location to private investment would immediately stop the excessive annual overhead costs to Town of Busti residents and return this tax-exempt property back to the school / property tax rolls.
- Funding for the new Community Center:

1. Sale of the Quonset Hut.....	\$53,500
2. Donation from the Kiwanis.....	\$10,700
3. Unappropriated fund balance.....	<u>\$96,900</u>

Total funds for new Community Center... \$161,100

II. Recommendations

- The Community Center should be relocated to 125 Chautauqua Ave.
- The preferred location would be in the front of building where the new court is presently being installed. Side entrance doors ideally should be opposite the beautiful lawn (park) located on the north side of the building.
- Design and layout of new Center should be drawn up using input from the Recreation Director and a panel formed by this committee (example: Rosemary Andrews, former Recreation Director, Lori Shults, interior designer, contractor)
- Form an advisory committee for the new Community Center made up of four individuals representing a cross section of clientele: 2 residents of the Village of Lakewood, and 2 from the Town of Busti. (Current recommendations are: Rosemary Andrews, Leslie Genareo, Betsy Johnson, and (?). These advisory members will advise and assist the Recreation Director with future programming and advertising.

- Offering expanded program choices at lower fees would result in greater participation and income.
- We suggest that programs be posted on a Busti/Lakewood Community Center "Facebook" page where our citizens can see the available programming. Using Facebook will eliminate much of the current postage expense.
- Create a usage fee structure that is affordable for our citizens. (The steep rise in fees last year drove people away)
- Install signs to help citizens locate the new Community Center

III. Criteria for designing new Community Center

- Capacity: 100-150
- Storage (short term)-tables, chairs, program equipment
- Storage (long term)-seasonal equipment and decorations
- Furnace & air conditioning
- Hot water tank
- Restrooms: handicap accessible, large enough to accommodate a changing table
- Retractable divider wall to make it possible for 2 groups to use facility at same time
- Directors office
- Kitchen
 - Stove
 - Dishwasher
 - Sink
 - Cupboards
 - Refrigerator
- Flooring...durable, easy to clean, cushioned
- Lighting...drop ceiling with energy efficient lighting
- Sound System
- Wi-Fi
- Equipment
 - Tables
 - Chairs
 - Program equipment: ex: play group toys, mats

IV. Future vision of the Busti/Lakewood Community Center

- One time classes (2-3 hours of instruction)
- Short term classes (2 to 4 lessons)
- Seasonal / Term classes (set # of classes)
- Events / Activities (1 time special events)
- Meetings
- Other Rentals

V. Types of possible programs to offer

- Art Lessons
- Computer Training
- Cooking Classes/Demonstrations
- Zombie Walks
- Costume parade at Halloween
- Corn Hole League
- Ice Cream Socials
- Afternoon Tea Parties
- Scrapbooking
- Photography
- Toddler Gym or Play Groups
- Classes and Lectures
- Cards and Board Games Nights
- Farmers Markets
- Musical Events
- Antiques Evaluations
- Art and Craft Shows
- 10 K and Fun Runs
- Themed Holiday Parties
- Wine Pairing Demonstrations
- Baby and Kids giant garage sale
- Touch a Truck
- Teen Night or Dance Party
- Nutrition Classes for kids and adults
- Holiday Markets - Christmas, 4th July, etc.
- Weddings and Family Reunions

Submitted by the Community Center Advisory Sub-Committee

Cheryl Johnson
Leslie Genareo
Rosemary Andrews
Betsy Johnson
Tillie Solomonson
Kaie Smith

Clark Patterson Lee, dated July 2, 2014

APPENDIX – F

Deficiencies of the Present Busti Town Court System

APPENDIX – G

Guidelines for New York State Court Facilities

APPENDIX – H

Office of Court Administration Memorandum