Genesee County Comprehensive Plan

Executive Summary

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Prepared For:

Genesee County Legislature

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Genesee County Comprehensive Plan

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Genesee County Comprehensive Plan

Executive Summary

Foreword

The Genesee County Comprehensive Plan has been prepared to articulate a common direction and vision for Genesee County and to improve coordination among the County and its local governments. The Plan is not strictly a land use plan which proposes future uses of the County's land and resources. Rather, the Plan focuses on issues which involve County funding or program administration and those which would benefit from intergovernmental cooperation. An overall goal is to improve the efficiency of the delivery of public services. The nine "focus areas" defined for the Plan are as follows: Land Use; Economic Development; Government Administration; Law Enforcement and Emergency Management; Health and Human Services; Housing; Utilities; Transportation; and Parks, Recreation, and Culture.

This document provides an executive summary of the Comprehensive Plan, including the fundamental elements or "cornerstones" of the Plan, the overall "Vision Statement" for the County, and the key recommendations of the nine Focus Groups established during the planning process. The complete set of recommendations is contained in the Implementation section of the full Comprehensive Plan document.

The Maintenance section of the Plan is included to indicate actions that the County should take to measure their progress toward achieving the Comprehensive Plan's goals and recommendations. Finally, this document contains a listing of who was involved in formulating the Comprehensive Plan and a brief description of the planning process, itself.

I. The Comprehensive Plan

A. Cornerstones of the Plan

More than 200 recommended actions were formulated by the nine Focus Groups in creating the Comprehensive Plan. A review of these recommendations reveals a significant interrelationship between many of the proposed actions. For example, strong linkages are recognized between economic development, highways, available housing, and utilities (water, in particular). The need for public transportation links health and human services and economic development and is impacted by land use and housing decisions.

The linkages that stand out between the nine focus areas serve as the "cornerstones" of the Comprehensive Plan. These include:

- Increased coordination and communication
- Shared services and facilities
- Computerization
- Technical assistance to local governments and schools
- Training of public officials
- Infrastructure (especially public water)
- Agricultural land base
- Marketing/Promotion of Genesee County.

Coordination and Communication

Each of the nine Focus Groups identifies the need for increased coordination and communication and the sharing of services and facilities. Recommendations include the development of partnerships, more joint or collaborative efforts, interagency meetings, greater cooperation and outreach to municipal or private agencies, regular communication between agencies and governments, and increased sharing of data, equipment, and facilities. Schools, more so than municipalities, appear to be an untapped resource for increased coordination and sharing with other governmental agencies.

Cooperative efforts are already in place throughout County government. Some of these have demonstrated a high level of effectiveness, and fulfill the need for coordination. One example is the Criminal Justice Advisory Council (CJAC). The CJAC is a 24-member committee comprised of representatives of virtually every law enforcement and criminal justice agency within Genesee County as well as many human service agencies. The Council meets monthly to discuss mutual issues of concern. The CJAC may serve as a useful model for other areas of County involvement.

While similar coordinating bodies are operating successfully within the County, additional opportunities for increased coordination are identified. Of particular note are the recommendations that the County should play a more significant role in the coordination of housing; health and human services; parks, recreation and culture; government administration; land use; and utilities.

Shared Services and Facilities

The sharing of services and facilities between County and local governments and school districts would be a direct result of increased coordination and communication. Shared services and facilities appear to be particularly relevant to highway maintenance, water distribution, police and emergency dispatch, public transportation, purchasing and recreation.

Computerization

Expanded computer capability is also related to improved coordination and communication. The advent of global networks such as the internet adds a unique opportunity to the timing of the Comprehensive Planning process. Computers are

commonly used by County departments and school districts, for word processing, spreadsheets, accounting, billing, payroll, and record-keeping. Use by local governments is more sporadic but appears to be on the increase. At present, electronic communication within and between governmental agencies and school districts is minimal. The planning process identifies expanded electronic communications among and between government agencies and school districts as a significant need.

Computerization presents the County with a tremendous opportunity to enhance communication and cooperation. The sharing of information via computer technology can significantly reduce duplicative or time-consuming processes, while at the same time allowing each agency, or branch of government, to maintain independence and local control. Opportunities to share map-based information are offered by Geographic Information System (GIS) technology.

The Plan recommends the creation of a coordinated County-wide network on a computer server which connects County, local government and school facilities through E-mail, browser and internet/intranet capability. Moreover, as the advent of computer network technology is so recent, there is has an uncommon opportunity to coordinate the development of computer systems between and among County agencies, area municipalities and school districts. The result would be to maximize the benefits associated with the expenditure of public dollars for electronic systems and other commonly used computer equipment.

Technical Assistance

Strong recommendations for continued or increased technical assistance and training are made in the areas of housing, land use, utilities, and government administration.

Many of the technical assistance programs analyzed during the planning process are already in place and should be continued. This affirms the effectiveness and importance of the County's involvement in providing technical support to local governments and private organizations. A related and equally significant function is the County's role as a clearinghouse for regional data for use by local governments and private firms in such areas as grant applications, resource and utility planning, and real property assessment and analysis.

Training

The need for continued and/or additional training programs for local officials and board members also links the focus areas. The County should take a leadership role to assure that appropriate training opportunities are provided.

Training programs are particularly recommended for land use and development review skills, including planning, zoning, code enforcement, agricultural land protection, stormwater management, and SEQR (State environmental quality review). Other training opportunities identified for County and local officials include public relations/customer service, public safety/emergency drills, and management skills. The opportunities to develop and enhance the County's economic development potentials would be served through a continued emphasis on additional training for workers in basic employment skills and in specific skills needed by industrial employers.

Infrastructure

Infrastructure issues span County involvement in transportation, utilities, economic development, land use, housing and government administration. Public water distribution is a key issue that affects where and how development can occur. The availability of public water has particular implications for attracting investments for economic development and maintaining a balance between agricultural and residential land use. The County should assist municipalities in solving existing water supply and distribution problems, such as by negotiating with the Monroe County Water Authority for the extension of water transmission lines and the provision of public water to Genesee County.

Agriculture

As noted above, the retention of Genesee County's agricultural land base, the balance between agricultural and other land uses, and the economic viability of agriculture as an industry, are fundamental concerns in the County. Agriculture forms a significant part of the landscape, the economic base, and the rural character and self-image of Genesee County. The County plays a key role in protecting this resource as it has an area-wide or regional perspective on the distribution of prime agricultural land. The preparation of a countywide Agriculture and Farmland Protection Plan is recommended as a key component to protect this vital land resource and to maximize the economic development potentials of the agricultural industry.

Promote and Market Genesee County

A community theme or identity would enhance the County's efforts to promote the assets Genesee County has to offer as a place of residence, business, and recreation. While a community identity can influence all aspects of life within the County, it was considered particularly important with regard to economic development and to park, recreation, and cultural issues. Both public and private organizations should work together to market the County's resources and to attract industry, retail businesses, new residents, and tourists.

Coordination with Tonawanda Indian Nation

The issues discussed above are significant for the linkages they create between areas of County involvement. One remaining issue - the issue of coordination with the Tonawanda Indian Nation - has been identified because the linkages that should connect the Nation with the County are nearly non-existent.

At the outset of the Comprehensive Planning process, the Tonawanda Indian Nation was identified as having representation on the Steering Committee and on the Government Administration Focus Group. Due to a variety of circumstances, no representative was ever named and the planning process occurred without coordination and input from the Native American tribe. Increased coordination is particularly important in the areas of law enforcement and emergency management as well as health and human services. The County should investigate the factors inhibiting communication with the Tonawanda Indian Nation and, in the spirit of this Comprehensive Plan, seek to increase coordination with the Nation.

B. Vision Statement

The purpose of the Vision Statement within the Comprehensive Plan is to consider the current "state" of the County and to determine its future direction and opportunities. What "vision" should the County have as it enters the 21st century? Such a vision would include how the County should look in the future, the identification of the County's primary goals, and the role that County government should play in striving to attain this vision.

The following articulates a vision of the future for Genesee County:

> The Vision for Genesee County government is to improve the efficiency, convenience and quality of public services to County residents, businesses, and visitors. An important means to this end is to increase coordination and cooperation between and among County, State, and municipal agencies and school districts in order to reduce duplicative efforts. A cooperative working relationship should be established with the Tonawanda Indian Nation.
>
> The County should take a leadership role in the sharing of services, facilities, equipment, and information. A notable step in this direction would be the coordination of a computer network to electronically connect local and County governments, school districts, and private agencies. Open communication and easy access to information should be available to government agencies as well as to the public.
>
> The County has a significant responsibility in maintaining a desirable regional balance of land uses, including residential, commercial and industrial development; agricultural land retention; and protection of sensitive natural resources. The County should recognize the economic and environmental implications of the extension of highways and utilities (especially water), oversee the construction of major capital improvements in appropriate locations, and should work with municipalities to coordinate infrastructure improvements. Economic development should be enhanced by increased efforts to retain and expand the County's industrial base, which provides job growth and prosperity, to encourage agriculture, and to support tourism and related retail and service uses.
>
> The County should continue and strengthen its role in providing technical assistance and acting as a clearinghouse on information for municipal and private organizations and the general public. The County should expand existing efforts to provide training for public officials, particularly in the areas of land use and development, and to improve business management skills.

C. Recommended Actions for the Nine Focus Areas

A vision statement has been prepared for each of the nine focus areas that have framed the planning process. These vision statements are based on the goals and priorities identified for each area. The vision statement provides the framework and future direction for County involvement in each area.

With a vision in place, the priority actions associated with each area of County involvement are presented. These priorities or "Key Recommendations" have been selected from the complete list of recommended actions prepared by each Focus Group, and represent the first steps for County action in each area.

1. Land Use

Land Use Vision Statement: Land Use in Genesee County should consist of a balance of agricultural, residential, commercial, industrial, institutional, recreation, conservation and infrastructure uses. Agriculture should be encouraged to continue in large areas of the County. Conflicts between farming and residential uses should be avoided or minimized. Growth, supported by needed infrastructure, should be encouraged in appropriate areas. Local officials and board members who are responsible for land use decisions should have sufficient access to information and training. Individual municipalities and Genesee County should cooperate to ensure that an appropriate balance of land use is achieved and maintained.

Key Recommendations

- Use existing resources at the County Planning Department to encourage better land use decisions at the local level, especially by providing training to local elected officials and members of planning, zoning and conservation boards.

- Evaluate the impacts of the extension of infrastructure on agriculture and other land uses.

- Encourage the use of local planning techniques, development regulations, private preservation techniques, the State Environmental Quality Review regulations, and provisions of the Agricultural District program to support agriculture, to retain high quality farmland, and to maximize the County's agribusiness potentials.

- Prepare a county-wide Agriculture and Farmland Protection Plan.

2. Economic Development

Economic Development Vision Statement: Economic Development activities should focus on retaining and attracting high-paying industrial jobs. Technical assistance and other support should be provided to production agriculture and related businesses in order to retain a viable agricultural industry. Retail and

service businesses should also be supported as essential elements of an integrated economy. Promotions should continue to market Genesee County as an industrial, retail, agricultural and residential location, as well as a destination for tourists.

Existing businesses and "start-ups," including small businesses, should have access to training and information regarding marketing, financing, and other government services. The workforce should have the skills and education needed to obtain jobs in the community. Public transportation should be available for commuters. Upgraded facilities at the Genesee County Airport would offer needed services to area businesses.

Local governments should cooperate with County, regional and private agencies in recruiting businesses. Public and private economic development agencies should continue to collaborate in marketing Genesee County's resources, and to coordinate the delivery and publicizing of services to the business community. Local governments, private businesses and County agencies, should cooperate in extending water and sewer facilities to support economic development.

Key Recommendations:

- Increase marketing for industrial development, as well as for agriculture, retail, tourism and residential development.

- Designate the Genesee County Industrial Development Agency as the key contact for retaining and attracting industrial development.

- Publicize services available to the business community, including agriculture, manufacturers, retailers, and tourism businesses. Target small businesses, in particular.

- Hold networking events to encourage communication and trade among businesses in Genesee County.

- Identify training needs and establish additional training programs, as appropriate, at BOCES, Genesee Community College and other educational institutions.

- Genesee County should maintain a Capital Improvements Program and identify sources of funding to implement specific projects. The County and local governments should consider dedicating a portion of the combined sales tax revenue to finance County capital improvement projects and infrastructure improvements which would enhance economic development.

- Enhance the capacity for local processing of agricultural products, by supporting existing processors and encouraging new agri-businesses.

3. Government Administration

Government Administration Vision Statement: The Vision for Government Administration in Genesee County is to improve the delivery of administrative functions in a cost-effective manner. Increased communication, both among County agencies and with municipalities, schools and neighboring counties, would promote cooperation and coordination. Regular meetings of policy-makers would facilitate the sharing and consolidation of facilities and services, equipment, resources and policy efforts. A fair and equitable distribution of sales tax revenues is crucial to increased cooperation and sharing of governmental resources and facilities. Coordinated computerization would facilitate access to and sharing of data so that officials have complete and accurate information on a timely basis.

Key Recommendations:

- Establish a forum for County, local and school district officials and policy makers to meet on a regular basis.

- Coordinate a County-wide network on a computer server to connect County, local government and school facilities through E-mail, browser, and internet/intranet capability. Initiate discussions with area municipalities and school districts to coordinate the development of computer systems.

- Assist municipalities in solving existing water supply and distribution problems, such as by negotiating with the Monroe County Water Authority for the extension of water transmission lines and provision of public water to Genesee County.

- Establish a fully integrated joint purchasing system. Pursue other collaboration and/or consolidation efforts involving services provided by the County, municipalities, school districts, adjacent counties and the private sector.

- Consider potential opportunities for the selective out-sourcing of governmental services, such as: custodial maintenance; airport; vehicle maintenance; information/communication/computer; social services; school bus transportation/rural transportation; solid waste/recycling; highway construction/maintenance.

- Evaluate the current method of distributing sales tax revenues.

- Improve communication and cooperation with the Tonawanda Indian Reservation.

4. Law Enforcement and Emergency Management

Law Enforcement and Emergency Management Vision Statement: The Vision for Law Enforcement and Emergency Management Services is to ensure that Genesee County is a safe and secure place to live, work, and enjoy by providing the highest quality and quantity of law enforcement, criminal justice, and emergency management services possible at an affordable cost. A comprehensive interagency approach should be continued with the various law enforcement, criminal justice, and emergency management service agencies working closely together in a cooperative, collaborative and coordinated manner.

Key Recommendations:

- Maintain and enhance a strong Criminal Justice Advisory Council (CJAC) to ensure collaboration among law enforcement agencies. Utilize the CJAC to analyze such issues as space and staffing needs and community outreach by member agencies.

- Recruit and retain fire and EMS volunteers.

5. Health and Human Services

Health and Human Services Vision Statement: The Vision for Health and Human Services in Genesee County is to provide residents with a comprehensive, high quality, seamless continuum of health and human services at an affordable cost. Residents with multiple, yet related needs, would be directed to appropriate services through a coordinated intake information system. Convenience and assistance to residents would also be improved through the use of satellite service sites, mobile offices and increased transportation options. A more comprehensive interagency approach would be implemented by relying on the Interagency Council to increase coordination among health and human service agencies and the sharing of client information, where appropriate.

Key Recommendations:

- Maintain and strengthen the role of the Interagency Council to coordinate the delivery of human services.

- Petition the State Legislature to allow the sharing of client information. Develop an integrated database software system and establish a coordinated County intake and information sharing system.

- Analyze existing needs assessment information for health and human services and explore changing agency roles and responsibilities.

- Study improvements in accessibility to services such as the feasibility of satellite service sites, mobile offices, and combining transportation funds to improve service.

6. Housing

Housing Vision Statement: Housing in Genesee County should include a diversity of housing to serve all segments of the population, including: families with children; senior citizens; single persons; young couples; professionals; and, lower income wage earners, including entry level factory and service workers and seasonal and year-round farmworkers. New residential development should be encouraged in or near existing population centers or in areas that contain appropriate infrastructure. The existing housing stock should also be maintained and upgraded to a consistent level of quality. Conflicts between agricultural and residential development should be avoided or minimized. Genesee County, individual municipalities, housing services providers, and the private sector should cooperate to ensure that an adequate supply of quality, affordable housing is provided and maintained.

Key Recommendations:

- Conduct a detailed needs survey to identify specific housing problems, issues and needs.
- Encourage the establishment of partnerships between agencies, developers, and lending institutions to jointly address housing issues.
- Assist agencies and municipalities in identifying sources of funding and in encouraging housing development in appropriate areas while protecting agricultural and sensitive natural areas.
- Coordinate activities undertaken by municipalities and housing services providers to minimize competition for available funding.
- Act as a clearinghouse for information on available housing programs, and serve as a source of statistical information and other data to support applications for funding assistance programs.
- Coordinate new housing development and the provision of other housing services with on-going economic development activities.

7. Utilities

Utilities Vision Statement: The Vision for Utilities is to ensure that safe, efficient and affordable utilities are maintained and/or extended in Genesee County to support appropriate land uses, meet the basic needs of residents, and enhance economic growth. High quality public water has been identified as the most significant utility need. Public water service should be provided to areas of the County where it is warranted by documented quality or quantity needs and/or development requirements, and where it is feasible and consistent with other County objectives. Existing sanitary systems should be maintained, updated and expanded as appropriate. The County should act as a clearinghouse of planning

information and provide leadership for the logical extension and maintenance of private utility systems. Recycling efforts and education should be increased.

Key Recommendations:

- Provide leadership in addressing the County-wide need for a dependable and high-quality public water supply.
- Investigate the feasibility/benefits of increased collaboration and/or consolidation among municipal water suppliers, including the coordination of administrative activities.
- Establish a County Drainage Committee to identify needs and to recommend and coordinate actions to reduce drainage problems.
- Act as a clearinghouse of planning information to enable private companies to properly plan facilities to serve existing and future developments.
- Increase the amount of recycling.

8. Transportation

Transportation Vision Statement: The Vision for Transportation in Genesee County consists of an affordable transportation system that allows for safe and efficient movement of County residents and businesses and enhances economic growth. These goals would be attained through increased coordination and the sharing of services, facilities and equipment and the appropriate expansion of system capacity. Highways and traffic devices should be repaired and maintained to allow for dependable and more efficient traffic flow. The effectiveness of air and train travel would be increased by improvements to the County Airport and passenger rail service. The needs of commuters and senior citizens would be addressed by the development of improved public transportation services.

Key Recommendations:

- Develop a shared services program with county and local governments for highway maintenance (i.e., equipment, manpower).
- Conduct a study to identify and evaluate potential methods of moving traffic more efficiently through the City of Batavia.
- Provide facilities to enable the Genesee County Airport to retain its status as a General Aviation Airport and to serve expanding business needs and the increasing number of non-traditional passengers.
- Preserve existing railroad rights of way and encourage continued rail service to industry.

- Provide financial assistance to expand and improve the existing public transportation service.

9. Parks, Recreation and Culture

Parks, Recreation and Culture Vision Statement: The Vision for Parks, Recreation and Culture in Genesee County is to offer a rich and diverse array of resources for the enjoyment and entertainment of County residents and visitors. Under County leadership, the sharing of recreation and arts facilities would be coordinated between the County, the City of Batavia, schools, towns, villages and private organizations. Residents would have access to a directory of recreation and community arts events, with public libraries as the central electronic repository of such information. Coordinated planning for all County Parks would be developed. Visitors would be attracted to Genesee County for its many leisure facilities and community events with authentic local flavor.

Key Recommendations:

- Support activities to boost tourism, such as increased marketing, transportation to events, space for performances, and coordination among arts organizations. Develop a community theme/identity to enhance cultural events and to encourage people to visit and live in Genesee County.

- Provide leadership in planning, coordinating and monitoring arts programs, cultural events, and recreational activities.

- Continue to support public libraries, including the development of an affordable telecommunications system.

- Develop a Community Resources' Directory of events, organizations, and services and distribute it through a public libraries database.

- Develop an overall County-wide master plan for parks and formulate an implementation strategy.

II. Maintenance Plan

The Comprehensive Plan should be reviewed annually, as part of the County's annual reporting process. County agencies and departments should reexamine the implementation responsibilities assigned to them, and should report progress, especially with regard to the Key Recommendations, in their annual report to the County Manager.

The Comprehensive Plan Steering Committee should be re-convened annually for at least the first three years following the adoption of the Plan to review the results of the implementation of the recommended actions and overall progress made toward achievement of the Plan's goals. The Steering Committee should recommend adjustments to be made, as necessary, to the priorities, timeframes, and responsible agencies. The Steering Committee should report progress on Plan implementation and recommended adjustments to the County Legislature.

Written updates to the Plan document should be prepared annually for the first three years after the Plan is adopted and every two years thereafter. A summary should be written for each of the nine Focus Areas defined for the Plan. These summaries should describe progress made toward the goals set forth for the individual Focus Area and identify any conflicts or impediments in carrying out specifications. Actions which have been implemented should be recorded, along with any changes in the priorities, timeframes or responsible agencies. The Planning Department should be responsible for the preparation of written Plan updates.

III. Plan Formulation

The County's comprehensive planning process was initiated by the Genesee County Legislature, with the appropriation of funds in the County's 1996 budget. The Comprehensive Plan Steering Committee, composed of 18 Genesee County officials and community leaders, began work on a process to prepare the Comprehensive Plan in May of 1996.

The first step entailed defining the scope of the Comprehensive Plan and identifying specific areas of concern upon which to focus the preparation of the Plan. The Steering Committee identified the following nine focus areas that would provide the basis for the Plan:

1. Land Use
2. Economic Development
3. Government Administration
4. Law Enforcement and Emergency Management
5. Health and Human Services
6. Housing
7. Utilities
8. Transportation
9. Parks, Recreation, and Culture

Nine "Focus Groups" were appointed to oversee the development of each of the Plan's nine key components. A combined total of more than 120 people, including private citizens and public officials representing a broad spectrum of community interests, served on the Focus Groups. The County Planning Department and a consultant team of Stuart I. Brown Associates, Inc., and D.J. Parrone and Associates, P.C., were responsible for managing the planning process and preparing the written plan documents.

The planning process began with a review of existing plan documents and background materials pertaining to each focus area. The roles of local and County agencies, and the existing level of interaction between agencies, were examined. Meetings were held with key local and County personnel in order to define a preliminary list of issues pertaining to each focus area. These issues were presented, discussed, and refined at the first meeting of each Focus Group in the fall of 1996.

Based on the statement of issues formulated for each focus area, a series of written surveys were prepared. These included a survey of Focus Group members and a survey of local government and school district officials. The response rates for the Focus Group surveys ranged from 80% to 100%. The response rate for the Local Government and School District Survey exceeded 90%.

In order to obtain public input, a survey of County residents was conducted. The Residents' Survey was designed by the Comprehensive Plan Steering Committee to help determine the major issues, needs and priorities to be addressed in the Plan. Survey questionnaires were mailed to approximately 2,500 households (about 12% of the households in the County) in mid-November 1996. These households were randomly selected from every community. A total of 842 survey questionnaires were returned. This represents a response rate of approximately 33%, which is more than twice the American Planning Association standard of 15% for this type of opinion survey.

The results of all these surveys were compiled and analyzed by the consultants. A public information meeting was held in January of 1997 to describe the comprehensive planning process and the preliminary evaluation of the Residents' Survey. Technical Reports, which summarize the background information, identified and analyzed issues, and reported survey results, were prepared for each focus area. The Technical Reports are included as Appendices to the full Comprehensive Plan document, along with a report of the results of the Residents' Survey.

The analysis of issues and survey results concluded with a draft list of Goals and Recommended Actions for each focus area. In the spring of 1997, the Focus Groups were asked to review and prioritize the draft list of Goals and Recommended Actions. Two public informational meetings were held in June 1997. The meetings served as a forum to present the priorities among the Goals and Recommended Actions for each focus area.

The Steering Committee met monthly during the planning process to oversee each step of the process, provide guidance on the overall progress of the Plan, and to review all documentation including survey questionnaires and technical reports. The Steering Committee was particularly involved in the review of the Goals and Recommended Actions. The Committee's review served to: provide coordination between functional areas; establish overall priorities; identify major or "key" recommendations to be highlighted in the Comprehensive Plan; and to establish responsibilities and timeframes for the implementation of the Plan's recommendations. Priority actions were identified based on need, impact, financial implications and ease of success.

The draft Comprehensive Plan document was prepared and presented to the Steering Committee in June 1997. Following revision of the Plan document, the Steering Committee referred the Plan to the Genesee County Legislature for formal consideration in September 1997.

The members of the Steering Committee and of the nine Focus Groups, including public officials and representatives of local businesses, agencies, schools, and private citizens, who were involved in the formulation of the Plan are listed below.

GENESEE COUNTY COMPREHENSIVE PLAN
STEERING COMMITTEE

Name	Representing	Name	Representing
Connie Boyd	County Legislature	Don Britt	Sewer & Water Agency
Alice Cocalas	Industrial Devel. Agency	Frank Ciaccia	County Manager's Office
Robert Costanzo	County Planning	Martin Culik	Cooperative Extension
Jay Gsell	County Manager	Elmer Heiman	County Planning Board
Edgar Hollwedel	Magistrates Association	Jay Humphrey	Empire State Dev. Bd.
Clarence Klinkbeil	County Planning Board	Gregg McAllister	Interagency Council
Roger Mosher	Batavia Daily News	Roger Peterson	Co. Highway Dept.
Richard Rudolph	County Legislature	George Spinnegan	City of Batavia
Martha Spinnegan	Richmond Memorial Library	Michael Stoll	Genesee. Assoc. Municipalities
Roger Triftshauser	County Legislature		

FOCUS GROUPS

ECONOMIC DEVELOPMENT

Name	Representing	Name	Representing
Daniel Burling	County Legislature	Alice Cocalas	Industrial Devel. Agency
Al Cadena	Graham Manufacturing Co., Inc.	Martin Culik	Cornell Coop. Extension
Bruce Fustino	M & T Bank	Paul Howard	G/FLRPC
Jay Humphrey	Empire State Dev. Bd.	Thomas Mancuso	Batavia City Council
Mary Lou Pullinzi	GLOW PIC	Raymond SanFratello	Chamber of Commerce
Lisa Serada	Chamber of Commerce	Peter Terry	Terry's Hardware
Maureen Torrey	Torrey Farms	June Vukman	Batavia Town Board

GOVERNMENT ADMINISTRATION

Name	Representing	Name	Representing
Tim Bortree	Cty. Infor. & Comm. Services	Susan Conklin	Records Management Officer
John Flint	Genesee County Treasurer	Georgia Geissler	Cty. Purchasing Dept.
Jay Gsell	Genesee Cty. Manager	Darwin Hill	Council of Chiefs
Pam LaGrou	Representing Thomas Reynolds	Joseph Macaluso	Cty. Real Property Office
Francis Mangefrida	Cty. Board of Elections	Don McCoy	Cty. Buildings & Grounds
David Mills	Cty. Weights & Measures	Edward Moore	BOCES
Charles Nesbitt	NYS Assembly	Carolyn Pratt	Cty. Legislature Office
Mary Lou Rath	NYS Senate	Don Read	Genesee County Clerk
Lillian Rice	Cty. Board of Elections	John Rizzo	Genesee County Attorney
John Sheffer	SUNY at Buffalo	Robert Smith	Elba Central School
George Spinnegan	City of Batavia	George Spinnegan	City of Batavia
Martha Standish	Genesee Cty. Personnel Office	Stuart Steiner	Genesee Community College
Michael Stoll	Gen. Assoc. Municipalities	Roger Triftshauser	County Legislature

HEALTH AND HUMAN SERVICES

Name	Representing	Name	Representing
Thomas Glair	Assoc. for Ret. Children	Mary Pat Hancock	County Legislature
Doug Jones	Genesee Memorial Hosp.	Deborah Kerr-Rosenbeck	Youth Bureau
Hal Kreter	Veterans Services	Gregg McAllister	Interagency Council
Sharon McWethy	GCASA	Ted Miller	Mental Health
Dan Morphet	LeRoy Vill. Green Nur. Home	Jack Pease	Nursing Home
Donald Rowe	Health Department	Eileen Shirtz	Visiting Nurses Assoc
Charles Smith	St. Jerome Hospital	Dane Sprague	Social Services
Margaret Watkins	ABC Day Care Center	Pamela Whitmore	Office for the Aging
William Williams	Job Development Bureau		

HOUSING

Name	Representing	Name	Representing
Jill Alcorn	Genese Valley RPC	Kenneth Bork	Lockport Savings Bank
Connie Boyd	County Legislature	Frank Ciaccia	County Manager's Office
Howard Cohen	Realtor	Edward Flynn	Community Development
Richard Howard	Housing Initiatives Committee	John Kemp	LeRoy Town Board
Kevin Kennedy	Rural Opportunities Inc.	Jeff London	Rural Opportunities Inc.
Thomas Mazerbo	Rural Development	Gloria McLaughlin	Housing Initiatives Committee
Frances McNulty	Batavia Housing Authority	Daniel O'Shea	Developer
Moses Robinson	Orleans/Genesee RPC	Joan Stevens	Key Bank
Eric Von Kramer	Manufactured Housing	Pamela Whitmore	Office for the Aging

LAW ENFORCEMENT AND EMERGENCY MANAGEMENT

Name	Representing	Name	Representing
Peter Burns	NYS Police	Frank Ciaccia	STOP-DWI
Gary Clark	Probation	Lawrence Friedman	District Attorney
Charles Graney	Family Court	Edgar Hollwedel	Magistrates Association
Fred Holmes	Village of LeRoy	Gary Horton	Public Defender
Roger Lander	Emergency Mgt. Services	Gary Maha	Sheriff's Office
Robert Noonan	County Court	Pedro Perez	NYSP
Mark Robinson	Batavia Police Dept.	Sam Steffenella	LeRoy Police Dept.
James Tuttle	Batavia Police Dept.	Bill Wagner	Fire Advisory Board
Michael Welsh	County Legislature	Dennis Wittman	Victims Assistance

LAND USE

Name	Representing	Name	Representing
Richard Bergman	Darien Planning Board	Robert Call	EMC
Robert Clement	Stafford Town Supervisor	Martin Culik	Cooperative Extension
Harold Gould	Water Quality Comm.	John Harrower	Batavia Homes & Dev. Corp.
Elmer Heiman	County Planning Board	Clarence Klinkbeil	County Planning Board
Gordon Lamb	Ag/Farmland Board	Joe Macaluso	Gen. County RPTS
John O'Brien	Ducks Unlimited	Art Roth	Bat. Town Planning Bd.
John Sackett	County Legislature	Mike Smith	City of Batavia Insp. Dept.
George Squires	GCSWCD	James Vincent	GCIDA
Stuart Whitney	Farm Bureau		

PARKS, RECREATION AND CULTURE

Name	Representing	Name	Representing
Wess Audsley	YMCA	Lynn Belluscio	LeRoy Historical Society
Linda Blanchet	Genesee-Orleans Arts Coun.	Connie Boyd	County Legislature
Louis Canale	County Legislature	Sue Conklin	County History Dept.
Patrica Dieck	City of Batavia Youth Bureau	William Ferris	Gillam Grant Center
Anthony Kutter	Envir. Management Coun.	Betty Lane	Library
William Lang	Pembroke Central School	Charles Malone	Genese Cty. Coop. Exten.
Marcia Morrison	GCC Performing Arts Center	Gerald Reynolds	Darien Town Board
H. Bruce Russell	Parks, Rec. & Forestry Advis. Com.	Martha Spinnegan	Richmond Memorial Library

TRANSPORTATION

Name	Representing	Name	Representing
Kenneth Alfes	Bethany Town Bd.	Earl Almquist	RGRTA
Raymond Detor, Jr.	LeRoy Aviation Services, Inc.	James Duschen	Pembroke Highway Dept.
Steve Gelinas	Path Truck Lines	Charles Hake	Graham Corp. Flight Dept.
Paul Howard	G/FLRPC	Nathan Jascick	Genesee Trans. Coun.
Linda Knox	Batavia Bus Service	David Lange	NYS Dept. of Transportation
Dennis Larsen	Public Works/City Engineer	Tony Mancuso	Joseph L. Mancuso & Sons
David Monte-Verde	Genesee Valley Transportation Co.	James Orr	Traffic Safety Board
Richard Rudolph	County Legislature		

UTILITIES

Name	Representing	Name	Representing
Don Britt	Sewer & Water Agency	Phillip Brooks	RG&E
Wilfred Brooks	County Legislature	Kathy Conley	Time Warner Com.
Art Coon	National Fuel	Margaret Grayson	GLOW Solid Waste
Thomas Guerin	Gen. Co. Health Dept.	Adrian Knight	NYNEX
Robert Lichtenthal	Village of Bergen	Jim McConnell	Village of Bergen
David Meade	Niagara Mohawk	Barb Middleton	GCIDA
John Schaefer	City of Batavia	George Squires	GCSWCD

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Gensee County Department of Planning

Robert Costanzo	Economic Development; Government Administration; Health and Human Services
James Duval	Land Use; Law Enforcement and Emergency Management; Utilities
David Paoletta	Housing; Parks, Recreation and Culture; Transportation

Stuart I. Brown Associates, Inc.

Stuart I. Brown	Government Administration
Kathleen Dear	Housing
Barbara Johnston	Economic Development; Land Use
William Reemtsen	Law Enforcement and Emergency Management; Health and Human Services
Kathleen Spencer	Project Coordination

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Genesee County Comprehensive Plan

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Volume I: Comprehensive Plan Document

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Genesee County Comprehensive Plan
Volume I: Comprehensive Plan Document

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GENESEE COUNTY COMPREHENSIVE PLAN

Foreword

The Genesee County Comprehensive Plan has been prepared to articulate a common direction and vision for Genesee County and to improve coordination among the County and its local governments. The Plan is not strictly a land use plan which proposes future uses of the County's land and resources. Rather, the Plan focuses on issues which involve County funding or program administration and those which would benefit from intergovernmental cooperation. An overall goal is to improve the efficiency of the delivery of public services. The nine "focus areas" defined for the Plan are as follows: Land Use; Economic Development; Government Administration; Law Enforcement and Emergency Management; Health and Human Services; Housing; Utilities; Transportation; and Parks, Recreation, and Culture.

The framework of the Comprehensive Plan is presented below, including the fundamental elements or "cornerstones" of the Plan, the overall "Vision Statement" for the County, and the key recommendations of the nine Focus Groups established during the planning process. This is followed by the Implementation section of the Plan which contains the complete set of recommended actions, organized by the timeframe in which they are to be accomplished.

The Maintenance section of the Plan includes actions to monitor the County's progress toward achieving the goals and actions set forth in the Comprehensive Plan. The final section of the Plan describes the planning process, itself, and provides background on the methodology used to formulate the Plan. Results of the Residents' Survey and the statistical overview of the County are included.

I. The Comprehensive Plan

A. Cornerstones of the Plan

More than 200 recommended actions were formulated by the nine Focus Groups in creating the Comprehensive Plan. A review of these recommendations reveals a significant interrelationship between many of the proposed actions. For example, strong linkages are recognized between economic development, highways, available housing, and utilities (water, in particular). The need for public transportation links health and human services and economic development and is impacted by land use and housing decisions.

The linkages that stand out between the nine focus areas serve as the "cornerstones" of the Comprehensive Plan. These include:

- Increased coordination and communication
- Shared services and facilities
- Computerization
- Technical assistance to local governments and schools
- Training of public officials
- Infrastructure (especially public water)
- Agricultural land base
- Marketing/Promotion of Genesee County.

Coordination and Communication

Each of the nine Focus Groups identifies the need for increased coordination and communication and the sharing of services and facilities. Recommendations include the development of partnerships, more joint or collaborative efforts, interagency meetings, greater cooperation and outreach to municipal or private agencies, regular communication between agencies and governments, and increased sharing of data, equipment, and facilities. Schools, more so than municipalities, appear to be an untapped resource for increased coordination and sharing with other governmental agencies.

Cooperative efforts are already in place throughout County government. Some of these have demonstrated a high level of effectiveness, and fulfill the need for coordination. One example is the Criminal Justice Advisory Council (CJAC). The CJAC is a 24-member committee comprised of representatives of virtually every law enforcement and criminal justice agency within Genesee County as well as many human service agencies. The Council meets monthly to discuss mutual issues of concern. The CJAC may serve as a useful model for other areas of County involvement.

While similar coordinating bodies are operating successfully within the County, additional opportunities for increased coordination are identified. Of particular note are the recommendations that the County should play a more significant role in the coordination of housing; health and human services; parks, recreation and culture; government administration; land use; and utilities.

Shared Services and Facilities

The sharing of services and facilities between County and local governments and school districts would be a direct result of increased coordination and communication. Shared services and facilities appear to be particularly relevant to highway maintenance, water distribution, police and emergency dispatch, public transportation, purchasing and recreation.

Computerization

Expanded computer capability is also related to improved coordination and communication. The advent of global networks such as the internet adds a unique opportunity to the timing of the Comprehensive Planning process. Computers are commonly used by County departments

and school districts, for word processing, spreadsheets, accounting, billing, payroll, and record-keeping. Use by local governments is more sporadic but appears to be on the increase. At present, electronic communication within and between governmental agencies and school districts is minimal. The planning process identifies expanded electronic communications among and between government agencies and school districts as a significant need.

Computerization presents the County with a tremendous opportunity to enhance communication and cooperation. The sharing of information via computer technology can significantly reduce duplicative or time-consuming processes, while at the same time allowing each agency, or branch of government, to maintain independence and local control. Opportunities to share map-based information are offered by Geographic Information System (GIS) technology.

The Plan recommends the creation of a coordinated County-wide network on a computer server which connects County, local government and school facilities through E-mail, browser and internet/intranet capability. Moreover, as the advent of computer network technology is so recent, there is has an uncommon opportunity to coordinate the development of computer systems between and among County agencies, area municipalities and school districts. The result would be to maximize the benefits associated with the expenditure of public dollars for electronic systems and other commonly used computer equipment.

Technical Assistance

Strong recommendations for continued or increased technical assistance and training are made in the areas of housing, land use, utilities, and government administration.

Many of the technical assistance programs analyzed during the planning process are already in place and should be continued. This affirms the effectiveness and importance of the County's involvement in providing technical support to local governments and private organizations. A related and equally significant function is the County's role as a clearinghouse for regional data for use by local governments and private firms in such areas as grant applications, resource and utility planning, and real property assessment and analysis.

Training

The need for continued and/or additional training programs for local officials and board members also links the focus areas. The County should take a leadership role to assure that appropriate training opportunities are provided.

Training programs are particularly recommended for land use and development review skills, including planning, zoning, code enforcement, agricultural land protection, stormwater management, and SEQR (State environmental quality review). Other training opportunities identified for County and local officials include public relations/customer service, public safety/emergency drills, and management skills. The opportunities to develop and enhance the County's economic development potentials would be served through a continued emphasis on additional training for workers in basic employment skills and in specific skills needed by industrial employers.

Infrastructure

Infrastructure issues span County involvement in transportation, utilities, economic development, land use, housing and government administration. Public water distribution is a key issue that affects where and how development can occur. The availability of public water has particular implications for attracting investments for economic development and maintaining a balance between agricultural and residential land use. The County should assist municipalities in solving existing water supply and distribution problems, such as by negotiating with the Monroe County Water Authority for the extension of water transmission lines and the provision of public water to Genesee County.

Agriculture

As noted above, the retention of Genesee County's agricultural land base, the balance between agricultural and other land uses, and the economic viability of agriculture as an industry, are fundamental concerns in the County. Agriculture forms a significant part of the landscape, the economic base, and the rural character and self-image of Genesee County. The County plays a key role in protecting this resource as it has an area-wide or regional perspective on the distribution of prime agricultural land. The preparation of a countywide Agriculture and Farmland Protection Plan is recommended as a key component to protect this vital land resource and to maximize the economic development potentials of the agricultural industry.

Promote and Market Genesee County

A community theme or identity would enhance the County's efforts to promote the assets Genesee County has to offer as a place of residence, business, and recreation. While a community identity can influence all aspects of life within the County, it was considered particularly important with regard to economic development and to park, recreation, and cultural issues. Both public and private organizations should work together to market the County's resources and to attract industry, retail businesses, new residents, and tourists.

Coordination with Tonawanda Indian Nation

The issues discussed above are significant for the linkages they create between areas of County involvement. One remaining issue - the issue of coordination with the Tonawanda Indian Nation - has been identified because the linkages that should connect the Nation with the County are nearly non-existent.

At the outset of the Comprehensive Planning process, the Tonawanda Indian Nation was identified as having representation on the Steering Committee and on the Government Administration Focus Group. Due to a variety of circumstances, no representative was ever named and the planning process occurred without coordination and input from the Native American tribe. Increased coordination is particularly important in the areas of law enforcement and emergency management as well as health and human services. The County should investigate the factors inhibiting communication with the Tonawanda Indian Nation and, in the spirit of this Comprehensive Plan, seek to increase coordination with the Nation.

B. Vision Statement

The purpose of the Vision Statement within the Comprehensive Plan is to consider the current "state" of the County and to determine its future direction and opportunities. What "vision" should the County have as it enters the 21st century? Such a vision would include how the County should look in the future, the identification of the County's primary goals, and the role that County government should play in striving to attain this vision.

The following articulates a vision of the future for Genesee County:

> The Vision for Genesee County government is to improve the efficiency, convenience and quality of public services to County residents, businesses, and visitors. An important means to this end is to increase coordination and cooperation between and among County, State, and municipal agencies and school districts in order to reduce duplicative efforts. A cooperative working relationship should be established with the Tonawanda Indian Nation.
>
> The County should take a leadership role in the sharing of services, facilities, equipment, and information. A notable step in this direction would be the coordination of a computer network to electronically connect local and County governments, school districts, and private agencies. Open communication and easy access to information should be available to government agencies as well as to the public.
>
> The County has a significant responsibility in maintaining a desirable regional balance of land uses, including residential, commercial and industrial development; agricultural land retention; and protection of sensitive natural resources. The County should recognize the economic and environmental implications of the extension of highways and utilities (especially water), oversee the construction of major capital improvements in appropriate locations, and should work with municipalities to coordinate infrastructure improvements. Economic development should be enhanced by increased efforts to retain and expand the County's industrial base, which provides job growth and prosperity, to encourage agriculture, and to support tourism and related retail and service uses.
>
> The County should continue and strengthen its role in providing technical assistance and acting as a clearinghouse of information for municipal and private organizations and the general public. The County should expand existing efforts to provide training for public officials, particularly in the areas of land use and development, and to improve business management skills.

C. Recommended Actions for the Nine Focus Areas

A vision statement has been prepared for each of the nine focus areas that have framed the planning process. These vision statements are based on the goals and priorities identified for each area (see Technical Reports in Appendices C - K). The vision statement provides the framework and future direction for County involvement in each area.

With a vision in place, the priority actions associated with each area of County involvement are presented. These priorities or "Key Recommendations" have been selected from the complete list of recommended actions prepared by each Focus Group, and represent the first steps for County action in each area.

1. Land Use

Land Use Vision Statement: Land Use in Genesee County should consist of a balance of agricultural, residential, commercial, industrial, institutional, recreation, conservation and infrastructure uses. Agriculture should be encouraged to continue in large areas of the County. Conflicts between farming and residential uses should be avoided or minimized. Growth, supported by needed infrastructure, should be encouraged in appropriate areas. Local officials and board members who are responsible for land use decisions should have sufficient access to information and training. Individual municipalities and Genesee County should cooperate to ensure that an appropriate balance of land use is achieved and maintained.

Key Recommendations

- Use existing resources at the County Planning Department to encourage better land use decisions at the local level, especially by providing training to local elected officials and members of planning, zoning and conservation boards.

- Evaluate the impacts of the extension of infrastructure on agriculture and other land uses.

- Encourage the use of local planning techniques, development regulations, private preservation techniques, the State Environmental Quality Review regulations, and provisions of the Agricultural District program to support agriculture, to retain high quality farmland, and to maximize the County's agribusiness potentials.

- Prepare a county-wide Agriculture and Farmland Protection Plan.

2. Economic Development

Economic Development Vision Statement: Economic Development activities should focus on retaining and attracting high-paying industrial jobs. Technical assistance and other support should be provided to production agriculture and related businesses in order to retain a viable agricultural industry. Retail and service businesses should also be supported as essential elements of an integrated economy. Promotions should continue to market Genesee County as an industrial, retail, agricultural and residential

location, as well as a destination for tourists.

Existing businesses and "start-ups," including small businesses, should have access to training and information regarding marketing, financing, and other government services. The workforce should have the skills and education needed to obtain jobs in the community. Public transportation should be available for commuters. Upgraded facilities at the Genesee County Airport would offer needed services to area businesses.

Local governments should cooperate with County, regional and private agencies in recruiting businesses. Public and private economic development agencies should continue to collaborate in marketing Genesee County's resources, and to coordinate the delivery and publicizing of services to the business community. Local governments, private businesses and County agencies, should cooperate in extending water and sewer facilities to support economic development.

Key Recommendations:

- Increase marketing for industrial development, as well as for agriculture, retail, tourism and residential development.

- Designate the Genesee County Industrial Development Agency as the key contact for retaining and attracting industrial development.

- Publicize services available to the business community, including agriculture, manufacturers, retailers, and tourism businesses. Target small businesses, in particular.

- Hold networking events to encourage communication and trade among businesses in Genesee County.

- Identify training needs and establish additional training programs, as appropriate, at BOCES, Genesee Community College and other educational institutions.

- Genesee County should maintain a Capital Improvements Program and identify sources of funding to implement specific projects. The County and local governments should consider dedicating a portion of the combined sales tax revenue to finance County capital improvement projects and infrastructure improvements which would enhance economic development.

- Enhance the capacity for local processing of agricultural products, by supporting existing processors and encouraging new agri-businesses.

3. Government Administration

Government Administration Vision Statement: The Vision for Government Administration in Genesee County is to improve the delivery of administrative functions in a cost-effective manner. Increased communication, both among County agencies and with municipalities, schools and neighboring counties, would promote cooperation and coordination. Regular meetings of policy-makers would facilitate the sharing and consolidation of facilities and services, equipment, resources and policy efforts. A fair and equitable distribution of sales tax revenues is crucial to increased cooperation and sharing of governmental resources and facilities. Coordinated computerization would facilitate access to and sharing of data so that officials have complete and accurate information on a timely basis.

Key Recommendations:

- Establish a forum for County, local and school district officials and policy makers to meet on a regular basis.

- Coordinate a County-wide network on a computer server to connect County, local government and school facilities through E-mail, browser, and internet/intranet capability. Initiate discussions with area municipalities and school districts to coordinate the development of computer systems.

- Assist municipalities in solving existing water supply and distribution problems, such as by negotiating with the Monroe County Water Authority for the extension of water transmission lines and provision of public water to Genesee County.

- Establish a fully integrated joint purchasing system. Pursue other collaboration and/or consolidation efforts involving services provided by the County, municipalities, school districts, adjacent counties and the private sector.

- Consider potential opportunities for the selective out-sourcing of governmental services, such as: custodial maintenance; airport; vehicle maintenance; information/communication/computer; social services; school bus transportation/rural transportation; solid waste/recycling; highway construction/maintenance.

- Evaluate the current method of distributing sales tax revenues.

- Improve communication and cooperation with the Tonawanda Indian Reservation.

4. Law Enforcement and Emergency Management

Law Enforcement and Emergency Management Vision Statement: The Vision for Law Enforcement and Emergency Management Services is to ensure that Genesee County is a safe and secure place to live, work, and enjoy by providing the highest quality and quantity of law enforcement, criminal justice, and emergency management services possible at an affordable cost. A comprehensive interagency approach should be continued with the various law enforcement, criminal justice, and emergency management service agencies working closely together in a cooperative, collaborative and coordinated manner.

Key Recommendations:

- Maintain and enhance a strong Criminal Justice Advisory Council (CJAC) to ensure collaboration among law enforcement agencies. Utilize the CJAC to analyze such issues as space and staffing needs and community outreach by member agencies.

- Recruit and retain fire and EMS volunteers.

5. Health and Human Services

Health and Human Services Vision Statement: The Vision for Health and Human Services in Genesee County is to provide residents with a comprehensive, high quality, seamless continuum of health and human services at an affordable cost. Residents with multiple, yet related needs, would be directed to appropriate services through a coordinated intake information system. Convenience and assistance to residents would also be improved through the use of satellite service sites, mobile offices and increased transportation options. A more comprehensive interagency approach would be implemented by relying on the Interagency Council to increase coordination among health and human service agencies and the sharing of client information, where appropriate.

Key Recommendations:

- Maintain and strengthen the role of the Interagency Council to coordinate the delivery of human services.

- Petition the State Legislature to allow the sharing of client information. Develop an integrated database software system and establish a coordinated County intake and information sharing system.

- Analyze existing needs assessment information for health and human services and explore changing agency roles and responsibilities.

- Study improvements in accessibility to services such as the feasibility of satellite service sites, mobile offices, and combining transportation funds to improve service.

6. Housing

Housing Vision Statement: Housing in Genesee County should include a diversity of housing to serve all segments of the population, including: families with children; senior citizens; single persons; young couples; professionals; and, lower income wage earners, including entry level factory and service workers and seasonal and year-round farmworkers. New residential development should be encouraged in or near existing population centers or in areas that contain appropriate infrastructure. The existing housing stock should also be maintained and upgraded to a consistent level of quality. Conflicts between agricultural and residential development should be avoided or minimized. Genesee County, individual municipalities, housing services providers, and the private sector should cooperate to ensure that an adequate supply of quality, affordable housing is provided and maintained.

Key Recommendations:

- Conduct a detailed needs survey to identify specific housing problems, issues and needs.

- Encourage the establishment of partnerships between agencies, developers, and lending institutions to jointly address housing issues.

- Assist agencies and municipalities in identifying sources of funding and in encouraging housing development in appropriate areas while protecting agricultural and sensitive natural areas.

- Coordinate activities undertaken by municipalities and housing services providers to minimize competition for available funding.

- Act as a clearinghouse for information on available housing programs, and serve as a source of statistical information and other data to support applications for funding assistance programs.

- Coordinate new housing development and the provision of other housing services with on-going economic development activities.

7. Utilities

Utilities Vision Statement: The Vision for Utilities is to ensure that safe, efficient and affordable utilities are maintained and/or extended in Genesee County to support appropriate land uses, meet the basic needs of residents, and enhance economic growth. High quality public water has been identified as the most significant utility need. Public water service should be provided to areas of the County where it is warranted by documented quality or quantity needs and/or development requirements, and where it is feasible and consistent with other County objectives. Existing sanitary systems should be maintained, updated and expanded as appropriate. The County should act as a clearinghouse of planning information and provide leadership for the logical extension and maintenance of private utility systems. Recycling efforts and education should be increased.

Key Recommendations:

- Provide leadership in addressing the County-wide need for a dependable and high-quality public water supply.

- Investigate the feasibility/benefits of increased collaboration and/or consolidation among municipal water suppliers, including the coordination of administrative activities.

- Establish a County Drainage Committee to identify needs and to recommend and coordinate actions to reduce drainage problems.

- Act as a clearinghouse of planning information to enable private companies to properly plan facilities to serve existing and future developments.

- Increase the amount of recycling.

8. Transportation

Transportation Vision Statement: The Vision for Transportation in Genesee County consists of an affordable transportation system that allows for safe and efficient movement of County residents and businesses and enhances economic growth. These goals would be attained through increased coordination and the sharing of services, facilities and equipment and the appropriate expansion of system capacity. Highways and traffic devices should be repaired and maintained to allow for dependable and more efficient traffic flow. The effectiveness of air and train travel would be increased by improvements to the County Airport and passenger rail service. The needs of commuters and senior citizens would be addressed by the development of improved public transportation services.

Key Recommendations:

- Develop a shared services program with county and local governments for highway maintenance (i.e., equipment, manpower).

- Conduct a study to identify and evaluate potential methods of moving traffic more efficiently through the City of Batavia.

- Provide facilities to enable the Genesee County Airport to retain its status as a General Aviation Airport and to serve expanding business needs and the increasing number of non-traditional passengers.

- Preserve existing railroad rights of way and encourage continued rail service to industry.

- Provide financial assistance to expand and improve the existing public transportation service.

9. Parks, Recreation and Culture

Parks, Recreation and Culture Vision Statement: The Vision for Parks, Recreation and Culture in Genesee County is to offer a rich and diverse array of resources for the enjoyment and entertainment of County residents and visitors. Under County leadership, the sharing of recreation and arts facilities would be coordinated between the County, the City of Batavia, schools, towns, villages and private organizations. Residents would have access to a directory of recreation and community arts events, with public libraries as the central electronic repository of such information. Coordinated planning for all County Parks would be developed. Visitors would be attracted to Genesee County for its many leisure facilities and community events with authentic local flavor.

Key Recommendations:

- Support activities to boost tourism, such as increased marketing, transportation to events, space for performances, and coordination among arts organizations. Develop a community theme/identity to enhance cultural events and to encourage people to visit and live in Genesee County.

- Provide leadership in planning, coordinating and monitoring arts programs, cultural events, and recreational activities.

- Continue to support public libraries, including the development of an affordable telecommunications system.

- Develop a Community Resources' Directory of events, organizations, and services and distribute it through a public libraries database.

- Develop an overall County-wide master plan for parks and formulate an implementation strategy.

II. Implementation Plan

This segment of the Plan includes the recommended actions formulated by the nine Focus Groups. The recommended actions are organized according to the timeframe in which they are to be accomplished. Organizing the actions in this way identifies the order in which the actions should be undertaken, and provides a means of measuring progress. The timeframes are generally defined as follows:

Short-term:	Implementation within 0 to 2 years
Intermediate:	Implementation within 2 to 5 years
Long-term:	Implementation more than 5 years
On-going:	Action is being implemented and should continue.

It is assumed that, once implemented, all actions will be maintained on an on-going basis as long as its continuation is appropriate.

The Implementation Plan also identifies whether the action is a "key recommendation" and which agencies are responsible for implementation of the action. A list of abbreviations for the various agencies and County departments referred to in the Implementation Plan is provided. It should be noted that the agencies listed for an action have been suggested as a starting point for the County to use in organizing initial discussion and planning for each action. During these early discussions, it may become apparent that some agencies listed do not actually have a role in implementation and other agencies not listed should be included.

In Appendix A, the recommended actions have been re-organized according to the agencies initially identified as responsible for implementation. As a result, Appendix A provides each County department or agency with a list of actions for which they have some responsibility. The other agencies that would be involved in implementing the action are included, as well as the timeframe assigned to each action.

Key to Agency Abbreviations

Abbreviation	Agency Name
AFPB	Genesee County Agricultural and Farmland Protection Board
BataviaCity/Town	City and Town of Batavia
BCHC	Batavia City Housing Council
BEA	Business/ Education Alliance
BOCES	Board of Cooperative Education Services
BusLndOwn	Genesee County Business Land Owners
Chamber	Genesee County Chamber of Commerce
CJAC	Criminal Justice Advisory Council
CoopExt	Cornell Cooperative Extension of Genesee County
DeptHeads	Genesee County Department Heads
DrainageCom	Drainage Committee *(to be established)*
EMC	Genesee County Environmental Management Council
EmpSt DevAdvis	Empire State Development Advisory Council
EMSCoord	Genesee County Emergency Management Services Coordinator
FarmOwners	Private Farm Owners
FireAdvisory	Genesee County Fire Advisory Board
G/FL-RPC	Genesee/Finger Lakes Regional Planning Council
GAM	Genesee Association of Municipalities
GCC	Genesee Community College
GCHC	Genesee County Housing Council
GCSWA	Genesee County Sewer and Water Agency
GLOW	GLOW Region Solid Waste Management Committee
GOART	Genesee-Orleans Arts Council
GRHIC	Genesee Region Housing Initiatives Committee
HealthDept	Genesee County Health Department
HighwayDept	Genesee County Highway Department
Historian	Genesee County Historian
HSCG	Genesee County Human Services Coordinating Group
ICS	Genesee County Information and Communications Services Dept.
IDA	Genesee County Industrial Development Agency
Interagency	Interagency Council
JDB	Genesee County Job Development Bureau
JJCC	Juvenile Justice Coordinating Committee
Landowners	Private Land Owners
Legislature	Genesee County Legislature
Libraries	Genesee County Library System
LocalGovt	Local Governments

Key to Agency Abbreviations

Abbreviation	Agency Name
Manager	Genesee County Manager
MerchantsAsso	Local Merchants Associations
NYSDOT	New York State Department of Transportation
Parks	Genesee County Parks Department
Personnel	Genesee County Personnel Department
PIC	GLOW Private Industry Council
PlanningBrd	Genesee County Planning Board
PlanningDept	Genesee County Planning Department
Probation	Genesee County Probation Department
Purchasing	Genesee County Central Services
RAP	Regional Action Phone
R/FL-RDC	Rochester/Finger Lakes Regional Development Corporation
R-GRTA	Rochester/Genesee Regional Transportation Authority
ROI	Rural Opportunities Inc.
RealProperty	Genesee County Real Property Assessment Office
Schools	Local School District Officials
Sheriff	Genesee County Sheriff
SocialServices	Genesee County Department of Social Services
SWCD	Genesee County Soil and Water Conservation District
TonawandaChiefs	Tonawanda Indian Reservation Chiefs Council
TransCoord	Genesee County Transportation Coordination Committee
Treasurer	Genesee County Treasurer
WaterSuppliers	Local Water Suppliers
Youth	Genesee County Youth Bureau

SHORT-TERM ACTIONS
Genesee County Comprehensive Plan

ED02 **Designate the Genesee County Industrial Development Agency as the key contact for retaining and attracting industrial development.**

Responsible Agencies: Legislature
IDA

Key Recommendation

ED03 **Publicize services available to the business community, including agriculture, manufacturers, retailers, and tourism businesses. Target small businesses, in particular. Utilize news articles, the Chamber of Commerce newsletter, the IDA newsletter, and other media.**

Responsible Agencies:	Chamber	GCC
	IDA	LocalGovt
	CoopExt	BOCES

Key Recommendation

ED05 **Identify training needs and establish training programs at BOCES, Genesee Community College and other educational institutions.**

Responsible Agencies:	PIC	BEA
	GCC	CoopExt
	BOCES	JDB

Key Recommendation

ED08 **Hold periodic meetings of the principals involved in the economic development efforts of key local and County agencies and encourage continued collaboration among agencies.**

Responsible Agencies:	IDA	GAM
	Chamber	Legislature
	LocalGovt	EmpStDevAdv

ED: Economic Development; GA: Government Administration; HH: Health && Human Services; HO: Housing; LE: Law Enforcement; LU: Land Use; PR: Parks, Recreation and Culture; TR: Transportation; UT: Utilities

SHORT-TERM ACTIONS
Genesee County Comprehensive Plan

ED09 **Prepare a packet of descriptions of economic development agencies and their functions, to be updated annually, and circulate it among all economic development agencies and committees.**

Responsible Agencies: Legislature, IDA, Chamber, EmpStDevAdv

ED10 **Maintain a current list of available financing sources, including commercial institutions as well as government sources (GCIDA and Chamber of Commerce). Publicize the list through the IDA newsletter and other means.**

Responsible Agencies: IDA, G/FL-RPC, Chamber

ED12 **Provide additional training in basic employment skills before placing customers in employment situations. Hold pre-employment workshops at high schools and BOCES.**

Responsible Agencies: JDB, BOCES, Schools, BEA

ED14 **Identify appropriate sites for direct marketing of farm products, that will attract customers and minimize conflict with neighboring businesses. Re-evaluate the appropriateness of the site of the Batavia farmers market.**

Responsible Agencies: CoopExt, LocalGovt, Chamber

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SHORT-TERM ACTIONS
Genesee County Comprehensive Plan

ED16 **Enhance and expand existing retail areas, as appropriate to meet local needs. Provide County support when such activities have significant benefits. Utilize a combination of public and private efforts, involving local governments, business development committee and merchants associations.**

Responsible Agencies: LocalGovt, Legislature, MerchantsAssoc, Chamber

ED17 **Enhance services such as technical assistance, financing and information that would benefit retail businesses.**

Responsible Agencies: Chamber, IDA

ED22 **Work with employers and customers of the public transportation system to improve the ability of the bus system to meet the needs of commuters.**

Responsible Agencies: R-GRTA, JDB, TransCoord, Chamber

GA01 **Establish a forum for County, local and school district officials and policy makers to meet on a regular basis.**

Responsible Agencies: Manager, Legislature, LocalGovt, Schools

Key Recommendation

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SHORT-TERM ACTIONS
Genesee County Comprehensive Plan

GA02 **Coordinate a County-wide network on a computer server to connect County, local government, and school facilities through E-mail, browser, and internet/intranet capability. Initiate discussions with area municipalities and school districts to coordinate the development of computer systems.**

Responsible Agencies:	ICS	GCC
	LocalGovt	BOCES
	Schools	Libraries

Key Recommendation

GA03 **The County should assist municipalities in solving existing water supply and distribution problems, such as by negotiating with the Monroe County Water Authority for the extension of water transmission lines and the provision of public water to Genesee County.**

Responsible Agencies:	GCSWA	LocalGovt
	PlanningDept	HealthDept
	WaterSuppliers	

Key Recommendation

GA04 **Establish a fully integrated joint purchasing system. Pursue other collaboration and/or consolidation efforts involving services provided by the County, municipalities, school districts, adjacent counties, and the private sector.**

Responsible Agencies:	Purchasing	LocalGovt
	BOCES	GCC
	Schools	

Key Recommendation

GA06 **Evaluate the current method of distributing sales tax revenues.**

Responsible Agencies:	Legislature	GAM
	Manager	
	LocalGovt	

Key Recommendation

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SHORT-TERM ACTIONS
Genesee County Comprehensive Plan

GA07 **Improve communication and cooperation with the Tonawanda Indian Reservation.**

Responsible Agencies: Manager
Legislature
TonawandaChief

Key Recommendation

GA08 **Schedule interagency meetings on a regular basis to address technical issues, improve coordination and facilitate sharing.**

Responsible Agencies: Manager
DeptHeads

GA13 **Prepare, maintain and circulate a centralized list of all government-owned equipment in the County.**

Responsible Agencies: Purchasing

GA14 **Re-evaluate the existing rental price structure for County highway equipment to competitively present costs to municipalities and to encourage increased sharing of resources.**

Responsible Agencies: HighwayDept

GA16 **Enhance opportunities for interaction between the County Historian and the public school systems to the extent that personnel and resources are supplemented or increased.**

Responsible Agencies: Historian
Schools

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SHORT-TERM ACTIONS
Genesee County Comprehensive Plan

GA17 **Improve the responsiveness of the Central Services (Purchasing) and Personnel Departments.**

Responsible Agencies: Purchasing
Personnel

GA18 **Increase outreach and education about the County's joint purchasing activities.**

Responsible Agencies: Purchasing

GA21 **Broaden the distribution of the County newsletter to include area libraries as well as local governments, school districts and employees.**

Responsible Agencies: Manager
DeptHeads

GA24 **Commission a study on the cost implications of Federal and State mandates.**

Responsible Agencies: Legislature

GA26 **Identify State laws that inhibit increased cooperation between local governments, school districts and County government.**

Responsible Agencies: Legislature
Manager

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SHORT-TERM ACTIONS
Genesee County Comprehensive Plan

GA27 **Evaluate the impact of changes in sales tax legislation being considered by the State Legislature on the County, its municipalities and school districts.**

Responsible Agencies: Legislature, Manager, Treasurer, LocalGovt, Schools

HH02 **Petition the State Legislature to allow sharing of health and human service client information. Develop an integrated database software system and establish a coordinated County intake and information sharing system.**

Responsible Agencies: Legislature, HSCG

Key Recommendation

HH06 **Create a human service planner position in the County Planning Development.**

Responsible Agencies: Legislature

HH07 **Petition the Federal and State governments to permit increased local control over health and human services program delivery and flexibility.**

Responsible Agencies: Legislature, DeptHeads

HH08 **Distribute the Genesee County Community Services Directory to agencies throughout the County.**

Responsible Agencies: RAP

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SHORT-TERM ACTIONS
Genesee County Comprehensive Plan

HH09 **The Interagency Council should conduct more structured, substantive meetings.**

Responsible Agencies: Interagency

HO01 **Conduct a detailed needs survey to identify specific housing problems, issues and needs to be addressed.**

Responsible Agencies: PlanningDept, GCHC, GRHIC, BCHC

Key Recommendation

HO02 **Encourage the establishment of partnerships between agencies, developers, and lending institutions to jointly address housing issues.**

Responsible Agencies: Manager, Legislature, GCHC, GRHIC, BCHC

Key Recommendation

HO04 **Coordinate activities undertaken by municipalities and housing services providers to minimize competition for available funding.**

Responsible Agencies: Manager, Legislature, GCHC, GRHIC, BCHC

Key Recommendation

HO06 **Coordinate new housing development and the provision of other housing services with on-going economic development activities.**

Responsible Agencies: Manager, IDA, GCHC, GRHIC

Key Recommendation

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SHORT-TERM ACTIONS
Genesee County Comprehensive Plan

HO07 **Present the results of the housing needs survey to the public, to municipalities and to housing services providers to encourage public discussion of housing needs and priorities.**

Responsible Agencies:	PlanningDept	BCHC
	GCHC	
	GRHIC	

HO08 **Identify strategies to address housing needs. Provide technical assistance to housing services providers and municipalities to address specific needs.**

Responsible Agencies:	PlanningDept	BCHC
	GCHC	
	GRHIC	

HO10 **Serve as a conduit for financial assistance for housing by applying for funding resources and by contracting with housing services providers for the delivery of services.**

Responsible Agencies:	Manager	GRHIC
	Legislature	
	GCHC	

HO11 **Support applications for funding for home ownership assistance programs for first time home buyers.**

Responsible Agencies:	Manager	BCHC
	Legislature	GRHIC
	GCHC	

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SHORT-TERM ACTIONS
Genesee County Comprehensive Plan

HO12 **Support applications for funding for housing rehabilitation programs to maintain and upgrade the housing stock in Genesee County.**

Responsible Agencies: Manager, Legislature, GCHC, BCHC, GRHIC

HO13 **Support applications for funding for rental assistance programs to ensure the affordability of housing for residents.**

Responsible Agencies: Manager, Legislature, GCHC, BCHC, GRHIC

HO14 **Support applications for funding for the development of housing for persons with disabilities and persons with special needs.**

Responsible Agencies: Manager, Legislature, GCHC, BCHC, GRHIC

HO15 **Support cooperative efforts between municipalities and area farmers to develop and maintain adequate housing for year-round and seasonal farmworkers.**

Responsible Agencies: Manager, LocalGovt, GRHIC, ROI

HO17 **Develop uniform design standards and/or model ordinances to increase the compatibility of housing development across municipal boundaries.**

Responsible Agencies: PlanningDept

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SHORT-TERM ACTIONS
Genesee County Comprehensive Plan

HO20 **Educate housing services providers and economic development specialists regarding the interrelationships between housing and economic development.**

Responsible Agencies: Manager, IDA, GCHC, GRHIC

HO21 **Develop and maintain information on the availability of existing housing and provide this information to companies seeking to locate or expand in Genesee County.**

Responsible Agencies: PlanningDept, GCHC, GRHIC, IDA

LE04 **Form CJAC subcommittee comprised of chief law enforcement executives.**

Responsible Agencies: CJAC

LE06 **Staffing needs of the Public Defender's Office should be analyzed by the CJAC.**

Responsible Agencies: CJAC

LE07 **Develop a plan for providing the Sheriff's Office with needed space.**

Responsible Agencies: Sheriff, Manager, Legislature, CJAC

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SHORT-TERM ACTIONS
Genesee County Comprehensive Plan

LE08 **Develop a plan for consolidating the Probation Department and providing needed space.**

Responsible Agencies:	Probation	CJAC
	Manager	
	Legislature	

LU04 **Prepare a county-wide Agriculture and Farmland Protection Plan.**

Responsible Agencies:	Legislature	CoopExt
	AFPB	LocalGovt
	PlanningDept	SWCD

Key Recommendation

LU06 **Encourage local governments to develop local plans and regulations which provide for a balance of agricultural, residential, commercial and industrial development in appropriate locations.**

Responsible Agencies:	LocalGovt
	PlanningDept

LU08 **Encourage local governments to require attendance at training sessions as a condition of appointments to Planning Boards and Zoning Boards of Appeals.**

Responsible Agencies:	LocalGovt
	PlanningDept

LU09 **Follow-up on the results of the recently completed GIS study. Plan for future financing of improved technology and shared information.**

Responsible Agencies:	Legislature	SWCD
	RealProperty	ICS
	PlanningDept	

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SHORT-TERM ACTIONS
Genesee County Comprehensive Plan

LU15 **Work with State and Federal agencies to identify and clean up hazardous waste sites and make these sites available for redevelopment.**

Responsible Agencies: LocalGovt
Landowners
EMC

PR01 **Support activities to boost tourism, such as increased marketing, transportation to events, space for performances, and coordination among arts organizations. Develop a community theme/identity to enhance cultural events and to encourage people to visit and live in Genesee County.**

Responsible Agencies: Manager, GCC, Legislature, GOART, Chamber

Key Recommendation

PR02 **Provide leadership in planning, coordinating and monitoring arts programs, cultural events, and recreational activities.**

Responsible Agencies: Manager, GCC, Legislature, GOART, Chamber

Key Recommendation

PR06 **Appoint a County Recreation and Cultural Advisory Committee.**

Responsible Agencies: Manager
Legislature

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SHORT-TERM ACTIONS
Genesee County Comprehensive Plan

TR02 **Conduct a study to identify and evaluate potential methods of moving traffic more efficiently through the City of Batavia.**

Responsible Agencies: Legislature
BataviaCity/Town
NYSDOT

Key Recommendation

TR03 **Provide facilities to enable the Genesee County Airport to retain its status as a General Aviation Airport and to serve expanding business needs and the increasing number of non-traditional passengers.**

Responsible Agencies: Legislature G/FL-RPC
IDA
Chamber

Key Recommendation

TR06 **Phase out the responsibility of the County Highway Department to operate the airport and retain a contract management firm to operate the airport.**

Responsible Agencies: Legislature

TR07 **Encourage and support plans of the LeRoy airport to serve corporate and general aviation needs.**

Responsible Agencies: Chamber
IDA
G/FL-RPC

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SHORT-TERM ACTIONS
Genesee County Comprehensive Plan

UT01 **Provide leadership in addressing the County-wide need for a dependable and high-quality public water supply.**

Responsible Agencies: GCSWA, LocalGovt, PlanningDept, HealthDept, Legislature

Key Recommendation

UT03 **Establish a County Drainage Committee to identify needs and to recommend and coordinate actions to reduce drainage problems. The Committee should consist of a member of each municipality's drainage committee or the highway superintendent.**

Responsible Agencies: Legislature, SWCD, LocalGovt

Key Recommendation

UT07 **Study and recognize existing and future growth centers early-on for the proper design of infrastructure.**

Responsible Agencies: GCSWA, PlanningDept, LocalGovt

UT09 **Obtain funding to extend water and sewer to areas appropriate for intensive commercial and industrial development as part of economic development programs.**

Responsible Agencies: Legislature, IDA, BusLndOwn

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SHORT-TERM ACTIONS
Genesee County Comprehensive Plan

UT10 **Obtain financing, including grants, to provide sewer and/or water service, as feasible, to areas where existing systems are inadequate. Consider package systems in order to avoid the extension of service through rural areas.**

Responsible Agencies: Legislature
LocalGovt

UT11 **Implement the City/ Town of Batavia Wellhead Protection Program. Obtain funding to prepare wellhead protection programs for the Villages of Corfu, Oakfield, LeRoy and Elba and the Town of Pavilion.**

Responsible Agencies: LocalGovt
PlanningDept

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ON-GOING ACTIONS
Genesee County Comprehensive Plan

ED01 **Increase marketing for industrial development, as well as for agriculture, retail, tourism, and residential development. Continue to share materials prepared to market Genesee County among economic development organizations in the County.**

Responsible Agencies: IDA, Chamber, R/FL-RDC, CoopExt

Key Recommendation

ED04 **Hold networking events to encourage communication and trade among businesses in Genesee County. For example, continue the Chamber of Commerce's "schmoozer" series, and establish a Business-to-Business Trade Fair.**

Responsible Agencies: IDA, Chamber, R/FL-RDC, CoopExt

Key Recommendation

ED06 **Genesee County should maintain a Capital Improvements Program and identify sources of funding to implement specific projects. The County and local governments should consider dedicating a portion of the combined sales tax revenue to finance capital improvement projects and infrastructure improvements which would enhance economic development.**

Responsible Agencies: Legislature, LocalGovt

Key Recommendation

ED07 **Enhance the capacity for local processing of agricultural products, by supporting existing processors and encouraging new agri-businesses.**

Responsible Agencies: IDA, CoopExt

Key Recommendation

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ON-GOING ACTIONS
Genesee County Comprehensive Plan

ED13 **Continue the program of technical assistance services offered to farmers.**

Responsible Agencies: CoopExt
SWCD

ED15 **Continue to promote awareness of agriculture as an industry, through school programs and media coverage.**

Responsible Agencies: CoopExt
BOCES
Schools

ED18 **Continue to collect a "hotel occupancy" tax and utilize the funds to promote**

Responsible Agencies: Legislature
Chamber

ED19 **Continue to provide support services to tourism businesses, including assistance in preparing business plans, obtaining financing, and cooperative advertising.**

Responsible Agencies: Chamber

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ON-GOING ACTIONS
Genesee County Comprehensive Plan

GA05 **Consider potential opportunities for the selective out-sourcing of governmental services, such as: custodial maintenance; airport; vehicle maintenance; information/communication/computer; social services; school bus transportation/rural transportation; solid waste/recycling; and highway construction/maintenance.**

Responsible Agencies:	Legislature	LocalGovt
	Manager	Schools
	DeptHeads	

Key Recommendation

GA09 **Continue to meet with representatives of adjacent counties to discuss areas of common concern.**

Responsible Agencies:	Legislature	
	Manager	
	DeptHeads	

GA10 **Evaluate existing programs that would benefit from increased cooperation with local government and school district officials.**

Responsible Agencies:	DeptHeads	GCC
	LocalGovt	BOCES
	Schools	

GA11 **Increase coordination with local governments and schools to improve the delivery of administrative functions in a cost-effective manner.**

Responsible Agencies:	DeptHeads	GCC
	LocalGovt	BOCES
	Schools	

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ON-GOING ACTIONS
Genesee County Comprehensive Plan

GA12 **Document successful cooperative efforts between County departments and with local municipalities and school districts, including information on cost-savings.**

Responsible Agencies: Manager, GCC, LocalGovt, BOCES, Schools

GA20 **Develop measures to assist County departments as well as local officials and school district personnel to evaluate the effectiveness of existing programs and services.**

Responsible Agencies: Manager, GCC, LocalGovt, BOCES, Schools

GA22 **Continue to publish County information in publications which have widespread distribution throughout the community. Expand the use of other media (i.e., radio, cable television, etc.) to "reach out" to the public.**

Responsible Agencies: Manager, DeptHeads

GA25 **Lobby State and Federal agencies to fully fund mandated programs or provide County agencies with increased authority to administer these programs according to local needs.**

Responsible Agencies: Legislature, Manager

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ON-GOING ACTIONS
Genesee County Comprehensive Plan

HH01 **Maintain and strengthen the role of the Interagency Council to coordinate the delivery of human services.**

Responsible Agencies: Interagency

Key Recommendation

HH11 **Secure the Regional Action Phone (RAP) funding for referral service. Continue to publicize RAP's referral service.**

Responsible Agencies: RAP
Legislature

HO03 **Assist agencies and municipalities in identifying sources of funding and in encouraging housing development in appropriate areas while protecting agricultural and sensitive natural areas.**

Responsible Agencies: PlanningDept
GCHC
GRHIC

Key Recommendation

HO05 **Act as a clearinghouse for information on available housing programs, and serve as a source of statistical information and other data to support applications for funding assistance programs.**

Responsible Agencies: PlanningDept BCHC
GCHC
GRHIC

Key Recommendation

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ON-GOING ACTIONS
Genesee County Comprehensive Plan

HO09 **Monitor housing activities in order to maintain a Countywide overview of on-going needs, issues, and accomplishments .**

Responsible Agencies: PlanningDept

HO16 **Act as a clearinghouse for information on local planning initiatives, existing zoning regulations, building codes and other land use controls.**

Responsible Agencies: PlanningDept

HO18 **Encourage more consistent enforcement of local development codes to reduce substandard housing conditions.**

Responsible Agencies: PlanningDept

HO19 **Provide technical assistance to and encourage municipalities to expand the capacity of infrastructure to support new housing development in appropriate areas.**

Responsible Agencies: PlanningDept
LocalGovt

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ON-GOING ACTIONS
Genesee County Comprehensive Plan

LE01 **Maintain and enhance a strong Criminal Justice Advisory Council (CJAC) to ensure collaboration among law enforcement agencies. Utilize the CJAC to analyze such issues as space and staffing needs and community outreach by member agencies.**

Responsible Agencies: CJAC

Key Recommendation

LE02 **Recruit and retain fire and EMS volunteers.**

Responsible Agencies: FireAdvisory
EMSCoord

Key Recommendation

LE05 **Public schools, social service agencies, and law enforcement agencies should continue to work together and to build on the accomplishments of the Juvenile Justice Coordinating Committee.**

Responsible Agencies: Sheriff, Probation, SocialServices, Youth, JJCC

LU01 **Use existing resources at the County Planning Department to encourage better land use decisions at the local level, especially by providing training to local elected officials and members of planning, zoning and conservation boards.**

Responsible Agencies: PlanningDept

Key Recommendation

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ON-GOING ACTIONS
Genesee County Comprehensive Plan

LU02 **Encourage municipalities to evaluate the impacts of the extension of infrastructure on agriculture and other land uses.**

Responsible Agencies: LocalGovt
PlanningDept

Key Recommendation

LU03 **Encourage the use of local planning techniques, development regulations, private preservation techniques, the State Environmental Quality Review regulations, and provisions of the Agricultural District program to support agriculture, to retain high quality farmland, and to maximize the County's agribusiness potentials.**

Responsible Agencies: LocalGovt PlanningDept
AFPB
FarmOwners

Key Recommendation

LU05 **Support the Agricultural and Farmland Protection Board and publicize the provisions of the Agricultural District to realtors, local governments and landowners.**

Responsible Agencies: AFPB
CoopExt
PlanningDept

LU07 **Encourage municipalities to jointly provide administrative services, such as zoning administration and code enforcement, whenever such coordination would provide better service and/ or save taxpayers dollars.**

Responsible Agencies: LocalGovt
PlanningDept

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ON-GOING ACTIONS
Genesee County Comprehensive Plan

LU10 **Encourage local governments to amend zoning regulations in order to encourage commercial development along highways at specified "nodes;" to encourage compact development designs that utilize interior land; to limit the extent of commercially-zoned areas elsewhere in rural areas; and to avoid designating existing residential properties as commercial zones.**

Responsible Agencies: LocalGovt
PlanningDept
PlanningBrd

LU13 **Encourage municipalities to ensure that stormwater drainage facilities are adequate as part of the development review process.**

Responsible Agencies: LocalGovt
PlanningDept
SWCD

LU16 **Use the SEQR process to identify and avoid future environmental effects of development projects.**

Responsible Agencies: LocalGovt
EMC

PR03 **Continue to support public libraries, including the development of an affordable telecommunications system.**

Responsible Agencies: Legislature, Schools, Libraries, GCC, LocalGovt

Key Recommendation

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ON-GOING ACTIONS
Genesee County Comprehensive Plan

PR07 **Encourage and lead an effort of increased cooperation with municipalities and private organizations to provide recreational and cultural facilities and programs.**

Responsible Agencies: Manager, GOART, Legislature, GCC, LocalGovt

TR01 **Develop a shared services program with county and local governments for highway maintenance (i.e., equipment, manpower). Delegate more routine maintenance activities to municipalities.**

Responsible Agencies: HighwayDept, LocalGovt

Key Recommendation

TR04 **Preserve existing railroad rights of way and encourage continued rail service to industry.**

Responsible Agencies: PlanningDept, LocalGovt, IDA

Key Recommendation

TR08 **Lobby Amtrak to study the need for future passenger rail terminals.**

Responsible Agencies: Legislature, Chamber

TR10 **Continue to convene the Transportation Coordination Committee.**

Responsible Agencies: Legislature, PlanningDept, TransCoord

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ON-GOING ACTIONS
Genesee County Comprehensive Plan

UT04 **Act as a clearinghouse of planning information to enable private companies to properly plan facilities to serve existing and future developments. Invite key members of natural gas, electric, and communication systems to County Planning Board meetings to share information.**

Responsible Agencies: PlanningBrd
PlanningDept

Key Recommendation

UT05 **Increase the amount of recycling.**

Responsible Agencies: GLOW
LocalGovt
Legislature

Key Recommendation

UT06 **Continue the work of GCSWA.**

Responsible Agencies: Legislature
GCSWA

UT12 **Educate local officials and the public on water quality and quantity issues.**

Responsible Agencies: SWCD CoopExt
DrainageCom
LocalGovt

UT14 **Provide additional public information regarding the disposal of household hazardous waste.**

Responsible Agencies: GLOW
EMC

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INTERMEDIATE ACTIONS
Genesee County Comprehensive Plan

ED11 **Update the "quality of life" brochure, which could be used to promote Genesee County for industrial relocations as well as for tourism and other purposes.**

Responsible Agencies: IDA
Chamber
R/FL-RDC

ED20 **Evaluate and promote opportunities for agri-tourism, including bed and breakfasts and farm markets.**

Responsible Agencies: CoopExt
Chamber

GA15 **Provide computer training and cost-sharing programs for computer hardware and software to local governments and school districts.**

Responsible Agencies: ICS, GCC, Schools, Libraries, BOCES

GA19 **Organize and coordinate the delivery of additional training of County, municipal and school district officials, especially by adding night and weekend classes through GCC and BOCES. Provide courses in the following areas:**

Computer/Advanced Technology
Public Officials and Board Members
SEQR, Planning, Zoning, and Code Enforcement
Public Relations/Customer Service
Public Safety/Emergency Drills
Management Skills

Responsible Agencies: ICS, GCC, PlanningDept, BOCES, EMSCoord

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INTERMEDIATE ACTIONS
Genesee County Comprehensive Plan

GA23 **Begin to use electronic media (i.e., E-mail, Internet/Intranet, etc.) to communicate with the public and to distribute information, once County system is operable.**

Responsible Agencies: ICS, BOCES, Schools, Libraries, GCC

HH03 **Analyze existing needs assessment information for health and human services and explore changing agency roles and responsibilities.**

Responsible Agencies: PlanningDept

Key Recommendation

HH04 **Study improvements in accessibility to services such as the feasibility of satellite service sites, mobile offices, and combining transportation funds to improve service.**

Responsible Agencies: HSCG, TransCoord

Key Recommendation

HH10 **The Interagency Council should hold periodic conferences to raise the awareness of services and programs.**

Responsible Agencies: Interagency

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INTERMEDIATE ACTIONS
Genesee County Comprehensive Plan

LE03 **Increase the County's role in the training of public safety and emergency management personnel and in police dispatch.**

Responsible Agencies: Sheriff
EMSCoord

LE09 **Study EMS space needs.**

Responsible Agencies: EMSCoord
Manager

LU11 **Prepare guidelines for local governments to use to design and implement physical improvements and other activities that would make existing business districts more appealing places to shop.**

Responsible Agencies: LocalGovt PlanningDept
Chamber
MerchantsAssoc

LU12 **Identify sensitive natural areas that are not already protected by federal or state programs, and encourage municipalities to enact appropriate zoning regulations to discourage activities that would compromise the resource or damage neighboring land.**

Responsible Agencies: LocalGovt
PlanningDept
SWCD

ED: Economic Development; GA: Government Administration; HH: Health && Human Services; HO: Housing; LE: Law Enforcement; LU: Land Use; PR: Parks, Recreation and Culture; TR: Transportation; UT: Utilities

INTERMEDIATE ACTIONS
Genesee County Comprehensive Plan

LU14 **Support local efforts to evaluate needs for park and recreational land, obtain needed funding, and acquire land and develop facilities to meet current and projected needs.**

Responsible Agencies: LocalGovt
PlanningDept

PR04 **Develop a Community Resources' Directory of events, organizations, and services and distribute it through a public libraries database.**

Responsible Agencies: Libraries, LocalGovt, GOART, GCC, Schools, Chamber

Key Recommendation

PR08 **Implement Dewitt Park Plan.**

Responsible Agencies: Legislature
Parks

TR05 **Provide financial assistance to expand and improve the existing public transportation service.**

Responsible Agencies: Legislature, JDB, TransCoord, R-GRTA

Key Recommendation

ED: Economic Development; GA: Government Administration; HH: Health && Human Services; HO: Housing; LE: Law Enforcement; LU: Land Use; PR: Parks, Recreation and Culture; TR: Transportation; UT: Utilities

INTERMEDIATE ACTIONS
Genesee County Comprehensive Plan

TR09 **Improve transportation services for senior citizens to increase accessibility to services and recreation.**

Responsible Agencies: Legislature, TransCoord, R-GRTA, Interagency

UT02 **Investigate the feasibility/benefits of increased collaboration and/or consolidation among municipal water suppliers, including the coordination of administrative activities.**

Responsible Agencies: GCSWA, WaterSupplier, LocalGovt, Legislature

Key Recommendation

UT08 **Investigate the feasibility/benefits of increased collaboration and/or consolidation among municipal sewer services, including the coordination of administrative activities.**

Responsible Agencies: GCSWA, LocalGovt

UT13 **Implement measures outlined by the County Drainage Committee.**

Responsible Agencies: DrainageCom, SWCD, LocalGovt

ED: Economic Development; GA: Government Administration; HH: Health && Human Services; HO: Housing; LE: Law Enforcement; LU: Land Use; PR: Parks, Recreation and Culture; TR: Transportation; UT: Utilities

LONG-TERM ACTIONS
Genesee County Comprehensive Plan

ED21 **Provide infrastructure improvements for significant tourism destinations.**

Responsible Agencies: Legislature
Chamber
LocalGovt

HH05 **Co-locate Genesee County government health and human service agencies.**

Responsible Agencies: Legislature
Interagency

PR05 **Develop an overall County-wide master plan for parks and formulate an implementation strategy.**

Responsible Agencies: Legislature
Parks
LocalGovt

Key Recommendation

ED: Economic Development; GA: Government Administration; HH: Health && Human Services; HO: Housing; LE: Law Enforcement; LU: Land Use; PR: Parks, Recreation and Culture; TR: Transportation; UT: Utilities

III. Maintenance Plan

The Comprehensive Plan should be reviewed annually, as part of the County's annual reporting process. County agencies and departments should reexamine the implementation responsibilities assigned to them in the Implementation Plan. Each department should report progress in carrying out the recommended actions, especially the Key Recommendations, in their annual report to the County Manager.

The Comprehensive Plan Steering Committee should be re-convened annually for at least the first three years following the adoption of the Plan to review the results of the implementation of the recommended actions and overall progress made toward achievement of the Plan's goals. The Steering Committee should recommend adjustments to be made, as necessary, to the priorities, timeframes, and responsible agencies. The Steering Committee should report progress on Plan implementation and recommended adjustments to the Plan to the County Legislature.

Written updates to the Plan document should be prepared annually for the first three years after the Plan is adopted and every two years thereafter. A summary should be written for each of the nine Focus Areas defined for the Plan. These summaries should describe progress made toward the goals set forth for the individual Focus Area and identify any conflicts or impediments in carrying out specifications. Actions which have been implemented should be recorded, along with any changes in the priorities, timeframes or responsible agencies. The Planning Department should be responsible for the preparation of written Plan updates.

IV. Plan Formulation

A. Planning Process and Methodology

The County's comprehensive planning process was initiated by the Genesee County Legislature, with the appropriation of funds in the County's 1996 budget. The Comprehensive Plan Steering Committee, composed of 18 Genesee County officials and community leaders, began work on a process to prepare the Comprehensive Plan in May of 1996.

The first step entailed defining the scope of the Comprehensive Plan and identifying specific areas of concern upon which to focus the preparation of the Plan. The Steering Committee identified the following nine focus areas that would provide the basis for the Plan:

1. Land Use
2. Economic Development
3. Government Administration
4. Law Enforcement and Emergency Management
5. Health and Human Services
6. Housing
7. Utilities
8. Transportation
9. Parks, Recreation, and Culture

Nine "Focus Groups" were appointed to oversee the development of each of the Plan's nine key components. A combined total of more than 120 people, including private citizens and public officials representing a broad spectrum of community interests, served on the Focus Groups. The County Planning Department and a consultant team of Stuart I. Brown Associates, Inc., and D.J. Parrone and Associates, P.C., were responsible for managing the planning process and preparing the written plan documents.

The planning process began with a review of existing plan documents and background materials pertaining to each focus area. The roles of local and County agencies, and the existing level of interaction between agencies, were examined. Meetings were held with key local and County personnel in order to define a preliminary list of issues pertaining to each focus area. These issues were presented, discussed, and refined at the first meeting of each Focus Group in the fall of 1996.

Based on the statement of issues formulated for each focus area, a series of written surveys were prepared and conducted in October and November 1996. These included a survey of Focus Group members and a survey of local government and school district officials. The response rates for the Focus Group surveys ranged from 80% to 100%. The response rate for the Local Government and School District Survey exceeded 90%.

In order to obtain public input, a survey of County residents was conducted. The Residents' Survey was designed by the Comprehensive Plan Steering Committee to help determine the major issues, needs and priorities to be addressed in the Plan. Survey questionnaires were mailed to approximately 2,500 households (about 12% of the households in the County) in mid-November 1996. These households were randomly selected from every community. A total of 842 survey questionnaires were returned. This represents a response rate of approximately 33%, which is more than twice the American Planning Association standard of

15% for this type of opinion survey.

The results of all these surveys were compiled and analyzed by the consultants. A public information meeting was held in January of 1997 to describe the comprehensive planning process and the preliminary evaluation of the Residents' Survey. Technical Reports, which summarize the background information, identified and analyzed issues, and reported survey results, were prepared for each focus area. These Technical Reports are included as Appendices to this document, along with the results of the Residents' Survey.

The analysis of issues and survey results concluded with a draft list of Goals and Recommended Actions for each focus area. The Technical Reports, including this list, were provided to the Focus Groups for their review in April and May of 1997. In particular, the Focus Groups were asked to review and prioritize the draft list of Goals and Recommended Actions.

During the course of the planning process the Steering Committee met monthly between May 1996 and June 1997. The Committee's role was to oversee each step of the process, provide guidance on the overall progress of the Plan, and to review all documentation including survey questionnaires and technical reports.

The Steering Committee was particularly involved in the review of the Goals and Recommended Actions section of the Technical Reports. The Committee's review served to: provide coordination between functional areas; establish overall priorities; identify major or "key" recommendations to be highlighted in the Comprehensive Plan; and to establish responsibilities and timeframes for the implementation of the Plan's recommendations. Priority actions were identified based on need, impact, financial implications and ease of success.

Two public informational meetings were held in June 1997. The meetings served as a forum to present the priorities among the Goals and Recommended Actions for each focus area. The first of the two meetings reviewed the goals/recommendations for the Land Use; Transportation; Utilities; Health and Human Services; and Law Enforcement and Emergency Management Focus Groups. The second of the two meetings reviewed the goals/recommendations for the Government Administration; Economic Development; Parks, Recreation and Culture; and Housing Focus Groups.

The draft Comprehensive Plan document was prepared and presented to the Steering Committee in June 1997. Following its revision of the Plan document the Steering Committee referred the Plan to the Genesee County Legislature for formal consideration in September 1997.

A listing of the members of the Steering Committee and of the nine Focus Groups who were involved in the formulation of the Plan is provided at the back of this document.

B. Results of Initial Analyses

During the process of preparing the Comprehensive Plan, a significant amount of statistical and other background data on the County was collected and evaluated. This information is summarized in this section of the document in order to provide a perspective on the current state and the overall make-up of Genesee County.

The Residents' Survey was also undertaken early in the planning process, and a summary of the results is presented in the section following the County overview. The results of other surveys and analyses conducted during the planning process are presented in the nine Technical Reports (one for each focus area) which are attached as appendices to this document.

1. Statistical Overview of Genesee County

Natural and Human Resources

Genesee County encompasses 501 square miles in western New York, midway between the urban areas of Rochester and Buffalo. The County combines many attributes commonly associated with upstate New York: productive agricultural land, especially for fruits and vegetables; significant wetland and wildlife areas; a Native American reservation; scattered lakes of glacial origin; and a generally rural lifestyle with the City of Batavia and six villages as population centers. According to U.S. Census Data, a total of 60,060 people lived in the County in 1990.

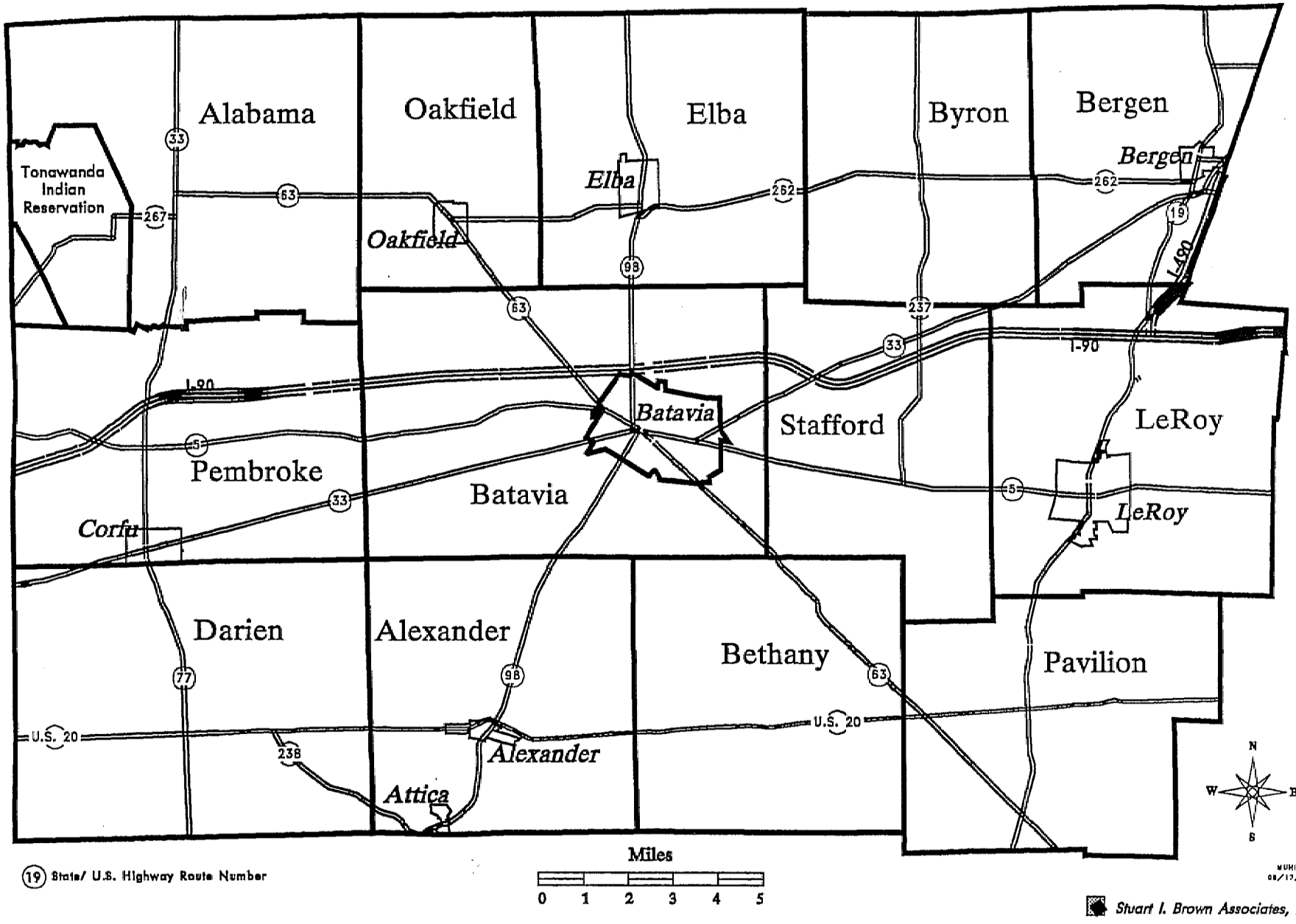
The County is divided into thirteen, block-shaped towns which roughly line up in three rows (see Figure 1). Across the northern boundary of the County are the Towns of Alabama, Oakfield, Elba, Byron, and Bergen. The central section includes the Towns of Pembroke, Batavia, Stafford, and LeRoy. Across the southern boundary of the County are the Towns of Darien, Alexander, Bethany, and Pavilion.

The County's single city, the City of Batavia, is centrally located within the County. The City of Batavia is completely encircled by the Town of Batavia. The Towns of Oakfield, Elba, Bergen, LeRoy and Alexander include villages of the same name, and Town of Pembroke includes the Village of Corfu. The Tonawanda Indian Reservation is located in the northwestern portion of the County and extends into neighboring Erie and Niagara Counties.

Interstate and State highways provide easy access to most portions of the County. The New York State Thruway (I-90) runs east-west through the central portion of the County and connects with I-490 near the County's eastern border. State highways Route 5, Route 63, Route 98, and Route 33 are arranged like spokes to provide access to and from the City of Batavia. North-south travel is provided by State Route 19 in the eastern portion of the County and State Route 77 in the western portion. U.S. Route 20 runs east-west through the southern portion of the County.

Figure 1

Genesee County Municipalities



The majority of Genesee County lies within the Great Lakes Plain associated with Lake Ontario and Lake Erie. The steeper slopes and wooded hills of the Appalachian Plateau extend into a small portion of the southern section of the County, in the Towns of Darien and Alexander. The County is primarily rural, with 60 percent of its land being agricultural. Nearly one-half (43%) of this agricultural land is considered prime farmland, including large areas of muck lands in the Towns of Elba and Oakfield.

The northern border of Genesee County is notable for its large expanses of natural areas, wetlands, wildlife management areas and game preserves. These include the Tonawanda Game Management Area, the Iroquois National Wildlife Refuge, the Oak Orchard State Game Refuge, the Elba Muck, and the Bergen Swamp. Oatka Creek and Black Creek drain much of the eastern portion of the County, while Tonawanda Creek drains the central and western portion.

Recreation areas and tourist destinations located in the southern portion of the County include the Darien Lake Theme Park, the Darien Lake State Park, and the Genesee County Park and Forest. Resources located in the central portion of the County, in and around the City of Batavia, include Batavia Downs, the Holland Land Purchase Museum, and the LeRoy House, in addition to Genesee Community College, the Genesee County Airport, and two area hospitals. The City of Batavia is the County Seat and contains the County Courthouse and numerous County facilities.

Population Characteristics

The population of Genesee County has been stable during the last several decades. Population statistics (see Table 1) indicate that the County experienced significant growth (between 8 and 13 percent) in the 1950's and 1960's, but has grown very slowly since the start of the 1970's (approximately 1 percent each decade).

Estimates indicate that a similar rate of population growth has occurred since 1990. According to U.S. Census Bureau estimates, the population of Genesee County in 1995 was 61,316. This represents an increase of 1,256 people and a growth rate of 2.1 percent since the 1990 Census. This rate of population growth is consistent with recent trends in New York State.

The 1990 distribution of population in Genesee County is shown in Table 2. Population is concentrated in the City of Batavia which accounts for approximately 27 percent of the County's population. The six villages, combined, account for 16 percent of the County's population.

Higher population densities are generally found in the County's central row of towns, partially due to the location of the Thruway and Route 5 within these communities. Growth has also been highest within communities along the east and west fringes of the County. This is due to the relatively easy commute to nearby cities, including Rochester (about 20 miles from the eastern County boundary) and Buffalo (about 18 miles from the western County boundary.)

Table 1

Population Change - Genesee County and New York State
1950 - 1990

Year	Genesee County		New York State	
	Population	Change	Population	Change
1950	47,584	N/A	14,830,192	N/A
1960	53,994	13.47%	16,782,304	13.16%
1970	58,772	8.85%	18,241,266	8.69%
1980	59,400	1.07%	17,558,072	-3.75%
1990	60,060	1.11%	17,990,456	2.46%

Table 2

Population Change - Genesee County and Municipalities
1980 -1990

Municipality		1980	1990	Change
Genesee County		59,400	60,060	1.1%
City	Batavia	16,703	16,310	-2.4%
Villages	Alexander	483	445	-7.9%
	Bergen	976	1,103	13.0%
	Corfu	689	755	9.6%
	Elba	750	703	-6.3%
	LeRoy	4,900	4,974	1.5%
	Oakfield	1,791	1,818	1.5%
	Villages Subtotal	9,589	9,798	2.2%
Towns *	Alabama	1,926	1,998	3.7%
	Alexander	1,884	1,788	-5.1%
	Batavia	5,565	6,055	8.8%
	Bergen	1,592	1,691	6.2%
	Bethany	1,876	1,808	-3.6%
	Byron	2,242	2,345	4.6%
	Darien	2,950	2,979	1.0%
	Elba	1,737	1,704	-1.9%
	LeRoy	3,119	3,202	2.7%
	Oakfield	1,422	1,494	5.1%
	Pavilion	2,375	2,327	-2.0%
	Pembroke	3,727	3,477	-6.7%
	Stafford	2,508	2,593	3.4%
	Towns Subtotal	32,923	33,461	1.6%
Tonawanda Indian Reservation		455	491	7.9%

* Note: Town population totals do not include Village population.

Source: U.S. Census of Population

Population projections prepared by the Genesee/Finger Lakes Regional Planning Council in June of 1997 indicate that the County will continue to grow slowly during the next three decades. While an overall growth rate of 2.6 percent is projected between 1990 and 2000, rates of 0.9 percent, 0.7 percent and 0.7 percent are projected for the next three decades: 2000 to 2010, 2010 to 2020, and 2020 to 2030, respectively. Certain municipalities within the County are projected to have significantly higher growth rates than the County between 2000 and 2030, such as the Village of Attica, the Town of Batavia, and the Town of LeRoy. The City of Batavia, the Town of Bethany, and the Village and Town of Oakfield are projected to lose a small percentage of population each decade between 2000 and 2030.

Households

According to U.S. Census Data the County had 21,614 households in 1990. Although population increased at a rather slow rate during the last decade (approximately one percent), the number of households increased by a total of 1,503, approximately 7.5 percent, from 20,111 in 1980. This can partially be explained by the decrease in average household size, from 2.91 persons per household in 1980 to 2.72 persons per household in 1990.

Age Characteristics

Census data from 1950 through 1990 indicate that the population of Genesee County is aging. During this time period, the percentage of persons 20 years and under decreased from 36.4% to 31.1% of the total. Meanwhile, the percentage of persons 65 years and older increased from 10.5% to 13.7%. The percentage of persons older than 85 years increased from 0.6% to 1.4%. Finally, the percentage of persons between 21 and 64 years of age increased from 53.1% in 1950 to 55.3% in 1990.

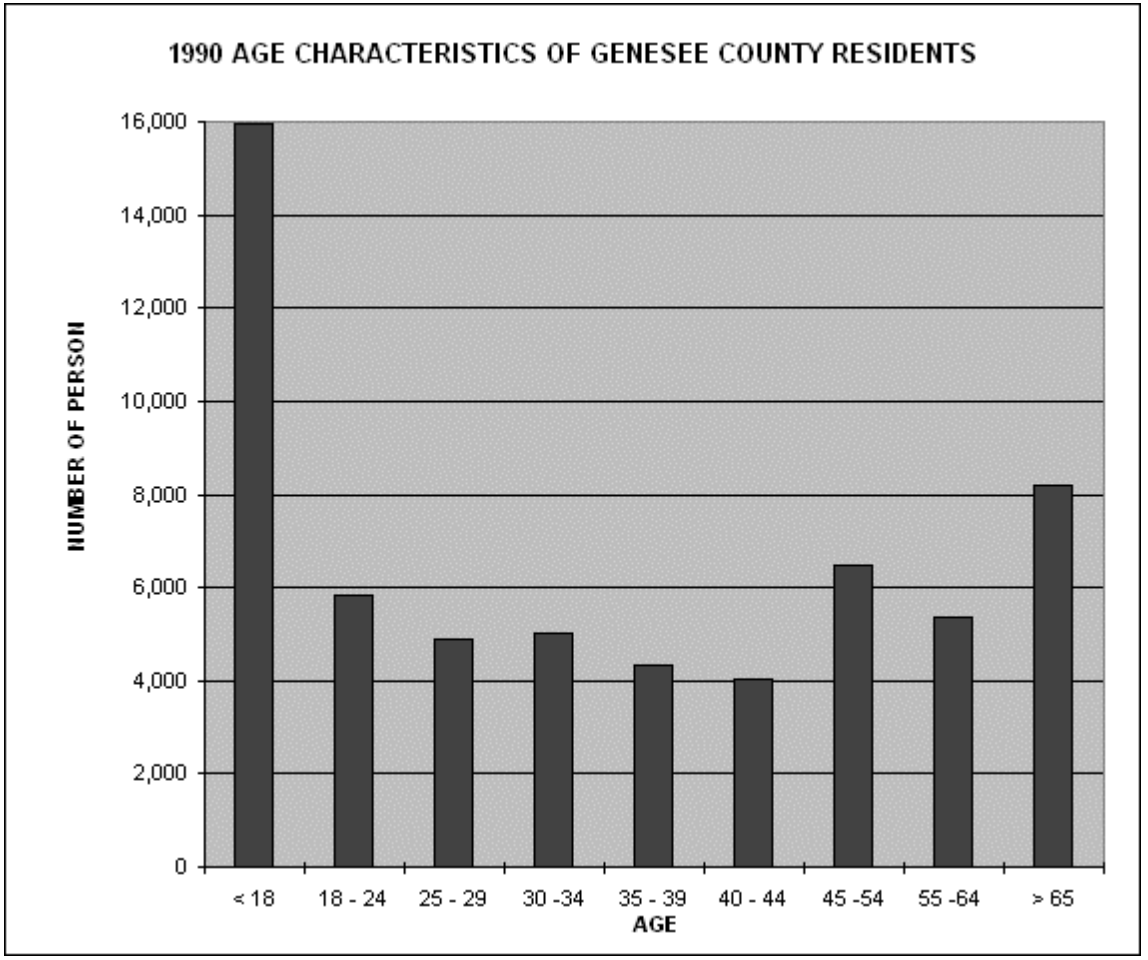
The age composition for Genesee County as reported by the 1990 Census is shown in Table 3.

Educational Attainment

In 1990, approximately 77 percent of the Genesee County population 25 years and older had attained at least a high school diploma, while the remaining 23 percent did not have a high school diploma. Approximately 14 percent had at least a Bachelors degree. Approximately five percent had a graduate degree. Table 4 summarizes the educational attainment of Genesee County residents in 1990.

GENESEE COUNTY COMPREHENSIVE PLAN
TABLE 3

Age	# 1990	%
< 18	15,947	26.6%
18 - 24	5846	9.7%
25 - 29	4,877	8.1%
30 -34	5,036	8.4%
35 - 39	4,335	7.2%
40 - 44	4,013	6.7%
45 -54	6,460	10.8%
55 -64	5,343	8.9%
> 65	8,203	13.7%

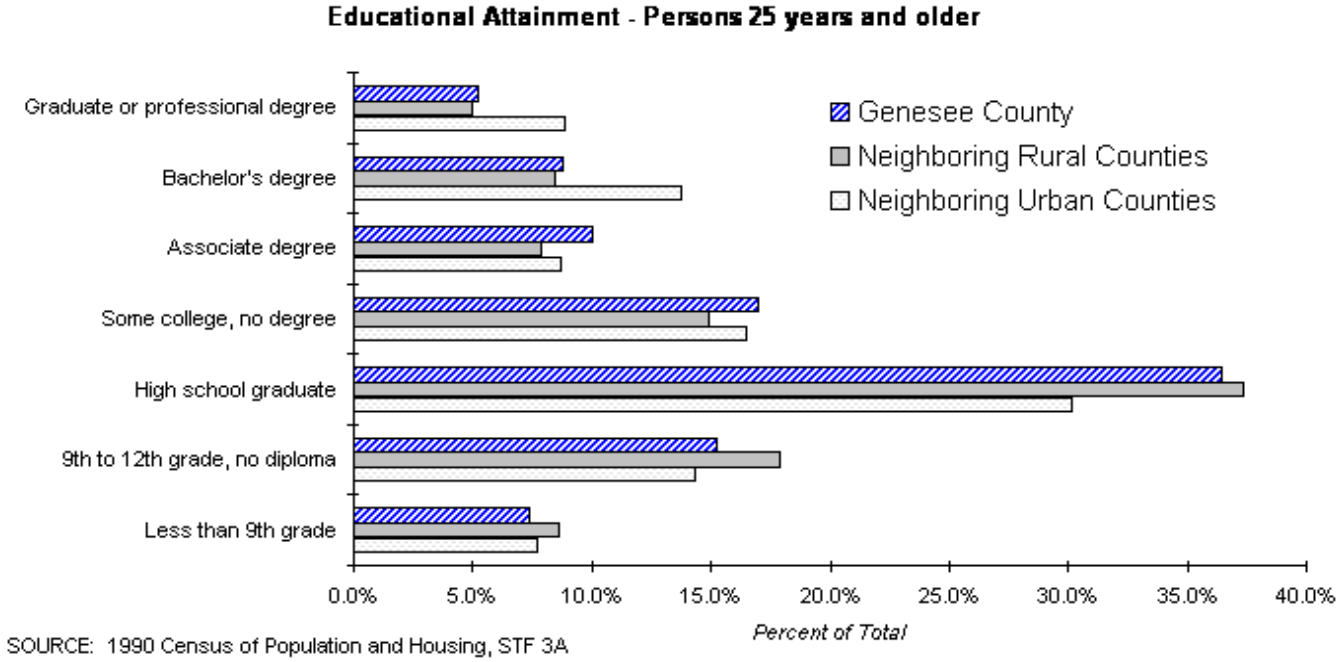


Source: U.S. Census of Population

Educational Attainment, Persons 25 Years and Older
Genesee and Neighboring Counties

Educational Attainment - Persons 25 years and older

	Genesee County		Orleans	Livingston	Wyoming	Neighboring Rural Counties	Monroe	Erie	Neighboring Urban Counties
	Number	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent
Less than 9th grade	2,819	7.4%	9.6%	7.6%	9.0%	8.6%	6.7%	8.5%	7.7%
9th to 12th grade, no diploma	5,824	15.2%	19.2%	14.9%	20.7%	17.9%	13.3%	15.1%	14.3%
High school graduate	13,956	36.5%	38.2%	35.2%	39.5%	37.4%	28.0%	31.7%	30.2%
Some college, no degree	6,501	17.0%	14.8%	15.6%	13.9%	14.9%	16.6%	16.4%	16.5%
Associate degree	3,825	10.0%	7.5%	8.6%	7.2%	7.8%	9.2%	8.3%	8.7%
Bachelor's degree	3,346	8.7%	7.1%	11.1%	6.0%	8.4%	16.3%	12.0%	13.8%
Graduate or professional degree	1,996	5.2%	3.6%	7.0%	3.6%	5.0%	10.0%	8.0%	8.9%
	38,267								



SOURCE: 1990 Census of Population and Housing, STF 3A

Income

The per capita income of Genesee County residents in 1993 was estimated at $17,977, which is 74% of the New York State average of $24,293. According to the 1990 Census, the median household income in Genesee County in 1989 was $30,955, and the median family income was $35,482. This compares with $32,965 and $39,741, respectively, for New York State.

A total of 7.4% of the County's households had incomes below the poverty level in 1989 (see Table 5). This proportion is lower than that of all neighboring counties.

Employment

Of the estimated 61,316 residents of Genesee County in 1995, a total of 31,500 were in the labor force. Approximately 29,700 persons were employed, and 1,800 were unemployed. This calculates to an unemployment rate of 5.9%. The unemployment rate in May 1997 was 5.2%, which represents a decline from 5.5% in April 1997, and an increase from 4.7% in May 1996.

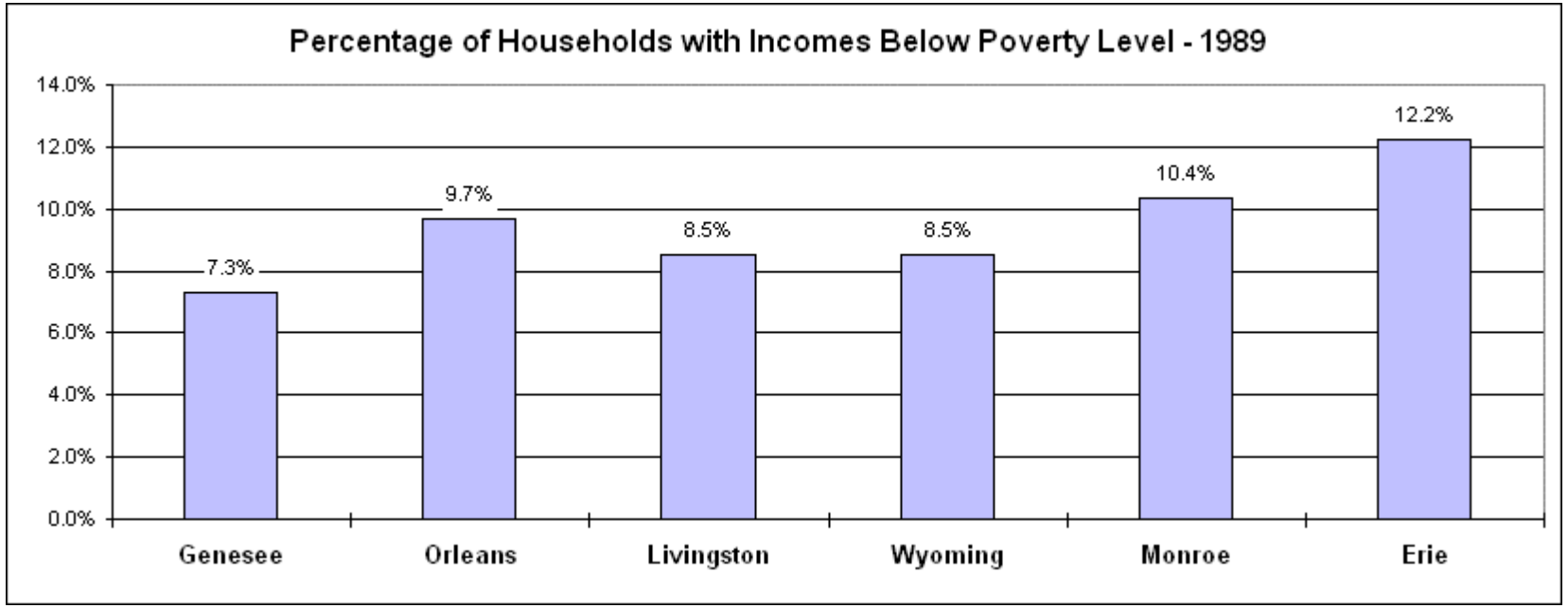
The services and public administration sectors employed the largest number of persons in the County in 1992, approximately 29% of the total workforce (see Table 6). The two hospitals, public schools, BOCES, the Genesee Community College, and County officials are the largest service and public administration employers in the County. Manufacturing was also an important employer, accounting for approximately 27% of the workforce, followed by retail trade (25% of total) and wholesale trade (7% of total). Agricultural operations and industries, construction, and transportation, communication and utilities were other important sectors of the Genesee County economy.

In 1990, approximately one-third (33.4%) of employed Genesee County residents commuted outside the County for employment. This represents an increase from 27.2% in 1980. Residents of municipalities on the east and west sides of the County were more likely to work outside the County than residents of the City and Town of Batavia and neighboring municipalities. Residents seek jobs outside of Genesee County as a result of the higher wages and salaries paid in Monroe and Erie Counties, as well as the relative lack of jobs available in Genesee County that match the skills and training of County residents.

Table 5

Households with Income Below Poverty Level - 1989

	Genesee		Orleans		Livingston		Wyoming		Monroe		Erie	
	#	%	#	%	#	%	#	%	#	%	#	%
Persons in Households with Incomes Below Poverty Level	4,300	7.3%	3,821	9.7%	4,826	8.5%	3,300	8.5%	71,734	10.4%	115,613	12.2%
Total Persons in Households	58,700		39,501		56,739		38,629		692,286		944,942	



SOURCE: U.S. Census of Population and Housing, STF 3A

Establishment, Employee and Payroll Data by Sector — Table 6
Genesee County -- 1982, 1987, 1992 and 1994

Establishments	**1982**	**1987**	**1992**	**1994**
Agricultural Services & Mining	18	(1) 14	31	29
Construction	91	133	149	153
Manufacturing	80	87	107	102
Transportation & Public Utilities	36	45	56	59
Wholesale Trade	102	109	112	122
Retail Trade	317	365	348	338
Finance, Insurance & Real Estate	83	86	95	93
Services	286	377	389	386
Total	**1,013**	**1,216**	**1,287**	**1,282**

Employees	**1982**	**1987**	**1992**	**1994**
Agricultural Services & Mining	130	(1) 81	124	158
Construction	413	542	552	502
Manufacturing	5,422	4,235	4,242	4,269
Transportation & Public Utilities	498	489	579	674
Wholesale Trade	1,119	1,035	1,106	1,201
Retail Trade	3,272	3,968	3,955	3,807
Finance, Insurance & Real Estate	472	584	549	503
Services	3,368	3,743	4,547	4,851
Total	**14,694**	**14,677**	**15,654**	**15,965**

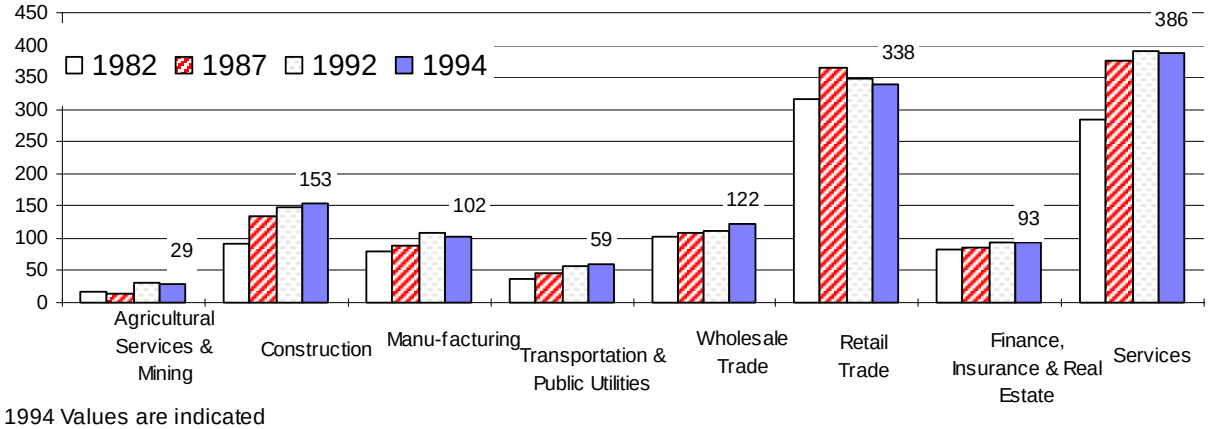
Annual Payroll	**1982**	**1987**	**1992**	**1994**
Agricultural Services & Mining	2,241	(1) 1,244	3,420	4,229
Construction	6,310	14,409	14,989	14,181
Manufacturing	104,340	99,877	118,210	122,448
Transportation & Public Utilities	9,797	13,237	15,526	31,071
Wholesale Trade	17,578	20,083	30,356	33,657
Retail Trade	7,611	9,344	10,353	41,721
Finance, Insurance & Real Estate	14,127	19,092	21,661	12,009
Services	32,600	42,451	83,053	88,989
Total	**194,604**	**219,737**	**297,568**	**348,305**

(1) Excludes Mining

NOTE: Data exclude self-employed persons employed by farms, governments or railroads
SOURCE: U.S. Department of Commerce, Bureau of the Census: County Business Patterns -- 1982, 1987, 1992 and 1994

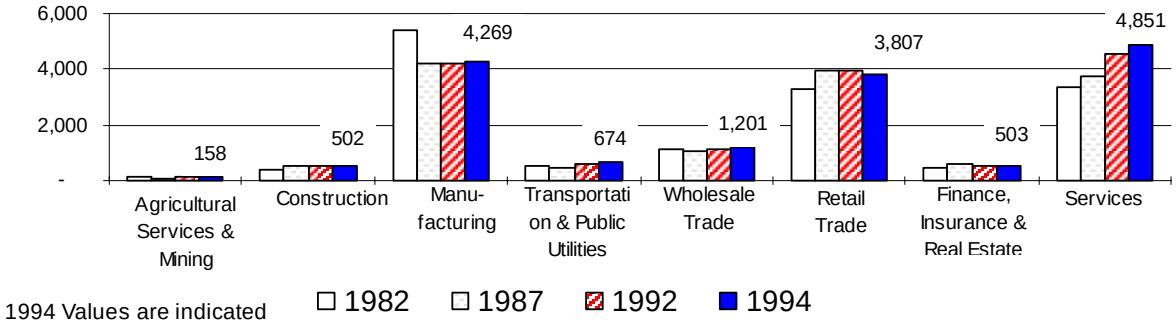
Establishment, Employee and Payroll Data by Sector
Genesee County -- 1982, 1987, 1992 and 1994

Number of Establishments



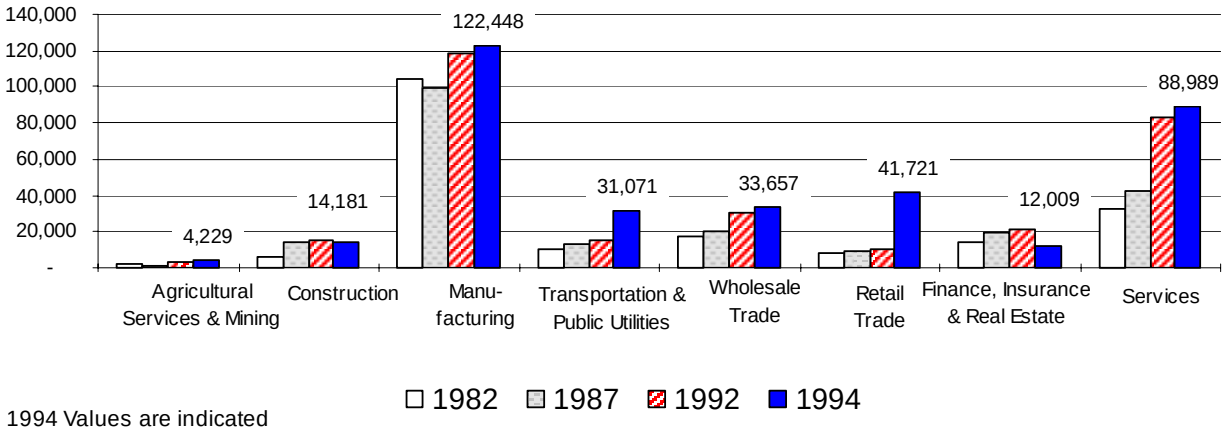
1994 Values are indicated

Number of Employees



1994 Values are indicated

Total Annual Payroll ($1000)



1994 Values are indicated

NOTE: Data exclude self-employed persons employed by farms, governments or railroads
SOURCE: U.S. Department of Commerce, Bureau of the Census: County Business Patterns -- 1982, 1987, 1992 and 1994

Genesee County Government

The governing body of Genesee County is an elected 9-member Legislature and a County Manager appointed by the Legislature. The Genesee County Legislature is responsible for legislating, appropriating, governing and determining public policy for Genesee County. It is comprised of nine members elected every two years, and has three standing committees: Ways and Means, Public Service, and Human Services. Regular monthly meetings are held on the second and fourth Wednesday of each month.

The County Manager is appointed by the Legislature and is responsible to the governing body for carrying out the overall administration of County government. The Manager's specific responsibilities include the general direction and supervision of County Departments, and the preparation and control of the County Budget.

Other elected offices include the County Treasurer, the County Coroner, the County Clerk, the District Attorney and the Sheriff.
The "mission" defined for the County and adopted by resolution of the County Legislature in April of 1995, is as follows:

Genesee County Mission Statement

I. "The legitimate objective of government is to do for a community of people whatever they need to have done but cannot do at all in separate and individual capacities." *

II. To this end, Genesee County Government promotes the basic health, safety, and welfare for all citizens within its jurisdiction.

III. Genesee County Government actively promotes a strong, diverse economic base and efficient services to create a quality of life which values our County as a desirable place to work and live.

IV. Genesee County Government focuses on a vision of the future which clarifies its role, represents the citizens, and respects its heritage.

V. Genesee County Government is committed to an environment of cooperation, integrity and openness, with a desire to elicit active citizen participation.

* Abraham Lincoln, as cited in: The Wit and Wisdom of Our American Presidents, by Roy Wetherington.

The Vision Statement prepared as part of this Comprehensive Plan builds upon the County's mission defined in 1995.

The County currently operates in nine major areas (corresponding to the nine focus areas defined for this study) under the direction of the County Legislature and the County Manager. The various departments and agencies of County government directly serve the needs of residents, businesses, local municipalities, and the administration of the government itself.

Although the County and municipal governments operate on separate planes, they serve many

of the same needs for residents, particularly with regard to essential services. County and local governments also have many of the same administrative responsibilities. Distinct separations have been defined between County and local jurisdictions, generally based on the traditional separation of powers and the desire to maintain local control. Depending on the program, the County operates on either a proactive or reactive level when interacting with local governments. The County sets policy with which local governments comply, and also provides assistance and information at the request of local officials.

In recent years, with the reduced levels of federal and state aid and the emphasis on "right-sizing" government, a trend toward coordinating service delivery among government entities has emerged. During the process of preparing the Comprehensive Plan, a number of coordination efforts were identified which have been successful at improving services and reducing costs. Examples include the Criminal Justice Advisory Council (CJAC), comprised of representatives of law enforcement, criminal justice and social service agencies; the Interagency Council which coordinates social service providers; the Purchasing cooperative initiated by Genesee County with its municipalities and neighboring counties; the Genesee County Sewer and Water Agency coordinating utility and infrastructure issues; and GLOW, a solid waste and recycling consortium made up of Genesee, Livingston, Orleans and Wyoming Counties.

The advent of global networks such as the internet, and the maturation of computer use in County, local government, and school district offices, provide further opportunities for coordination and cooperation among government agencies. The sharing of information via computer technology retains local control, but can reduce duplicative or time-consuming processes. Such advances in computer technology add a unique opportunity to the timing of the Comprehensive Planning process.

2. Residents' Survey

Residents responded to almost 90 questions about issues related to the nine focus areas defined for the Comprehensive Plan. The results provide insight into those issues and needs which are most significant in the minds of County residents. The results of the Residents' Survey are included in Appendix B.

Economic development issues generated the greatest public response, and the need for a strong industrial development program, in particular. Attracting and retaining industries in Genesee County was named a priority by more than 90% of respondents. Likewise, supporting retail establishments was rated as essential by 75% of respondents. Approximately 60% of the people responding to the survey identified encouraging agriculture and agri-business as essential, and 52% identified developing job training programs.

The other issue that drew a wide public consensus (indicated as essential by more than 50% of the respondents) was the need to protect sensitive natural areas as part of development policy. Two-thirds of the respondents also indicated that they would like to see the County publish a "Program and Event Directory" that would list recreation and cultural services and events offered in Genesee County.

Residents gave Genesee County and local governments good marks when it came to many of their basic living services. The largest group of respondents (more than 40%) stated that they are satisfied with their neighborhood or living area and indicated that they had no serious concerns with the condition of housing or neighborhood appearance, crime, water service, sanitary sewer service, the condition of streets and sidewalks. In general, residents also

indicated that they are satisfied with their police, fire and ambulance services; their community's land use and zoning regulations; their local road maintenance and snowplowing; and their access to convenient medical care.

Other results, needs, and issues identified by Genesee County residents are:

- Public transportation is not serving seniors well.
- Additional daycare facilities for children and adults are needed.
- Residents generally support the use of State and Federal funds to assist lower income households make needed housing repairs to their community.
- Property taxes are the number one concern of homeowners.
- The cost of utilities, followed by the cost of rent are of primary concern to renters.
- There is a need for additional housing for senior citizens and families with children.
- Library services and facilities and historic preservation activities are most important to residents, followed by community arts events, museum services and facilities, additional parks for picnicking/hiking, and community swimming facilities.
- There is a need for improved sidewalk maintenance and repair.
- Road repairs (including timing of traffic lights) are most needed for Main Street (Route 5) in Batavia. The intersections of Route 5 with Route 63 and Route 98 were pinpointed for repair.
- Road repairs are also necessary on Route 98, the intersection of Route 63 Route 77, Route 33, Route 77 and Route 19.
- The bypass around the City of Batavia between Route 5 and Route 33 was rated as not important by the largest group of respondents (38%).
- The biggest obstacles to a higher standard of living among Genesee County residents are the need to commute out of Genesee County for well-paying jobs, and the decreasing number of industrial jobs.
- Commercial development should be concentrated within and adjacent to villages and the City of Batavia.
- Highways and utilities should be constructed to encourage new industrial development.
- The lack of public water has been a factor in missed growth opportunities.
- Primary concerns with utility services:

Telephone: cost of service, need to expand local calling area
Sewer: maintenance, cost of service, extension of service

Water: water quality and taste, cost of service, extension of service
Solid waste: need to expand recyclables and recycling activities
Stormwater: maintenance
Cable TV: cost of service and lack of competition among providers

- Nearly one-half of the respondents believe County and local governments in Genesee County work well together. The areas with the most potential for increased coordination were indicated to be police/sheriff, streets and highways, and fire protection services.

The results of the Residents' Survey were directly incorporated into the process of identifying issues, needs and priorities, and the formulation of goals and recommended actions.

GENESEE COUNTY COMPREHENSIVE PLAN
STEERING COMMITTEE

Name	Representing	Name	Representing
Connie Boyd	County Legislature	Don Britt	Sewer & Water Agency
Alice Cocalas	Industrial Devel. Agency	Frank Ciaccia	County Manager's Office
Robert Costanzo	County Planning	Martin Culik	Cooperative Extension
Jay Gsell	County Manager	Elmer Heiman	County Planning Board
Edgar Hollwedel	Magistrates Association	Jay Humphrey	Empire State Dev. Bd.
Clarence Klinkbeil	County Planning Board	Gregg McAllister	Interagency Council
Roger Mosher	Batavia Daily News	Roger Peterson	Co. Highway Dept.
Richard Rudolph	County Legislature	George Spinnegan	City of Batavia
Martha Spinnegan	Richmond Memorial Library	Michael Stoll	Genesee Assoc. Municipalities
Roger Triftshauser	County Legislature		

FOCUS GROUPS

ECONOMIC DEVELOPMENT

Name	Representing	Name	Representing
Daniel Burling	County Legislature	Alice Cocalas	Industrial Devel. Agency
Al Cadena	Graham Manufacturing Co., Inc.	Martin Culik	Cornell Coop. Extension
Bruce Fustino	M & T Bank	Paul Howard	G/FLRPC
Jay Humphrey	Empire State Dev. Bd.	Thomas Mancuso	Batavia City Council
Mary Lou Pullinzi	GLOWPIC	Raymond SanFratello	Chamber of Commerce
Lisa Scrada	Chamber of Commerce	Peter Terry	Terry's Hardware
Maureen Torrey	Torrey Farms	June Vukman	Batavia Town Board

GOVERMENT ADMINISTRATION

Name	Representing	Name	Representing
Tim Bortree	Cty. Infor. & Comm. Services	Susan Conklin	Records Management Officer
John Flint	Genesee County Treasurer	Georgia Geissler	Cty. Purchasing Dept.
Jay Gsell	Genesee Cty. Manager	Darwin Hill	Council of Chiefs
Pam LaGrou	Representing Thomas Reynolds	Joseph Macaluso	Cty. Real Property Office
Francis Mangefrida	Cty. Board of Elections	Don McCoy	Cty. Buildings & Grounds
David Mills	Cty. Weights & Measures	Edward Moore	BOCES
Charles Nesbitt	NYS Assembly	Carolyn Pratt	Cty. Legislature Office
Mary Lou Rath	NYS Senate	Don Read	Genesee County Clerk
Lillian Rice	Cty. Board of Elections	John Rizzo	Genesee County Attorney
John Sheffer	SUNY at Buffalo	Robert Smith	Elba Central School
George Spinnegan	City of Batavia	George Spinnegan	City of Batavia
Martha Standish	Genesee Cty. Personnel Office	Stuart Steiner	Genesee Community College
Michael Stoll	Gen. Assoc. Municipalities	Roger Triftshauser	County Legislature

HEALTH AND HUMAN SERVICES

Name	Representing	Name	Representing
Thomas Glair	Assoc. for Ret. Children	Mary Pat Hancock	County Legislature
Doug Jones	Genesee Memorial Hosp.	Deborah Kerr-Rosenbeck	Youth Bureau
Hal Kreter	Veterans Services	Gregg McAllister	Interagency Council
Sharon McWethy	GCASA	Ted Miller	Mental Health
Dan Morphet	LeRoy Vill. Green Nur. Home	Jack Pease	Nursing Home
Donald Rowe	Health Department	Eileen Shirtz	Visiting Nurses Assoc.
Charles Smith	St. Jerome Hospital	Dane Sprague	Social Services
Margaret Watkins	ABC Day Care Center	Pamela Whitmore	Office for the Aging
William Williams	Job Development Bureau		

HOUSING

Name	Representing	Name	Representing
Jill Alcorn	Genesee Valley RPC	Kenneth Bork	Lockport Savings Bank
Connie Boyd	County Legislature	Frank Ciaccia	County Manager's Office
Howard Cohen	Realtor	Edward Flynn	Community Development
Richard Howard	Housing Initiatives Committee	John Kemp	LeRoy Town Board
Kevin Kennedy	Rural Opportunities Inc.	Jeff London	Rural Opportunities Inc.
Thomas Mazerbo	Rural Development	Gloria McLaughlin	Housing Initiatives Committee
Frances McNulty	Batavia Housing Authority	Daniel O'Shea	Developer
Moses Robinson	Orleans/Genesee RPC	Joan Stevens	Key Bank
Eric Von Kramer	Manufactured Housing	Pamela Whitmore	Office for the Aging

LAW ENFORCEMENT AND EMERGENCY MANAGEMENT

Name	Representing	Name	Representing
Peter Burns	NYS Police	Frank Ciaccia	STOP-DWI
Gary Clark	Probation	Lawrence Friedman	District Attorney
Charles Graney	Family Count	Edgar Hollwedel	Magistrates Association
Freed Holmes	Village of LeRoy	Gary Horton	Public Defender
Roger Lander	Emergency Mgt. Services	Gary Maha	Sheriffs Office
Robert Noonan	County Court	Pedro Perez	NYSP
Mark Robinson	Batavia Police Dept.	Sam Steffenella	LeRoy Police Dept.
James Tuttle	Batavia Police Dept.	Bill Wagner	Fire Advisory Board
Michael Welsh	County Legislature	Dennis Wittman	Victims Assistance

LAND USE

Name	Representing	Name	Representing
Richard Bergman	Darien Planning Board	Robert Call	EMC
Robert Clement	Stafford Town Supervisor	Martin Culik	Cooperative Extension
Harold Gould	Water Quality Comm.	John Harrower	Batavia Homes & Dev. Corp.
Elmer Heiman	County Planning Board	Clarence Klinkbeil	County Planning Board
Gordon Lamb	Ag/Farmland Board	Joe Macaluso	Gen. County RPTS
John O'Brien	Ducks Unlimited	Art Roth	Bar. Town Planning Bd.
John Sackett	County Legislature	Mike Smith	City of Batavia Insp. Dept.
George Squires	GCSWCD	James Vincent	GCIDA
Stuart Whitney	Farm Bureau		

PARKS, RECREATION AND CULTURE

Name	Representing	Name	Representing
Wess Audsley	YMCA	Lynn Belluscio	LeRoy Historical Society
Linda Blanchet	Genesee-Orleans Arts Coun.	Connie Boyd	County Legislature
Louis Canale	County Legislature	Sue Conklin	County History Dept.
Patrica Dieck	City of Batavia Youth Bureau	William Ferris	Gillam Grant Center
Anthony Kutter	Envir. Management Coun.	Betty Lane	Library
William Lang	Pembroke Central School	Charles Malone	Genesee Cty. Coop. Exten.
Marcia Morrison	GCC Performing Arts Center	Gerald Reynolds	Darien Town Board
H. Bruce Russell	Parks,Rec.& Forestry Advis.Com.	Martha Spinnegan	Richmond Memorial Library

TRANSPORTATION

Name	Representing	Name	Representing
Kenneth Alfes	Bethany Town Bd.	Earl Almquist	RGRTA
Raymond Detor, Jr.	LeRoy Aviation Services, Inc.	James Duschen	Pembroke Highway Dept.
Steve Gelinas	Path Truck Lines	Charles Hake	Graham Corp. Flight Dept.
Paul Howard	G/FLRPC	Nathan Jascick	Genesee Tans. Coun.
Linda Knox	Batavia Bus Service	David Lange	NYS Dept. of Transportation
Dennis Larsen	Public Works/City Engineer	Tony Mancuso	Joseph L. Mancuso & Sons
David Monte-Verde	Genesee Valley Transportation Co.	James Orr	Traffic Safety Board
Richard Rudolph	County Legislature		

UTILITIES

Name	Representing	Name	Representing
Don Britt	Sewer & Water Agency	Phillip Brooks	RG&E
Wilfred Brooks	County Legislature	Kathy Conley	Time Warner Com.
Art Coon	National Fuel	Margaret Grayson	GLOW Solid Waste
Thomas Guerin	Gen. Co. Health Dept.	Adrian Knight	NYNEX
Robert Lichtenthal	Village of Bergen	Jim McConnell	Village of Bergen
David Meade	Niagara Mohawk	Barb Middleton	GCIDA
John Schaefer	City of Batavia	George Squires	GCSWCD

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James Durval	Land Use; Law Enforcement and Emergency Management; Utilities
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Genesee County Comprehensive Plan

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Volume II: Appendices

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Genesee County Comprehensive Plan

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Recommended Actions Organized by Agency

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Key to Agency Abbreviations

Abbreviation	Agency Name
AFPB	Genesee County Agricultural and Farmland Protection Board
BataviaCity/Town	City and Town of Batavia
BCHC	Batavia City Housing Council
BEA	Business/ Education Alliance
BOCES	Board of Cooperative Education Services
BusLndOwn	Genesee County Business Land Owners
Chamber	Genesee County Chamber of Commerce
CJAC	Criminal Justice Advisory Council
CoopExt	Cornell Cooperative Extension of Genesee County
DeptHeads	Genesee County Department Heads
DrainageCom	Drainage Committee *(to be established)*
EMC	Genesee County Environmental Management Council
EmpSt DevAdvis	Empire State Development Advisory Council
EMSCoord	Genesee County Emergency Management Services Coordinator
FarmOwners	Private Farm Owners
FireAdvisory	Genesee County Fire Advisory Board
G/FL-RPC	Genesee/Finger Lakes Regional Planning Council
GAM	Genesee Association of Municipalities
GCC	Genesee Community College
GCHC	Genesee County Housing Council
GCSWA	Genesee County Sewer and Water Agency
GLOW	GLOW Region Solid Waste Management Committee
GOART	Genesee-Orleans Arts Council
GRHIC	Genesee Region Housing Initiatives Committee
HealthDept	Genesee County Health Department
HighwayDept	Genesee County Highway Department
Historian	Genesee County Historian
HSCG	Genesee County Human Services Coordinating Group
ICS	Genesee County Information and Communications Services Dept.
IDA	Genesee County Industrial Development Agency
Interagency	Interagency Council
JDB	Genesee County Job Development Bureau
JJCC	Juvenile Justice Coordinating Committee
Landowners	Private Land Owners
Legislature	Genesee County Legislature
Libraries	Genesee County Library System
LocalGovt	Local Governments
Manager	Genesee County Manager
MerchantsAsso	Local Merchants Associations
NYSDOT	New York State Department of Transportation
Parks	Genesee County Parks Department
Personnel	Genesee County Personnel Department
PIC	GLOW Private Industry Council
PlanningBrd	Genesee County Planning Board

Key to Agency Abbreviations

Abbreviation	Agency Name
PlanningDept	Genesee County Planning Department
Probation	Genesee County Probation Department
Purchasing	Genesee County Central Services
RAP	Regional Action Phone
R/FL-RDC	Rochester/Finger Lakes Regional Development Corporation
R-GRTA	Rochester/Genesee Regional Transportation Authority
ROI	Rural Opportunities Inc.
RealProperty	Genesee County Real Property Assessment Office
Schools	Local School District Officials
Sheriff	Genesee County Sheriff
SocialServices	Genesee County Department of Social Services
SWCD	Genesee County Soil and Water Conservation District
TonawandaChiefs	Tonawanda Indian Reservation Chiefs Council
TransCoord	Genesee County Transportation Coordination Committee
Treasurer	Genesee County Treasurer
WaterSuppliers	Local Water Suppliers
Youth	Genesee County Youth Bureau

Agricultural and Farmland Protection Board Actions:

LU03 **Encourage the use of local planning techniques, development regulations, private preservation techniques, the State Environmental Quality Review regulations, and provisions of the Agricultural District program to support agriculture, to retain high quality farmland, and to maximize the County's agribusiness potentials.**

Timeframe: On-going

Responsible Agencies: LocalGovt, AFPB, FarmOwners, PlanningDept

Key Recommendation

LU04 **Prepare a county-wide Agriculture and Farmland Protection Plan.**

Timeframe: Short-term

Responsible Agencies: Legislature, AFPB, PlanningDept, CoopExt, LocalGovt

Key Recommendation

LU05 **Support the Agricultural and Farmland Protection Board and publicize the provisions of the Agricultural District to realtors, local governments and landowners.**

Timeframe: On-going

Responsible Agencies: AFPB, CoopExt, PlanningDept

Batavia City Housing Council (BCHC) Actions:

HO01 **Conduct a detailed needs survey to identify specific housing problems, issues and needs to be addressed.**

Timeframe:	Short-term	Responsible Agencies:	PlanningDept GCHC
Key Recommendation			GRHIC BCHC

HO02 **Encourage the establishment of partnerships between agencies, developers, and lending institutions to jointly address housing issues.**

Timeframe:	Short-term	Responsible Agencies:	Manager Legislature
Key Recommendation			GCHC GRHIC BCHC

HO04 **Coordinate activities undertaken by municipalities and housing services providers to minimize competition for available funding.**

Timeframe:	Short-term	Responsible Agencies:	Manager Legislature
Key Recommendation			GCHC GRHIC BCHC

HO05 **Act as a clearinghouse for information on available housing programs, and serve as a source of statistical information and other data to support applications for funding assistance programs.**

Timeframe:	On-going	Responsible Agencies:	PlanningDept GCHC
Key Recommendation			GRHIC BCHC

Batavia City Housing Council (BCHC) Actions:

HO07 **Present the results of the housing needs survey to the public, to municipalities and to housing services providers to encourage public discussion of housing needs and priorities.**

Timeframe: Short-term Responsible Agencies: PlanningDept
GCHC
GRHIC
BCHC

HO08 **Identify strategies to address housing needs. Provide technical assistance to housing services providers and municipalities to address specific needs.**

Timeframe: Short-term Responsible Agencies: PlanningDept
GCHC
GRHIC
BCHC

HO11 **Support applications for funding for home ownership assistance programs for first time home buyers.**

Timeframe: Short-term Responsible Agencies: Manager
Legislature
GCHC
BCHC
GRHIC

HO12 **Support applications for funding for housing rehabilitation programs to maintain and upgrade the housing stock in Genesee County.**

Timeframe: Short-term Responsible Agencies: Manager
Legislature
GCHC
BCHC
GRHIC

Batavia City Housing Council (BCHC) Actions:

HO13 **Support applications for funding for rental assistance programs to ensure the affordability of housing for residents.**

Timeframe:	Short-term	Responsible Agencies:	Manager Legislature GCHC BCHC GRHIC

HO14 **Support applications for funding for the development of housing for persons with disabilities and persons with special needs.**

Timeframe:	Short-term	Responsible Agencies:	Manager Legislature GCHC BCHC GRHIC

Business Education Alliance (BEA) Actions:

ED05 **Identify training needs and establish training programs at BOCES, Genesee Community College and other educational institutions.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies:
PIC
GCC
BOCES
BEA
CoopExt
JDB

ED12 **Provide additional training in basic employment skills before placing customers in employment situations. Hold pre-employment workshops at high schools and BOCES.**

Timeframe: Short-term

Responsible Agencies:
JDB
BOCES
Schools
BEA

Board of Cooperative Educational Services (BOCES) Actions:

ED03 **Publicize services available to the business community, including agriculture, manufacturers, retailers, and tourism businesses. Target small businesses, in particular. Utilize news articles, the Chamber of Commerce newsletter, the IDA newsletter, and other media.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies:
Chamber
IDA
CoopExt
GCC
LocalGovt
BOCES

ED05 **Identify training needs and establish training programs at BOCES, Genesee Community College and other educational institutions.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies:
PIC
GCC
BOCES
BEA
CoopExt
JDB

ED12 **Provide additional training in basic employment skills before placing customers in employment situations. Hold pre-employment workshops at high schools and BOCES.**

Timeframe: Short-term

Responsible Agencies:
JDB
BOCES
Schools
BEA

ED15 **Continue to promote awareness of agriculture as an industry, through school programs and media coverage.**

Timeframe: On-going

Responsible Agencies:
CoopExt
BOCES
Schools

Board of Cooperative Educational Services (BOCES) Actions:

GA02 **Coordinate a County-wide network on a computer server to connect County, local government, and school facilities through E-mail, browser, and internet/intranet capability. Initiate discussions with area municipalities and school districts to coordinate the development of computer systems.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: ICS, LocalGovt, Schools, GCC, BOCES, Libraries

GA04 **Establish a fully integrated joint purchasing system. Pursue other collaboration and/or consolidation efforts involving services provided by the County, municipalities, school districts, adjacent counties, and the private sector.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Purchasing, BOCES, Schools, LocalGovt, GCC

GA10 **Evaluate existing programs that would benefit from increased cooperation with local government and school district officials.**

Timeframe: On-going

Responsible Agencies: DeptHeads, LocalGovt, Schools, GCC, BOCES

GA11 **Increase coordination with local governments and schools to improve the delivery of administrative functions in a cost-effective manner.**

Timeframe: On-going

Responsible Agencies: DeptHeads, LocalGovt, Schools, GCC, BOCES

Board of Cooperative Educational Services (BOCES) Actions:

GA12 **Document successful cooperative efforts between County departments and with local municipalities and school districts, including information on cost-savings.**

Timeframe: On-going Responsible Agencies: Manager
LocalGovt
Schools
GCC
BOCES

GA15 **Provide computer training and cost-sharing programs for computer hardware and software to local governments and school districts.**

Timeframe: Intermediate Responsible Agencies: ICS
Schools
BOCES
GCC
Libraries

GA19 **Organize and coordinate the delivery of additional training of County, municipal and school district officials, especially by adding night and weekend classes through GCC and BOCES. Provide courses in the following areas:**

- **Computer/Advanced Technology**
- **Public Officials and Board Members**
- **SEQR, Planning, Zoning, and Code Enforcement**
- **Public Relations/Customer Service**
- **Public Safety/Emergency Drills**
- **Management Skills**

Timeframe: Intermediate Responsible Agencies: ICS
PlanningDept
EMSCoord
GCC
BOCES

Board of Cooperative Educational Services (BOCES) Actions:

GA20 **Develop measures to assist County departments as well as local officials and school district personnel to evaluate the effectiveness of existing programs and services.**

Timeframe:	On-going	Responsible Agencies:	Manager LocalGovt Schools GCC BOCES

GA23 **Begin to use electronic media (i.e., E-mail, Internet/Intranet, etc.) to communicate with the public and to distribute information, once County system is operable.**

Timeframe:	Intermediate	Responsible Agencies:	ICS Schools GCC BOCES Libraries

Genesee County Chamber of Commerce Actions:

ED01 **Increase marketing for industrial development, as well as for agriculture, retail, tourism, and residential development. Continue to share materials prepared to market Genesee County among economic development organizations in the County.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: IDA, Chamber, R/FL-RDC, CoopExt

ED03 **Publicize services available to the business community, including agriculture, manufacturers, retailers, and tourism businesses. Target small businesses, in particular. Utilize news articles, the Chamber of Commerce newsletter, the IDA newsletter, and other media.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Chamber, IDA, CoopExt, GCC, LocalGovt, BOCES

ED04 **Hold networking events to encourage communication and trade among businesses in Genesee County. For example, continue the Chamber of Commerce's "schmoozer" series, and establish a Business-to-Business Trade Fair.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: IDA, Chamber, R/FL-RDC, CoopExt

ED08 **Hold periodic meetings of the principals involved in the economic development efforts of key local and County agencies and encourage continued collaboration among agencies.**

Timeframe: Short-term

Responsible Agencies: IDA, Chamber, LocalGovt, GAM, Legislature, EmpStDevAdvis

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Genesee County Chamber of Commerce Actions:

ED09 **Prepare a packet of descriptions of economic development agencies and their functions, to be updated annually, and circulate it among all economic development agencies and committees.**

Timeframe: Short-term Responsible Agencies: Legislature
IDA
Chamber
EmpStDevAdvis

ED10 **Maintain a current list of available financing sources, including commercial institutions as well as government sources (GCIDA and Chamber of Commerce). Publicize the list through the IDA newsletter and other means.**

Timeframe: Short-term Responsible Agencies: IDA
G/FL-RPC
Chamber

ED11 **Update the "quality of life" brochure, which could be used to promote Genesee County for industrial relocations as well as for tourism and other purposes.**

Timeframe: Intermediate Responsible Agencies: IDA
Chamber
R/FL-RDC

ED14 **Identify appropriate sites for direct marketing of farm products, that will attract customers and minimize conflict with neighboring businesses. Re-evaluate the appropriateness of the site of the Batavia farmers market.**

Timeframe: Short-term Responsible Agencies: CoopExt
LocalGovt
Chamber

Genesee County Chamber of Commerce Actions:

ED16 **Enhance and expand existing retail areas, as appropriate to meet local needs. Provide County support when such activities have significant benefits. Utilize a combination of public and private efforts, involving local governments, business development committee and merchants associations.**

Timeframe: Short-term Responsible Agencies: LocalGovt
Legislature
MerchantsAssoc
Chamber

ED17 **Enhance services such as technical assistance, financing and information that would benefit retail businesses.**

Timeframe: Short-term Responsible Agencies: Chamber
IDA

ED18 **Continue to collect a "hotel occupancy" tax and utilize the funds to promote tourism.**

Timeframe: On-going Responsible Agencies: Legislature
Chamber

ED19 **Continue to provide support services to tourism businesses, including assistance in preparing business plans, obtaining financing, and cooperative advertising.**

Timeframe: On-going Responsible Agencies: Chamber

Genesee County Chamber of Commerce Actions:

ED20 **Evaluate and promote opportunities for agri-tourism, including bed and breakfasts and farm markets.**

Timeframe: Intermediate Responsible Agencies: CoopExt
Chamber

ED21 **Provide infrastructure improvements for significant tourism destinations.**

Timeframe: Long-term Responsible Agencies: Legislature
Chamber
LocalGovt

ED22 **Work with employers and customers of the public transportation system to improve the ability of the bus system to meet the needs of commuters.**

Timeframe: Short-term Responsible Agencies: R-GRTA
JDB
TransCoord
Chamber

LU11 **Prepare guidelines for local governments to use to design and implement physical improvements and other activities that would make existing business districts more appealing places to shop.**

Timeframe: Intermediate Responsible Agencies: LocalGovt
Chamber
MerchantsAssoc
PlanningDept

Genesee County Chamber of Commerce Actions:

PR01 **Support activities to boost tourism, such as increased marketing, transportation to events, space for performances, and coordination among arts organizations. Develop a community theme/identity to enhance cultural events and to encourage people to visit and live in Genesee County.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, Chamber, GCC, GOART

PR02 **Provide leadership in planning, coordinating and monitoring arts programs, cultural events, and recreational activities.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, Chamber, GCC, GOART

PR04 **Develop a Community Resources' Directory of events, organizations, and services and distribute it through a public libraries database.**

Timeframe: Intermediate

Key Recommendation

Responsible Agencies: Libraries, GOART, Schools, LocalGovt, GCC, Chamber

TR03 **Provide facilities to enable the Genesee County Airport to retain its status as a General Aviation Airport and to serve expanding business needs and the increasing number of non-traditional passengers.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Legislature, IDA, Chamber, G/FL-RPC

Genesee County Chamber of Commerce Actions:

TR07 **Encourage and support plans of the LeRoy airport to serve corporate and general aviation needs.**

Timeframe:	Short-term	Responsible Agencies:	Chamber IDA G/FL-RPC

TR08 **Lobby Amtrak to study the need for future passenger rail terminals.**

Timeframe:	On-going	Responsible Agencies:	Legislature Chamber

Criminal Justice Advisory Council (CJAC), sub-committees and Member Agencies, Actions:

LE01 **Maintain and enhance a strong Criminal Justice Advisory Council (CJAC) to ensure collaboration among law enforcement agencies. Utilize the CJAC to analyze such issues as space and staffing needs and community outreach by member agencies.**

Timeframe: On-going Responsible Agencies: CJAC

Key Recommendation

LE04 **Form CJAC subcommittee comprised of chief law enforcement executives.**

Timeframe: Short-term Responsible Agencies: CJAC

LE06 **Staffing needs of the Public Defender's Office should be analyzed by the CJAC.**

Timeframe: Short-term Responsible Agencies: CJAC

LE07 **Develop a plan for providing the Sheriff's Office with needed space.**

Timeframe: Short-term Responsible Agencies: Sheriff
Manager
Legislature
CJAC

LE08 **Develop a plan for consolidating the Probation Department and providing needed space.**

Timeframe: Short-term Responsible Agencies: Probation
Manager
Legislature
CJAC

Cornell Cooperative Extension Actions:

ED01 **Increase marketing for industrial development, as well as for agriculture, retail, tourism, and residential development. Continue to share materials prepared to market Genesee County among economic development organizations in the County.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: IDA, Chamber, R/FL-RDC, CoopExt

ED03 **Publicize services available to the business community, including agriculture, manufacturers, retailers, and tourism businesses. Target small businesses, in particular. Utilize news articles, the Chamber of Commerce newsletter, the IDA newsletter, and other media.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Chamber, IDA, CoopExt, GCC, LocalGovt, BOCES

ED04 **Hold networking events to encourage communication and trade among businesses in Genesee County. For example, continue the Chamber of Commerce's "schmoozer" series, and establish a Business-to-Business Trade Fair.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: IDA, Chamber, R/FL-RDC, CoopExt

ED05 **Identify training needs and establish training programs at BOCES, Genesee Community College and other educational institutions.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: PIC, GCC, BOCES, BEA, CoopExt, JDB

Cornell Cooperative Extension Actions:

ED07 **Enhance the capacity for local processing of agricultural products, by supporting existing processors and encouraging new agri-businesses.**

Timeframe: On-going

Responsible Agencies: IDA
CoopExt

Key Recommendation

ED13 **Continue the program of technical assistance services offered to farmers.**

Timeframe: On-going

Responsible Agencies: CoopExt
SWCD

ED14 **Identify appropriate sites for direct marketing of farm products, that will attract customers and minimize conflict with neighboring businesses. Re-evaluate the appropriateness of the site of the Batavia farmers market.**

Timeframe: Short-term

Responsible Agencies: CoopExt
LocalGovt
Chamber

ED15 **Continue to promote awareness of agriculture as an industry, through school programs and media coverage.**

Timeframe: On-going

Responsible Agencies: CoopExt
BOCES
Schools

Cornell Cooperative Extension Actions:

ED20 **Evaluate and promote opportunities for agri-tourism, including bed and breakfasts and farm markets.**

Timeframe: Intermediate

Responsible Agencies: CoopExt
Chamber

LU04 **Prepare a county-wide Agriculture and Farmland Protection Plan.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Legislature
AFPB
PlanningDept
CoopExt
LocalGovt
SWCD

LU05 **Support the Agricultural and Farmland Protection Board and publicize the provisions of the Agricultural District to realtors, local governments and landowners.**

Timeframe: On-going

Responsible Agencies: AFPB
CoopExt
PlanningDept

UT12 **Educate local officials and the public on water quality and quantity issues.**

Timeframe: On-going

Responsible Agencies: SWCD
DrainageCom
LocalGovt
CoopExt

Genesee County Department Heads Actions:

GA05 **Consider potential opportunities for the selective out-sourcing of governmental services, such as: custodial maintenance; airport; vehicle maintenance; information/communication/computer; social services; school bus transportation/rural transportation; solid waste/recycling; and highway construction/maintenance.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: Legislature, Manager, DeptHeads, LocalGovt, Schools

GA08 **Schedule interagency meetings on a regular basis to address technical issues, improve coordination and facilitate sharing.**

Timeframe: Short-term

Responsible Agencies: Manager, DeptHeads

GA09 **Continue to meet with representatives of adjacent counties to discuss areas of common concern.**

Timeframe: On-going

Responsible Agencies: Legislature, Manager, DeptHeads

GA10 **Evaluate existing programs that would benefit from increased cooperation with local government and school district officials.**

Timeframe: On-going

Responsible Agencies: DeptHeads, LocalGovt, Schools, GCC, BOCES

GA11 **Increase coordination with local governments and schools to improve the delivery of administrative functions in a cost-effective manner.**

Timeframe: On-going

Responsible Agencies: DeptHeads, LocalGovt, Schools, GCC, BOCES

Genesee County Department Heads Actions:

GA21 **Broaden the distribution of the County newsletter to include area libraries as well as local governments, school districts and employees.**

Timeframe: Short-term Responsible Agencies: Manager
DeptHeads

GA22 **Continue to publish County information in publications which have widespread distribution throughout the community. Expand the use of other media (i.e., radio, cable television, etc.) to "reach out" to the public.**

Timeframe: On-going Responsible Agencies: Manager
DeptHeads

HH07 **Petition the Federal and State governments to permit increased local control over health and human services program delivery and flexibility.**

Timeframe: Short-term Responsible Agencies: Legislature
DeptHeads

Genesee County Environmental Management Council Actions:

LU15 **Work with State and Federal agencies to identify and clean up hazardous waste sites and make these sites available for redevelopment.**

Timeframe:	Short-term	Responsible Agencies:	LocalGovt Landowners EMC

LU16 **Use the SEQR process to identify and avoid future environmental effects of development projects.**

Timeframe:	On-going	Responsible Agencies:	LocalGovt EMC

UT14 **Provide additional public information regarding the disposal of household hazardous waste.**

Timeframe:	On-going	Responsible Agencies:	GLOW EMC

Empire State Development Advisory Council Actions:

ED08 **Hold periodic meetings of the principals involved in the economic development efforts of key local and County agencies and encourage continued collaboration among agencies.**

Timeframe: Short-term

Responsible Agencies: IDA
Chamber
LocalGovt
GAM
Legislature
EmpStDevAdvis

ED09 **Prepare a packet of descriptions of economic development agencies and their functions, to be updated annually, and circulate it among all economic development agencies and committees.**

Timeframe: Short-term

Responsible Agencies: Legislature
IDA
Chamber
EmpStDevAdvis

Emergency Management Services Council and Coordinator Actions:

GA19 **Organize and coordinate the delivery of additional training of County, municipal and school district officials, especially by adding night and weekend classes through GCC and BOCES. Provide courses in the following areas:**

- **Computer/Advanced Technology**
- **Public Officials and Board Members**
- **SEQR, Planning, Zoning, and Code Enforcement**
- **Public Relations/Customer Service**
- **Public Safety/Emergency Drills**
- **Management Skills**

Timeframe: Intermediate Responsible Agencies: ICS, PlanningDept, EMSCoord, GCC, BOCES

LE02 **Recruit and retain fire and EMS volunteers.**

Timeframe: On-going Responsible Agencies: FireAdvisory, EMSCoord

Key Recommendation

LE03 **Increase the County's role in the training of public safety and emergency management personnel and in police dispatch.**

Timeframe: Intermediate Responsible Agencies: Sheriff, EMSCoord

LE09 **Study EMS space needs.**

Timeframe: Intermediate Responsible Agencies: EMSCoord, Manager

Fire Advisory Board Actions:

LE02 **Recruit and retain fire and EMS volunteers.**

Timeframe: On-going

Responsible Agencies: FireAdvisory
EMSCoord

Key Recommendation

Genesee/ Finger Lakes Regional Planning Council Actions:

ED10 **Maintain a current list of available financing sources, including commercial institutions as well as government sources (GCIDA and Chamber of Commerce). Publicize the list through the IDA newsletter and other means.**

Timeframe: Short-term

Responsible Agencies: IDA
G/FL-RPC
Chamber

TR03 **Provide facilities to enable the Genesee County Airport to retain its status as a General Aviation Airport and to serve expanding business needs and the increasing number of non-traditional passengers.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Legislature
IDA
Chamber
G/FL-RPC

TR07 **Encourage and support plans of the LeRoy airport to serve corporate and general aviation needs.**

Timeframe: Short-term

Responsible Agencies: Chamber
IDA
G/FL-RPC

Genesee Association of Municipalities Actions:

ED08 **Hold periodic meetings of the principals involved in the economic development efforts of key local and County agencies and encourage continued collaboration among agencies.**

Timeframe: Short-term

Responsible Agencies: IDA, Chamber, LocalGovt, GAM, Legislature, EmpStDevAdvis

GA06 **Evaluate the current method of distributing sales tax revenues.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Legislature, Manager, LocalGovt, GAM

Genesee Community College Actions:

ED03 **Publicize services available to the business community, including agriculture, manufacturers, retailers, and tourism businesses. Target small businesses, in particular. Utilize news articles, the Chamber of Commerce newsletter, the IDA newsletter, and other media.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Chamber, IDA, CoopExt, GCC, LocalGovt, BOCES

ED05 **Identify training needs and establish training programs at BOCES, Genesee Community College and other educational institutions.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: PIC, GCC, BOCES, BEA, CoopExt, JDB

GA02 **Coordinate a County-wide network on a computer server to connect County, local government, and school facilities through E-mail, browser, and internet/intranet capability. Initiate discussions with area municipalities and school districts to coordinate the development of computer systems.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: ICS, LocalGovt, Schools, GCC, BOCES, Libraries

Genesee Community College Actions:

GA04 **Establish a fully integrated joint purchasing system. Pursue other collaboration and/or consolidation efforts involving services provided by the County, municipalities, school districts, adjacent counties, and the private sector.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Purchasing, BOCES, Schools, LocalGovt, GCC

GA10 **Evaluate existing programs that would benefit from increased cooperation with local government and school district officials.**

Timeframe: On-going

Responsible Agencies: DeptHeads, LocalGovt, Schools, GCC, BOCES

GA11 **Increase coordination with local governments and schools to improve the delivery of administrative functions in a cost-effective manner.**

Timeframe: On-going

Responsible Agencies: DeptHeads, LocalGovt, Schools, GCC, BOCES

GA12 **Document successful cooperative efforts between County departments and with local municipalities and school districts, including information on cost-savings.**

Timeframe: On-going

Responsible Agencies: Manager, LocalGovt, Schools, GCC, BOCES

Genesee Community College Actions:

GA15 **Provide computer training and cost-sharing programs for computer hardware and software to local governments and school districts.**

Timeframe: Intermediate

Responsible Agencies: ICS
Schools
BOCES
GCC
Libraries

GA19 **Organize and coordinate the delivery of additional training of County, municipal and school district officials, especially by adding night and weekend classes through GCC and BOCES. Provide courses in the following areas:**

- **Computer/Advanced Technology**
- **Public Officials and Board Members**
- **SEQR, Planning, Zoning, and Code Enforcement**
- **Public Relations/Customer Service**
- **Public Safety/Emergency Drills**
- **Management Skills**

Timeframe: Intermediate

Responsible Agencies: ICS
PlanningDept
EMSCoord
GCC
BOCES

GA20 **Develop measures to assist County departments as well as local officials and school district personnel to evaluate the effectiveness of existing programs and services.**

Timeframe: On-going

Responsible Agencies: Manager
LocalGovt
Schools
GCC
BOCES

Genesee Community College Actions:

GA23 **Begin to use electronic media (i.e., E-mail, Internet/Intranet, etc.) to communicate with the public and to distribute information, once County system is operable.**

Timeframe: Intermediate

Responsible Agencies: ICS, Schools, GCC, BOCES, Libraries

PR01 **Support activities to boost tourism, such as increased marketing, transportation to events, space for performances, and coordination among arts organizations. Develop a community theme/identity to enhance cultural events and to encourage people to visit and live in Genesee County.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, Chamber, GCC, GOART

PR02 **Provide leadership in planning, coordinating and monitoring arts programs, cultural events, and recreational activities.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, Chamber, GCC, GOART

PR03 **Continue to support public libraries, including the development of an affordable telecommunications system.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: Legislature, Libraries, LocalGovt, Schools, GCC

Genesee Community College Actions:

PR04 **Develop a Community Resources' Directory of events, organizations, and services and distribute it through a public libraries database.**

Timeframe: Intermediate

Key Recommendation

Responsible Agencies:
Libraries
GOART
Schools
LocalGovt
GCC
Chamber

PR07 **Encourage and lead an effort of increased cooperation with municipalities and private organizations to provide recreational and cultural facilities and programs.**

Timeframe: On-going

Responsible Agencies:
Manager
Legislature
LocalGovt
GOART
GCC

Genesee County Housing Council Actions:

HO01 **Conduct a detailed needs survey to identify specific housing problems, issues and needs to be addressed.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: PlanningDept, GCHC, GRHIC, BCHC

HO02 **Encourage the establishment of partnerships between agencies, developers, and lending institutions to jointly address housing issues.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, GCHC, GRHIC, BCHC

HO03 **Assist agencies and municipalities in identifying sources of funding and in encouraging housing development in appropriate areas while protecting agricultural and sensitive natural areas.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: PlanningDept, GCHC, GRHIC

HO04 **Coordinate activities undertaken by municipalities and housing services providers to minimize competition for available funding.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, GCHC, GRHIC, BCHC

HO05 **Act as a clearinghouse for information on available housing programs, and serve as a source of statistical information and other data to support applications for funding assistance programs.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: PlanningDept, GCHC, GRHIC, BCHC

Genesee County Housing Council Actions:

HO06 **Coordinate new housing development and the provision of other housing services with on-going economic development activities.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies:
Manager
IDA
GCHC
GRHIC

HO07 **Present the results of the housing needs survey to the public, to municipalities and to housing services providers to encourage public discussion of housing needs and priorities.**

Timeframe: Short-term

Responsible Agencies:
PlanningDept
GCHC
GRHIC
BCHC

HO08 **Identify strategies to address housing needs. Provide technical assistance to housing services providers and municipalities to address specific needs.**

Timeframe: Short-term

Responsible Agencies:
PlanningDept
GCHC
GRHIC
BCHC

HO10 **Serve as a conduit for financial assistance for housing by applying for funding resources and by contracting with housing services providers for the delivery of services.**

Timeframe: Short-term

Responsible Agencies:
Manager
Legislature
GCHC
GRHIC

HO11 **Support applications for funding for home ownership assistance programs for first time home buyers.**

Timeframe: Short-term

Responsible Agencies:
Manager
Legislature
GCHC
BCHC
GRHIC

Genesee County Housing Council Actions:

HO12 **Support applications for funding for housing rehabilitation programs to maintain and upgrade the housing stock in Genesee County.**

Timeframe:	Short-term	Responsible Agencies:	Manager Legislature GCHC BCHC GRHIC

HO13 **Support applications for funding for rental assistance programs to ensure the affordability of housing for residents.**

Timeframe:	Short-term	Responsible Agencies:	Manager Legislature GCHC BCHC GRHIC

HO14 **Support applications for funding for the development of housing for persons with disabilities and persons with special needs.**

Timeframe:	Short-term	Responsible Agencies:	Manager Legislature GCHC BCHC GRHIC

HO20 **Educate housing services providers and economic development specialists regarding the interrelationships between housing and economic development.**

Timeframe:	Short-term	Responsible Agencies:	Manager IDA GCHC GRHIC

HO21 **Develop and maintain information on the availability of existing housing and provide this information to companies seeking to locate or expand in Genesee County.**

Timeframe:	Short-term	Responsible Agencies:	PlanningDept GCHC GRHIC IDA

Genesee County Sewer and Water Agency Actions:

GA03 **The County should assist municipalities in solving existing water supply and distribution problems, such as by negotiating with the Monroe County Water Authority for the extension of water transmission lines and the provision of public water to Genesee County.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: GCSWA, PlanningDept, WaterSuppliers, LocalGovt, HealthDept

UT01 **Provide leadership in addressing the County-wide need for a dependable and high-quality public water supply.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: GCSWA, PlanningDept, Legislature, LocalGovt, HealthDept

UT02 **Investigate the feasibility/benefits of increased collaboration and/or consolidation among municipal water suppliers, including the coordination of administrative activities.**

Timeframe: Intermediate

Key Recommendation

Responsible Agencies: GCSWA, WaterSuppliers, LocalGovt, Legislature

UT06 **Continue the work of GCSWA.**

Timeframe: On-going

Responsible Agencies: Legislature, GCSWA

UT07 **Study and recognize existing and future growth centers early-on for the proper design of infrastructure.**

Timeframe: Short-term

Responsible Agencies: GCSWA, PlanningDept, LocalGovt

Genesee County Sewer and Water Agency Actions:

UT08 **Investigate the feasibility/benefits of increased collaboration and/or consolidation among municipal sewer services, including the coordination of administrative activities.**

Timeframe: Intermediate

Responsible Agencies: GCSWA
LocalGovt

GLOW Solid Waste Management Committee Actions:

UT05 **Increase the amount of recycling.**

Timeframe: On-going

Responsible Agencies: GLOW
LocalGovt
Legislature

Key Recommendation

UT14 **Provide additional public information regarding the disposal of household hazardous waste.**

Timeframe: On-going

Responsible Agencies: GLOW
EMC

Genesee-Orleans Arts Council (GOART) Actions:

PR01 **Support activities to boost tourism, such as increased marketing, transportation to events, space for performances, and coordination among arts organizations. Develop a community theme/identity to enhance cultural events and to encourage people to visit and live in Genesee County.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, Chamber, GCC, GOART

PR02 **Provide leadership in planning, coordinating and monitoring arts programs, cultural events, and recreational activities.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, Chamber, GCC, GOART

PR04 **Develop a Community Resources' Directory of events, organizations, and services and distribute it through a public libraries database.**

Timeframe: Intermediate

Key Recommendation

Responsible Agencies: Libraries, GOART, Schools, LocalGovt, GCC, Chamber

PR07 **Encourage and lead an effort of increased cooperation with municipalities and private organizations to provide recreational and cultural facilities and programs.**

Timeframe: On-going

Responsible Agencies: Manager, Legislature, LocalGovt, GOART, GCC

Genesee Region Housing Initiatives Committee Actions:

HO01 **Conduct a detailed needs survey to identify specific housing problems, issues and needs to be addressed.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: PlanningDept, GCHC, GRHIC, BCHC

HO02 **Encourage the establishment of partnerships between agencies, developers, and lending institutions to jointly address housing issues.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, GCHC, GRHIC, BCHC

HO03 **Assist agencies and municipalities in identifying sources of funding and in encouraging housing development in appropriate areas while protecting agricultural and sensitive natural areas.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: PlanningDept, GCHC, GRHIC

HO04 **Coordinate activities undertaken by municipalities and housing services providers to minimize competition for available funding.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, GCHC, GRHIC, BCHC

HO05 **Act as a clearinghouse for information on available housing programs, and serve as a source of statistical information and other data to support applications for funding assistance programs.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: PlanningDept, GCHC, GRHIC, BCHC

Genesee Region Housing Initiatives Committee Actions:

HO06 **Coordinate new housing development and the provision of other housing services with on-going economic development activities.**

Timeframe:	Short-term	Responsible Agencies:	Manager
			IDA
Key Recommendation			GCHC
			GRHIC

HO07 **Present the results of the housing needs survey to the public, to municipalities and to housing services providers to encourage public discussion of housing needs and priorities.**

Timeframe:	Short-term	Responsible Agencies:	PlanningDept
			GCHC
			GRHIC
			BCHC

HO08 **Identify strategies to address housing needs. Provide technical assistance to housing services providers and municipalities to address specific needs.**

Timeframe:	Short-term	Responsible Agencies:	PlanningDept
			GCHC
			GRHIC
			BCHC

HO10 **Serve as a conduit for financial assistance for housing by applying for funding resources and by contracting with housing services providers for the delivery of services.**

Timeframe:	Short-term	Responsible Agencies:	Manager
			Legislature
			GCHC
			GRHIC

HO11 **Support applications for funding for home ownership assistance programs for first time home buyers.**

Timeframe:	Short-term	Responsible Agencies:	Manager
			Legislature
			GCHC
			BCHC
			GRHIC

Genesee Region Housing Initiatives Committee Actions:

HO12 **Support applications for funding for housing rehabilitation programs to maintain and upgrade the housing stock in Genesee County.**

Timeframe: Short-term

Responsible Agencies: Manager
Legislature
GCHC
BCHC
GRHIC

HO13 **Support applications for funding for rental assistance programs to ensure the affordability of housing for residents.**

Timeframe: Short-term

Responsible Agencies: Manager
Legislature
GCHC
BCHC
GRHIC

HO14 **Support applications for funding for the development of housing for persons with disabilities and persons with special needs.**

Timeframe: Short-term

Responsible Agencies: Manager
Legislature
GCHC
BCHC
GRHIC

HO15 **Support cooperative efforts between municipalities and area farmers to develop and maintain adequate housing for year-round and seasonal farmworkers.**

Timeframe: Short-term

Responsible Agencies: Manager
LocalGovt
GRHIC
ROI

HO20 **Educate housing services providers and economic development specialists regarding the interrelationships between housing and economic development.**

Timeframe: Short-term

Responsible Agencies: Manager
IDA
GCHC
GRHIC

Genesee Region Housing Initiatives Committee Actions:

HO21 **Develop and maintain information on the availability of existing housing and provide this information to companies seeking to locate or expand in Genesee County.**

Timeframe: Short-term

Responsible Agencies: PlanningDept
GCHC
GRHIC
IDA

Genesee County Health Department Actions:

GA03 **The County should assist municipalities in solving existing water supply and distribution problems, such as by negotiating with the Monroe County Water Authority for the extension of water transmission lines and the provision of public water to Genesee County.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: GCSWA, PlanningDept, WaterSuppliers, LocalGovt, HealthDept

UT01 **Provide leadership in addressing the County-wide need for a dependable and high-quality public water supply.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: GCSWA, PlanningDept, Legislature, LocalGovt, HealthDept

Genesee County Highway Department Actions:

GA14 **Re-evaluate the existing rental price structure for County highway equipment to competitively present costs to municipalities and to encourage increased sharing of resources.**

Timeframe: Short-term Responsible Agencies: HighwayDept

TR01 **Develop a shared services program with county and local governments for highway maintenance (i.e., equipment, manpower). Delegate more routine maintenance activities to municipalities.**

Timeframe: On-going Responsible Agencies: HighwayDept
LocalGovt

Key Recommendation

Genesee County Historian Actions:

GA16 **Enhance opportunities for interaction between the County Historian and the public school systems to the extent that personnel and resources are supplemented or increased.**

Timeframe: Short-term

Responsible Agencies: Historian
Schools

Human Services Coordinating Group Actions:

HH02 **Petition the State Legislature to allow sharing of health and human service client information. Develop an integrated database software system and establish a coordinated County intake and information sharing system.**

Timeframe: Short-term

Responsible Agencies: Legislature
HSCG

Key Recommendation

HH04 **Study improvements in accessibility to services such as the feasibility of satellite service sites, mobile offices, and combining transportation funds to improve service.**

Timeframe: Intermediate

Responsible Agencies: HSCG
TransCoord

Key Recommendation

Department of Information and Communication Services Actions:

GA02 **Coordinate a County-wide network on a computer server to connect County, local government, and school facilities through E-mail, browser, and internet/intranet capability. Initiate discussions with area municipalities and school districts to coordinate the development of computer systems.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: ICS, LocalGovt, Schools, GCC, BOCES

GA15 **Provide computer training and cost-sharing programs for computer hardware and software to local governments and school districts.**

Timeframe: Intermediate

Responsible Agencies: ICS, Schools, BOCES, GCC, Libraries

GA19 **Organize and coordinate the delivery of additional training of County, municipal and school district officials, especially by adding night and weekend classes through GCC and BOCES. Provide courses in the following areas:**

- **Computer/Advanced Technology**
- **Public Officials and Board Members**
- **SEQR, Planning, Zoning, and Code Enforcement**
- **Public Relations/Customer Service**
- **Public Safety/Emergency Drills**
- **Management Skills**

Timeframe: Intermediate

Responsible Agencies: ICS, PlanningDept, EMSCoord, GCC, BOCES

GA23 **Begin to use electronic media (i.e., E-mail, Internet/Intranet, etc.) to communicate with the public and to distribute information, once County system is operable.**

Timeframe: Intermediate

Responsible Agencies: ICS, Schools, GCC, BOCES, Libraries

Department of Information and Communication Services Actions:

LU09 **Follow-up on the results of the recently completed GIS study. Plan for future financing of improved technology and shared information.**

Timeframe: Short-term

Responsible Agencies: Legislature
RealProperty
PlanningDept
SWCD
ICS

Genesee County Industrial Development Agency Actions:

ED01 **Increase marketing for industrial development, as well as for agriculture, retail, tourism, and residential development. Continue to share materials prepared to market Genesee County among economic development organizations in the County.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: IDA, Chamber, R/FL-RDC, CoopExt

ED02 **Designate the Genesee County Industrial Development Agency as the key contact for retaining and attracting industrial development.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Legislature, IDA

ED03 **Publicize services available to the business community, including agriculture, manufacturers, retailers, and tourism businesses. Target small businesses, in particular. Utilize news articles, the Chamber of Commerce newsletter, the IDA newsletter, and other media.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Chamber, IDA, CoopExt, GCC, LocalGovt, BOCES

ED04 **Hold networking events to encourage communication and trade among businesses in Genesee County. For example, continue the Chamber of Commerce's "schmoozer" series, and establish a Business-to-Business Trade Fair.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: IDA, Chamber, R/FL-RDC, CoopExt

Genesee County Industrial Development Agency Actions:

ED07 **Enhance the capacity for local processing of agricultural products, by supporting existing processors and encouraging new agri-businesses.**

Timeframe: On-going Responsible Agencies: IDA
CoopExt

Key Recommendation

ED08 **Hold periodic meetings of the principals involved in the economic development efforts of key local and County agencies and encourage continued collaboration among agencies.**

Timeframe: Short-term Responsible Agencies: IDA
Chamber
LocalGovt
GAM
Legislature
EmpStDevAdvis

ED09 **Prepare a packet of descriptions of economic development agencies and their functions, to be updated annually, and circulate it among all economic development agencies and committees.**

Timeframe: Short-term Responsible Agencies: Legislature
IDA
Chamber
EmpStDevAdvis

ED10 **Maintain a current list of available financing sources, including commercial institutions as well as government sources (GCIDA and Chamber of Commerce). Publicize the list through the IDA newsletter and other means.**

Timeframe: Short-term Responsible Agencies: IDA
G/FL-RPC
Chamber

Genesee County Industrial Development Agency Actions:

ED11 **Update the "quality of life" brochure, which could be used to promote Genesee County for industrial relocations as well as for tourism and other purposes.**

Timeframe: Intermediate Responsible Agencies: IDA
Chamber
R/FL-RDC

ED17 **Enhance services such as technical assistance, financing and information that would benefit retail businesses.**

Timeframe: Short-term Responsible Agencies: Chamber
IDA

HO06 **Coordinate new housing development and the provision of other housing services with on-going economic development activities.**

Timeframe: Short-term Responsible Agencies: Manager
IDA
Key Recommendation GCHC
GRHIC

HO20 **Educate housing services providers and economic development specialists regarding the interrelationships between housing and economic development.**

Timeframe: Short-term Responsible Agencies: Manager
IDA
GCHC
GRHIC

HO21 **Develop and maintain information on the availability of existing housing and provide this information to companies seeking to locate or expand in Genesee County.**

Timeframe: Short-term Responsible Agencies: PlanningDept
GCHC
GRHIC
IDA

Genesee County Industrial Development Agency Actions:

TR03 **Provide facilities to enable the Genesee County Airport to retain its status as a General Aviation Airport and to serve expanding business needs and the increasing number of non-traditional passengers.**

Timeframe:	Short-term	Responsible Agencies:	Legislature IDA
Key Recommendation			Chamber G/FL-RPC

TR04 **Preserve existing railroad rights of way and encourage continued rail service to industry.**

Timeframe:	On-going	Responsible Agencies:	PlanningDept LocalGovt
Key Recommendation			IDA

TR07 **Encourage and support plans of the LeRoy airport to serve corporate and general aviation needs.**

Timeframe:	Short-term	Responsible Agencies:	Chamber IDA G/FL-RPC

UT09 **Obtain funding to extend water and sewer to areas appropriate for intensive commercial and industrial development as part of economic development programs.**

Timeframe:	Short-term	Responsible Agencies:	Legislature IDA BusLndOwn

Interagency Council Actions:

HH01 **Maintain and strengthen the role of the Interagency Council to coordinate the delivery of human services.**

Timeframe: On-going Responsible Agencies: Interagency

Key Recommendation

HH05 **Co-locate Genesee County government health and human service agencies.**

Timeframe: Long-term Responsible Agencies: Legislature
Interagency

HH09 **The Interagency Council should conduct more structured, substantive meetings.**

Timeframe: Short-term Responsible Agencies: Interagency

HH10 **The Interagency Council should hold periodic conferences to raise the awareness of services and programs.**

Timeframe: Intermediate Responsible Agencies: Interagency

TR09 **Improve transportation services for senior citizens to increase accessibility to services and recreation.**

Timeframe: Intermediate Responsible Agencies: Legislature
TransCoord
R-GRTA
Interagency

Genesee County Job Development Bureau Actions:

ED12 **Provide additional training in basic employment skills before placing customers in employment situations. Hold pre-employment workshops at high schools and BOCES.**

Timeframe: Short-term

Responsible Agencies: JDB, BOCES, Schools, BEA

ED22 **Work with employers and customers of the public transportation system to improve the ability of the bus system to meet the needs of commuters.**

Timeframe: Short-term

Responsible Agencies: R-GRTA, JDB, TransCoord, Chamber

TR05 **Provide financial assistance to expand and improve the existing public transportation service.**

Timeframe: Intermediate

Key Recommendation

Responsible Agencies: Legislature, TransCoord, R-GRTA, JDB

Juvenile Justice Coordinating Committee Actions:

LE05 **Public schools, social service agencies, and law enforcement agencies should continue to work together and to build on the accomplishments of the Juvenile Justice Coordinating Committee.**

Timeframe: On-going

Responsible Agencies: Sheriff
Probation
SocialServices
Youth
JJCC

Genesee County Legislature Actions:

ED02 **Designate the Genesee County Industrial Development Agency as the key contact for retaining and attracting industrial development.**

Timeframe: Short-term

Responsible Agencies: Legislature
IDA

Key Recommendation

ED06 **Genesee County should maintain a Capital Improvements Program and identify sources of funding to implement specific projects. The County and local governments should consider dedicating a portion of the combined sales tax revenue to finance capital improvement projects and infrastructure improvements which would enhance economic development.**

Timeframe: On-going

Responsible Agencies: Legislature
LocalGovt

Key Recommendation

ED08 **Hold periodic meetings of the principals involved in the economic development efforts of key local and County agencies and encourage continued collaboration among agencies.**

Timeframe: Short-term

Responsible Agencies: IDA
Chamber
LocalGovt
GAM
Legislature
EmpStDevAdvis

Genesee County Legislature Actions:

ED09 **Prepare a packet of descriptions of economic development agencies and their functions, to be updated annually, and circulate it among all economic development agencies and committees.**

Timeframe:	Short-term	Responsible Agencies:	Legislature IDA Chamber EmpStDevAdvis

ED16 **Enhance and expand existing retail areas, as appropriate to meet local needs. Provide County support when such activities have significant benefits. Utilize a combination of public and private efforts, involving local governments, business development committee and merchants associations.**

Timeframe:	Short-term	Responsible Agencies:	LocalGovt Legislature MerchantsAssoc Chamber

ED18 **Continue to collect a "hotel occupancy" tax and utilize the funds to promote tourism.**

Timeframe:	On-going	Responsible Agencies:	Legislature Chamber

ED21 **Provide infrastructure improvements for significant tourism destinations.**

Timeframe:	Long-term	Responsible Agencies:	Legislature Chamber LocalGovt

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Genesee County Legislature Actions:

GA01 **Establish a forum for County, local and school district officials and policy makers to meet on a regular basis.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, LocalGovt, Schools

GA05 **Consider potential opportunities for the selective out-sourcing of governmental services, such as: custodial maintenance; airport; vehicle maintenance; information/communication/computer; social services; school bus transportation/rural transportation; solid waste/recycling; and highway construction/maintenance.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: Legislature, Manager, DeptHeads, LocalGovt, Schools

GA06 **Evaluate the current method of distributing sales tax revenues.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Legislature, Manager, LocalGovt, GAM

GA07 **Improve communication and cooperation with the Tonawanda Indian Reservation.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, TonawandaChiefs

Genesee County Legislature Actions:

GA09 **Continue to meet with representatives of adjacent counties to discuss areas of common concern.**

Timeframe: On-going Responsible Agencies: Legislature
Manager
DeptHeads

GA24 **Commission a study on the cost implications of Federal and State mandates.**

Timeframe: Short-term Responsible Agencies: Legislature

GA25 **Lobby State and Federal agencies to fully fund mandated programs or provide County agencies with increased authority to administer these programs according to local needs.**

Timeframe: On-going Responsible Agencies: Legislature
Manager

GA26 **Identify State laws that inhibit increased cooperation between local governments, school districts and County government.**

Timeframe: Short-term Responsible Agencies: Legislature
Manager

Genesee County Legislature Actions:

GA27 **Evaluate the impact of changes in sales tax legislation being considered by the State Legislature on the County, its municipalities and school districts.**

Timeframe: Short-term Responsible Agencies: Legislature
Manager
Treasurer
LocalGovt
Schools

HH02 **Petition the State Legislature to allow sharing of health and human service client information. Develop an integrated database software system and establish a coordinated County intake and information sharing system.**

Timeframe: Short-term Responsible Agencies: Legislature
HSCG

Key Recommendation

HH05 **Co-locate Genesee County government health and human service agencies.**

Timeframe: Long-term Responsible Agencies: Legislature
Interagency

HH06 **Create a human service planner position in the County Planning Development.**

Timeframe: Short-term Responsible Agencies: Legislature

Genesee County Legislature Actions:

HH07 **Petition the Federal and State governments to permit increased local control over health and human services program delivery and flexibility.**

Timeframe: Short-term

Responsible Agencies: Legislature
DeptHeads

HH11 **Secure the Regional Action Phone (RAP) funding for referral service. Continue to publicize RAP's referral service.**

Timeframe: On-going

Responsible Agencies: RAP
Legislature

HO02 **Encourage the establishment of partnerships between agencies, developers, and lending institutions to jointly address housing issues.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager
Legislature
GCHC
GRHIC
BCHC

HO04 **Coordinate activities undertaken by municipalities and housing services providers to minimize competition for available funding.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager
Legislature
GCHC
GRHIC
BCHC

Genesee County Legislature Actions:

HO10 **Serve as a conduit for financial assistance for housing by applying for funding resources and by contracting with housing services providers for the delivery of services.**

Timeframe: Short-term

Responsible Agencies: Manager
Legislature
GCHC
GRHIC

HO11 **Support applications for funding for home ownership assistance programs for first time home buyers.**

Timeframe: Short-term

Responsible Agencies: Manager
Legislature
GCHC
BCHC
GRHIC

HO12 **Support applications for funding for housing rehabilitation programs to maintain and upgrade the housing stock in Genesee County.**

Timeframe: Short-term

Responsible Agencies: Manager
Legislature
GCHC
BCHC
GRHIC

HO13 **Support applications for funding for rental assistance programs to ensure the affordability of housing for residents.**

Timeframe: Short-term

Responsible Agencies: Manager
Legislature
GCHC
BCHC
GRHIC

Genesee County Legislature Actions:

HO14 **Support applications for funding for the development of housing for persons with disabilities and persons with special needs.**

Timeframe: Short-term

Responsible Agencies: Manager, Legislature, GCHC, BCHC, GRHIC

LE07 **Develop a plan for providing the Sheriff's Office with needed space.**

Timeframe: Short-term

Responsible Agencies: Sheriff, Manager, Legislature, CJAC

LE08 **Develop a plan for consolidating the Probation Department and providing needed space.**

Timeframe: Short-term

Responsible Agencies: Probation, Manager, Legislature, CJAC

LU04 **Prepare a county-wide Agriculture and Farmland Protection Plan.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Legislature, AFPB, PlanningDept, CoopExt, LocalGovt, SWCD

Genesee County Legislature Actions:

LU09 **Follow-up on the results of the recently completed GIS study. Plan for future financing of improved technology and shared information.**

Timeframe: Short-term

Responsible Agencies: Legislature, RealProperty, PlanningDept, SWCD, ICS

PR01 **Support activities to boost tourism, such as increased marketing, transportation to events, space for performances, and coordination among arts organizations. Develop a community theme/identity to enhance cultural events and to encourage people to visit and live in Genesee County.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, Chamber, GCC, GOART

PR02 **Provide leadership in planning, coordinating and monitoring arts programs, cultural events, and recreational activities.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, Chamber, GCC, GOART

PR03 **Continue to support public libraries, including the development of an affordable telecommunications system.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: Legislature, Libraries, LocalGovt, Schools, GCC

Genesee County Legislature Actions:

PR05 **Develop an overall County-wide master plan for parks and formulate an implementation strategy.**

Timeframe: Long-term

Key Recommendation

Responsible Agencies: Legislature
Parks
LocalGovt

PR06 **Appoint a County Recreation and Cultural Advisory Committee.**

Timeframe: Short-term

Responsible Agencies: Manager
Legislature

PR07 **Encourage and lead an effort of increased cooperation with municipalities and private organizations to provide recreational and cultural facilities and programs.**

Timeframe: On-going

Responsible Agencies: Manager
Legislature
LocalGovt
GOART
GCC

PR08 **Implement Dewitt Park Plan.**

Timeframe: Intermediate

Responsible Agencies: Legislature
Parks

Genesee County Legislature Actions:

TR02 **Conduct a study to identify and evaluate potential methods of moving traffic more efficiently through the City of Batavia.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Legislature
BataviaCity/Town
NYSDOT

TR03 **Provide facilities to enable the Genesee County Airport to retain its status as a General Aviation Airport and to serve expanding business needs and the increasing number of non-traditional passengers.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Legislature
IDA
Chamber
G/FL-RPC

TR05 **Provide financial assistance to expand and improve the existing public transportation service.**

Timeframe: Intermediate

Key Recommendation

Responsible Agencies: Legislature
TransCoord
R-GRTA
JDB

TR06 **Phase out the responsibility of the County Highway Department to operate the airport and retain a contract management firm to operate the airport.**

Timeframe: Short-term

Responsible Agencies: Legislature

Genesee County Legislature Actions:

TR08 **Lobby Amtrak to study the need for future passenger rail terminals.**

Timeframe:	On-going	Responsible Agencies:	Legislature Chamber

TR09 **Improve transportation services for senior citizens to increase accessibility to services and recreation.**

Timeframe:	Intermediate	Responsible Agencies:	Legislature TransCoord R-GRTA Interagency

TR10 **Continue to convene the Transportation Coordination Committee.**

Timeframe:	On-going	Responsible Agencies:	Legislature PlanningDept TransCoord

UT01 **Provide leadership in addressing the County-wide need for a dependable and high-quality public water supply.**

Timeframe:	Short-term	Responsible Agencies:	GCSWA PlanningDept Legislature LocalGovt HealthDept

Key Recommendation

Genesee County Legislature Actions:

UT02 **Investigate the feasibility/benefits of increased collaboration and/or consolidation among municipal water suppliers, including the coordination of administrative activities.**

Timeframe: Intermediate

Key Recommendation

Responsible Agencies: GCSWA, WaterSuppliers, LocalGovt, Legislature

UT03 **Establish a County Drainage Committee to identify needs and to recommend and coordinate actions to reduce drainage problems. The Committee should consist of a member of each municipality's drainage committee or the highway superintendent.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Legislature, SWCD, LocalGovt

UT05 **Increase the amount of recycling.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: GLOW, LocalGovt, Legislature

UT06 **Continue the work of GCSWA.**

Timeframe: On-going

Responsible Agencies: Legislature, GCSWA

Genesee County Legislature Actions:

UT09 **Obtain funding to extend water and sewer to areas appropriate for intensive commercial and industrial development as part of economic development programs.**

Timeframe: Short-term

Responsible Agencies: Legislature
IDA
BusLndOwn

UT10 **Obtain financing, including grants, to provide sewer and/or water service, as feasible, to areas where existing systems are inadequate. Consider package systems in order to avoid the extension of service through rural areas.**

Timeframe: Short-term

Responsible Agencies: Legislature
LocalGovt

Genesee County Library System Actions:

GA02 **Coordinate a County-wide network on a computer server to connect County, local government, and school facilities through E-mail, browser, and internet/intranet capability. Initiate discussions with area municipalities and school districts to coordinate the development of computer systems.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: ICS, LocalGovt, Schools, GCC, BOCES, Libraries

GA15 **Provide computer training and cost-sharing programs for computer hardware and software to local governments and school districts.**

Timeframe: Intermediate

Responsible Agencies: ICS, Schools, BOCES, GCC, Libraries

GA23 **Begin to use electronic media (i.e., E-mail, Internet/Intranet, etc.) to communicate with the public and to distribute information, once County system is operable.**

Timeframe: Intermediate

Responsible Agencies: ICS, Schools, GCC, BOCES, Libraries

PR03 **Continue to support public libraries, including the development of an affordable telecommunications system.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: Legislature, Libraries, LocalGovt, Schools, GCC

Genesee County Library System Actions:

PR04 **Develop a Community Resources' Directory of events, organizations, and services and distribute it through a public libraries database.**

Timeframe: Intermediate

Key Recommendation

Responsible Agencies: Libraries
GOART
Schools
LocalGovt
GCC
Chamber

Local Government Actions:

ED03 **Publicize services available to the business community, including agriculture, manufacturers, retailers, and tourism businesses. Target small businesses, in particular. Utilize news articles, the Chamber of Commerce newsletter, the IDA newsletter, and other media.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Chamber, IDA, CoopExt, GCC, LocalGovt, BOCES

ED06 **Genesee County should maintain a Capital Improvements Program and identify sources of funding to implement specific projects. The County and local governments should consider dedicating a portion of the combined sales tax revenue to finance capital improvement projects and infrastructure improvements which would enhance economic development.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: Legislature, LocalGovt

ED08 **Hold periodic meetings of the principals involved in the economic development efforts of key local and County agencies and encourage continued collaboration among agencies.**

Timeframe: Short-term

Responsible Agencies: IDA, Chamber, LocalGovt, GAM, Legislature, EmpStDevAdvis

Local Government Actions:

ED14 **Identify appropriate sites for direct marketing of farm products, that will attract customers and minimize conflict with neighboring businesses. Re-evaluate the appropriateness of the site of the Batavia farmers market.**

Timeframe: Short-term

Responsible Agencies: CoopExt, LocalGovt, Chamber

ED16 **Enhance and expand existing retail areas, as appropriate to meet local needs. Provide County support when such activities have significant benefits. Utilize a combination of public and private efforts, involving local governments, business development committee and merchants associations.**

Timeframe: Short-term

Responsible Agencies: LocalGovt, Legislature, MerchantsAssoc, Chamber

ED21 **Provide infrastructure improvements for significant tourism destinations.**

Timeframe: Long-term

Responsible Agencies: Legislature, Chamber, LocalGovt

GA01 **Establish a forum for County, local and school district officials and policy makers to meet on a regular basis.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, LocalGovt, Schools

Local Government Actions:

GA02 **Coordinate a County-wide network on a computer server to connect County, local government, and school facilities through E-mail, browser, and internet/intranet capability. Initiate discussions with area municipalities and school districts to coordinate the development of computer systems.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: ICS, LocalGovt, Schools, GCC, BOCES, Libraries

GA03 **The County should assist municipalities in solving existing water supply and distribution problems, such as by negotiating with the Monroe County Water Authority for the extension of water transmission lines and the provision of public water to Genesee County.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: GCSWA, PlanningDept, WaterSuppliers, LocalGovt, HealthDept

GA04 **Establish a fully integrated joint purchasing system. Pursue other collaboration and/or consolidation efforts involving services provided by the County, municipalities, school districts, adjacent counties, and the private sector.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Purchasing, BOCES, Schools, LocalGovt, GCC

Local Government Actions:

GA05 **Consider potential opportunities for the selective out-sourcing of governmental services, such as: custodial maintenance; airport; vehicle maintenance; information/communication/computer; social services; school bus transportation/rural transportation; solid waste/recycling; and highway construction/maintenance.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: Legislature, Manager, DeptHeads, LocalGovt, Schools

GA06 **Evaluate the current method of distributing sales tax revenues.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Legislature, Manager, LocalGovt, GAM

GA10 **Evaluate existing programs that would benefit from increased cooperation with local government and school district officials.**

Timeframe: On-going

Responsible Agencies: DeptHeads, LocalGovt, Schools, GCC, BOCES

GA11 **Increase coordination with local governments and schools to improve the delivery of administrative functions in a cost-effective manner.**

Timeframe: On-going

Responsible Agencies: DeptHeads, LocalGovt, Schools, GCC, BOCES

Local Government Actions:

GA12 **Document successful cooperative efforts between County departments and with local municipalities and school districts, including information on cost-savings.**

Timeframe: On-going

Responsible Agencies: Manager
LocalGovt
Schools
GCC
BOCES

GA20 **Develop measures to assist County departments as well as local officials and school district personnel to evaluate the effectiveness of existing programs and services.**

Timeframe: On-going

Responsible Agencies: Manager
LocalGovt
Schools
GCC
BOCES

GA27 **Evaluate the impact of changes in sales tax legislation being considered by the State Legislature on the County, its municipalities and school districts.**

Timeframe: Short-term

Responsible Agencies: Legislature
Manager
Treasurer
LocalGovt
Schools

HO15 **Support cooperative efforts between municipalities and area farmers to develop and maintain adequate housing for year-round and seasonal farmworkers.**

Timeframe: Short-term

Responsible Agencies: Manager
LocalGovt
GRHIC
ROI

Local Government Actions:

HO19 **Provide technical assistance to and encourage municipalities to expand the capacity of infrastructure to support new housing development in appropriate areas.**

Timeframe: On-going

Responsible Agencies: PlanningDept
LocalGovt

LU02 **Encourage municipalities to evaluate the impacts of the extension of infrastructure on agriculture and other land uses.**

Timeframe: On-going

Responsible Agencies: LocalGovt
PlanningDept

Key Recommendation

LU03 **Encourage the use of local planning techniques, development regulations, private preservation techniques, the State Environmental Quality Review regulations, and provisions of the Agricultural District program to support agriculture, to retain high quality farmland, and to maximize the County's agribusiness potentials.**

Timeframe: On-going

Responsible Agencies: LocalGovt
AFPB
FarmOwners
PlanningDept

Key Recommendation

LU04 **Prepare a county-wide Agriculture and Farmland Protection Plan.**

Timeframe: Short-term

Responsible Agencies: Legislature
AFPB
PlanningDept
CoopExt
LocalGovt
SWCD

Key Recommendation

Local Government Actions:

LU06 **Encourage local governments to develop local plans and regulations which provide for a balance of agricultural, residential, commercial and industrial development in appropriate locations.**

Timeframe: Short-term Responsible Agencies: LocalGovt
PlanningDept

LU07 **Encourage municipalities to jointly provide administrative services, such as zoning administration and code enforcement, whenever such coordination would provide better service and/ or save taxpayers dollars.**

Timeframe: On-going Responsible Agencies: LocalGovt
PlanningDept

LU08 **Encourage local governments to require attendance at training sessions as a condition of appointments to Planning Boards and Zoning Boards of Appeals.**

Timeframe: Short-term Responsible Agencies: LocalGovt
PlanningDept

LU10 **Encourage local governments to amend zoning regulations in order to encourage commercial development along highways at specified "nodes;" to encourage compact development designs that utilize interior land; to limit the extent of commercially-zoned areas elsewhere in rural areas; and to avoid designating existing residential properties as commercial zones.**

Timeframe: On-going Responsible Agencies: LocalGovt
PlanningDept
PlanningBrd

Local Government Actions:

LU11 **Prepare guidelines for local governments to use to design and implement physical improvements and other activities that would make existing business districts more appealing places to shop.**

Timeframe: Intermediate

Responsible Agencies: LocalGovt
Chamber
MerchantsAssoc
PlanningDept

LU12 **Identify sensitive natural areas that are not already protected by federal or state programs, and encourage municipalities to enact appropriate zoning regulations to discourage activities that would compromise the resource or damage neighboring land.**

Timeframe: Intermediate

Responsible Agencies: LocalGovt
PlanningDept
SWCD

LU13 **Encourage municipalities to ensure that stormwater drainage facilities are adequate as part of the development review process.**

Timeframe: On-going

Responsible Agencies: LocalGovt
PlanningDept
SWCD

LU14 **Support local efforts to evaluate needs for park and recreational land, obtain needed funding, and acquire land and develop facilities to meet current and projected needs.**

Timeframe: Intermediate

Responsible Agencies: LocalGovt
PlanningDept

Local Government Actions:

LU15 **Work with State and Federal agencies to identify and clean up hazardous waste sites and make these sites available for redevelopment.**

Timeframe: Short-term

Responsible Agencies: LocalGovt
Landowners
EMC

LU16 **Use the SEQR process to identify and avoid future environmental effects of development projects.**

Timeframe: On-going

Responsible Agencies: LocalGovt
EMC

PR03 **Continue to support public libraries, including the development of an affordable telecommunications system.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: Legislature
Libraries
LocalGovt
Schools
GCC

PR04 **Develop a Community Resources' Directory of events, organizations, and services and distribute it through a public libraries database.**

Timeframe: Intermediate

Key Recommendation

Responsible Agencies: Libraries
GOART
Schools
LocalGovt
GCC
Chamber

Local Government Actions:

PR05 **Develop an overall County-wide master plan for parks and formulate an implementation strategy.**

Timeframe: Long-term

Key Recommendation

Responsible Agencies: Legislature, Parks, LocalGovt

PR07 **Encourage and lead an effort of increased cooperation with municipalities and private organizations to provide recreational and cultural facilities and programs.**

Timeframe: On-going

Responsible Agencies: Manager, Legislature, LocalGovt, GOART, GCC

TR01 **Develop a shared services program with county and local governments for highway maintenance (i.e., equipment, manpower). Delegate more routine maintenance activities to municipalities.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: HighwayDept, LocalGovt

TR04 **Preserve existing railroad rights of way and encourage continued rail service to industry.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: PlanningDept, LocalGovt, IDA

Local Government Actions:

UT01 **Provide leadership in addressing the County-wide need for a dependable and high-quality public water supply.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: GCSWA, PlanningDept, Legislature, LocalGovt, HealthDept

UT02 **Investigate the feasibility/benefits of increased collaboration and/or consolidation among municipal water suppliers, including the coordination of administrative activities.**

Timeframe: Intermediate

Key Recommendation

Responsible Agencies: GCSWA, WaterSuppliers, LocalGovt, Legislature

UT03 **Establish a County Drainage Committee to identify needs and to recommend and coordinate actions to reduce drainage problems. The Committee should consist of a member of each municipality's drainage committee or the highway superintendent.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Legislature, SWCD, LocalGovt

UT05 **Increase the amount of recycling.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: GLOW, LocalGovt, Legislature

Local Government Actions:

UT07 **Study and recognize existing and future growth centers early-on for the proper design of infrastructure.**

Timeframe: Short-term Responsible Agencies: GCSWA
PlanningDept
LocalGovt

UT08 **Investigate the feasibility/benefits of increased collaboration and/or consolidation among municipal sewer services, including the coordination of administrative activities.**

Timeframe: Intermediate Responsible Agencies: GCSWA
LocalGovt

UT10 **Obtain financing, including grants, to provide sewer and/or water service, as feasible, to areas where existing systems are inadequate. Consider package systems in order to avoid the extension of service through rural areas.**

Timeframe: Short-term Responsible Agencies: Legislature
LocalGovt

UT11 **Implement the City/ Town of Batavia Wellhead Protection Program. Obtain funding to prepare wellhead protection programs for the Villages of Corfu, Oakfield, LeRoy and Elba and the Town of Pavilion.**

Timeframe: Short-term Responsible Agencies: LocalGovt
PlanningDept

Local Government Actions:

UT12 **Educate local officials and the public on water quality and quantity issues.**

Timeframe: On-going

Responsible Agencies: SWCD
DrainageComm
LocalGovt
CoopExt

UT13 **Implement measures outlined by the County Drainage Committee.**

Timeframe: Intermediate

Responsible Agencies: DrainageComm
SWCD
LocalGovt

Genesee County Manager Actions:

GA01 **Establish a forum for County, local and school district officials and policy makers to meet on a regular basis.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, LocalGovt, Schools

GA05 **Consider potential opportunities for the selective out-sourcing of governmental services, such as: custodial maintenance; airport; vehicle maintenance; information/communication/computer; social services; school bus transportation/rural transportation; solid waste/recycling; and highway construction/maintenance.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: Legislature, Manager, DeptHeads, LocalGovt, Schools

GA06 **Evaluate the current method of distributing sales tax revenues.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Legislature, Manager, LocalGovt, GAM

GA07 **Improve communication and cooperation with the Tonawanda Indian Reservation.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, TonawandaChiefs

GA08 **Schedule interagency meetings on a regular basis to address technical issues, improve coordination and facilitate sharing.**

Timeframe: Short-term

Responsible Agencies: Manager, DeptHeads

Genesee County Manager Actions:

GA09 **Continue to meet with representatives of adjacent counties to discuss areas of common concern.**

Timeframe: On-going Responsible Agencies: Legislature
Manager
DeptHeads

GA12 **Document successful cooperative efforts between County departments and with local municipalities and school districts, including information on cost-savings.**

Timeframe: On-going Responsible Agencies: Manager
LocalGovt
Schools
GCC
BOCES

GA20 **Develop measures to assist County departments as well as local officials and school district personnel to evaluate the effectiveness of existing programs and services.**

Timeframe: On-going Responsible Agencies: Manager
LocalGovt
Schools
GCC
BOCES

GA21 **Broaden the distribution of the County newsletter to include area libraries as well as local governments, school districts and employees.**

Timeframe: Short-term Responsible Agencies: Manager
DeptHeads

GA22 **Continue to publish County information in publications which have widespread distribution throughout the community. Expand the use of other media (i.e., radio, cable television, etc.) to "reach out" to the public.**

Timeframe: On-going Responsible Agencies: Manager
DeptHeads

Genesee County Manager Actions:

GA25 **Lobby State and Federal agencies to fully fund mandated programs or provide County agencies with increased authority to administer these programs according to local needs.**

Timeframe: On-going

Responsible Agencies: Legislature
Manager

GA26 **Identify State laws that inhibit increased cooperation between local governments, school districts and County government.**

Timeframe: Short-term

Responsible Agencies: Legislature
Manager

GA27 **Evaluate the impact of changes in sales tax legislation being considered by the State Legislature on the County, its municipalities and school districts.**

Timeframe: Short-term

Responsible Agencies: Legislature
Manager
Treasurer
LocalGovt
Schools

HO02 **Encourage the establishment of partnerships between agencies, developers, and lending institutions to jointly address housing issues.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager
Legislature
GCHC
GRHIC
BCHC

HO04 **Coordinate activities undertaken by municipalities and housing services providers to minimize competition for available funding.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager
Legislature
GCHC
GRHIC
BCHC

Genesee County Manager Actions:

HO06 **Coordinate new housing development and the provision of other housing services with on-going economic development activities.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, IDA, GCHC, GRHIC

HO10 **Serve as a conduit for financial assistance for housing by applying for funding resources and by contracting with housing services providers for the delivery of services.**

Timeframe: Short-term

Responsible Agencies: Manager, Legislature, GCHC, GRHIC

HO11 **Support applications for funding for home ownership assistance programs for first time home buyers.**

Timeframe: Short-term

Responsible Agencies: Manager, Legislature, GCHC, BCHC, GRHIC

HO12 **Support applications for funding for housing rehabilitation programs to maintain and upgrade the housing stock in Genesee County.**

Timeframe: Short-term

Responsible Agencies: Manager, Legislature, GCHC, BCHC, GRHIC

HO13 **Support applications for funding for rental assistance programs to ensure the affordability of housing for residents.**

Timeframe: Short-term

Responsible Agencies: Manager, Legislature, GCHC, BCHC, GRHIC

Genesee County Manager Actions:

HO14 **Support applications for funding for the development of housing for persons with disabilities and persons with special needs.**

Timeframe: Short-term

Responsible Agencies: Manager, Legislature, GCHC, BCHC, GRHIC

HO15 **Support cooperative efforts between municipalities and area farmers to develop and maintain adequate housing for year-round and seasonal farmworkers.**

Timeframe: Short-term

Responsible Agencies: Manager, LocalGovt, GRHIC, ROI

HO20 **Educate housing services providers and economic development specialists regarding the interrelationships between housing and economic development.**

Timeframe: Short-term

Responsible Agencies: Manager, IDA, GCHC, GRHIC

LE07 **Develop a plan for providing the Sheriff's Office with needed space.**

Timeframe: Short-term

Responsible Agencies: Sheriff, Manager, Legislature, CJAC

LE08 **Develop a plan for consolidating the Probation Department and providing needed space.**

Timeframe: Short-term

Responsible Agencies: Probation, Manager, Legislature, CJAC

Genesee County Manager Actions:

LE09 **Study EMS space needs.**

Timeframe: Intermediate

Responsible Agencies: EMSCoord, Manager

PR01 **Support activities to boost tourism, such as increased marketing, transportation to events, space for performances, and coordination among arts organizations. Develop a community theme/identity to enhance cultural events and to encourage people to visit and live in Genesee County.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, Chamber, GCC, GOART

PR02 **Provide leadership in planning, coordinating and monitoring arts programs, cultural events, and recreational activities.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, Chamber, GCC, GOART

PR06 **Appoint a County Recreation and Cultural Advisory Committee.**

Timeframe: Short-term

Responsible Agencies: Manager, Legislature

PR07 **Encourage and lead an effort of increased cooperation with municipalities and private organizations to provide recreational and cultural facilities and programs.**

Timeframe: On-going

Responsible Agencies: Manager, Legislature, LocalGovt, GOART, GCC

Parks Department Actions:

PR05 **Develop an overall County-wide master plan for parks and formulate an implementation strategy.**

Timeframe: Long-term

Key Recommendation

Responsible Agencies: Legislature
Parks
LocalGovt

PR08 **Implement Dewitt Park Plan.**

Timeframe: Intermediate

Responsible Agencies: Legislature
Parks

Personnel Department Actions:

GA17 **Improve the responsiveness of the Central Services (Purchasing) and Personnel Departments.**

Timeframe: Short-term

Responsible Agencies: Purchasing
Personnel

GLOW Private Industry Council Actions:

ED05 **Identify training needs and establish training programs at BOCES, Genesee Community College and other educational institutions.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: PIC
GCC
BOCES
BEA
CoopExt

Genesee County Planning Board Actions:

LU10 **Encourage local governments to amend zoning regulations in order to encourage commercial development along highways at specified "nodes;" to encourage compact development designs that utilize interior land; to limit the extent of commercially-zoned areas elsewhere in rural areas; and to avoid designating existing residential properties as commercial zones.**

Timeframe: On-going Responsible Agencies: LocalGovt
PlanningDept
PlanningBrd

UT04 **Act as a clearinghouse of planning information to enable private companies to properly plan facilities to serve existing and future developments. Invite key members of natural gas, electric, and communication systems to County Planning Board meetings to share information.**

Timeframe: On-going Responsible Agencies: PlanningBrd
PlanningDept

Key Recommendation

Planning Department Actions:

GA03 **The County should assist municipalities in solving existing water supply and distribution problems, such as by negotiating with the Monroe County Water Authority for the extension of water transmission lines and the provision of public water to Genesee County.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: GCSWA
PlanningDept
WaterSuppliers
LocalGovt
HealthDept

GA19 **Organize and coordinate the delivery of additional training of County, municipal and school district officials, especially by adding night and weekend classes through GCC and BOCES. Provide courses in the following areas:**

- **Computer/Advanced Technology**
- **Public Officials and Board Members**
- **SEQR, Planning, Zoning, and Code Enforcement**
- **Public Relations/Customer Service**
- **Public Safety/Emergency Drills**
- **Management Skills**

Timeframe: Intermediate

Responsible Agencies: ICS
PlanningDept
EMSCoord
GCC
BOCES

HH03 **Analyze existing needs assessment information for health and human services and explore changing agency roles and responsibilities.**

Timeframe: Intermediate

Responsible Agencies: PlanningDept

Key Recommendation

Planning Department Actions:

HO01 **Conduct a detailed needs survey to identify specific housing problems, issues and needs to be addressed.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: PlanningDept
GCHC
GRHIC
BCHC

HO03 **Assist agencies and municipalities in identifying sources of funding and in encouraging housing development in appropriate areas while protecting agricultural and sensitive natural areas.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: PlanningDept
GCHC
GRHIC

HO05 **Act as a clearinghouse for information on available housing programs, and serve as a source of statistical information and other data to support applications for funding assistance programs.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: PlanningDept
GCHC
GRHIC
BCHC

HO07 **Present the results of the housing needs survey to the public, to municipalities and to housing services providers to encourage public discussion of housing needs and priorities.**

Timeframe: Short-term

Responsible Agencies: PlanningDept
GCHC
GRHIC
BCHC

Planning Department Actions:

HO08 **Identify strategies to address housing needs. Provide technical assistance to housing services providers and municipalities to address specific needs.**

Timeframe: Short-term Responsible Agencies: PlanningDept
GCHC
GRHIC
BCHC

HO09 **Monitor housing activities in order to maintain a Countywide overview of on-going needs, issues, and accomplishments .**

Timeframe: On-going Responsible Agencies: PlanningDept

HO16 **Act as a clearinghouse for information on local planning initiatives, existing zoning regulations, building codes and other land use controls.**

Timeframe: On-going Responsible Agencies: PlanningDept

HO17 **Develop uniform design standards and/or model ordinances to increase the compatibility of housing development across municipal boundaries.**

Timeframe: Short-term Responsible Agencies: PlanningDept

Planning Department Actions:

HO18 **Encourage more consistent enforcement of local development codes to reduce substandard housing conditions.**

Timeframe: On-going Responsible Agencies: PlanningDept

HO19 **Provide technical assistance to and encourage municipalities to expand the capacity of infrastructure to support new housing development in appropriate areas.**

Timeframe: On-going Responsible Agencies: PlanningDept
LocalGovt

HO21 **Develop and maintain information on the availability of existing housing and provide this information to companies seeking to locate or expand in Genesee County.**

Timeframe: Short-term Responsible Agencies: PlanningDept
GCHC
GRHIC
IDA

LU01 **Use existing resources at the County Planning Department to encourage better land use decisions at the local level, especially by providing training to local elected officials and members of planning, zoning and conservation boards.**

Timeframe: On-going Responsible Agencies: PlanningDept

Key Recommendation

Planning Department Actions:

LU02 **Encourage municipalities to evaluate the impacts of the extension of infrastructure on agriculture and other land uses.**

Timeframe: On-going

Responsible Agencies: LocalGovt
PlanningDept

Key Recommendation

LU03 **Encourage the use of local planning techniques, development regulations, private preservation techniques, the State Environmental Quality Review regulations, and provisions of the Agricultural District program to support agriculture, to retain high quality farmland, and to maximize the County's agribusiness potentials.**

Timeframe: On-going

Responsible Agencies: LocalGovt
AFPB
FarmOwners
PlanningDept

Key Recommendation

LU04 **Prepare a county-wide Agriculture and Farmland Protection Plan.**

Timeframe: Short-term

Responsible Agencies: Legislature
AFPB
PlanningDept
CoopExt
LocalGovt
SWCD

Key Recommendation

LU05 **Support the Agricultural and Farmland Protection Board and publicize the provisions of the Agricultural District to realtors, local governments and landowners.**

Timeframe: On-going

Responsible Agencies: AFPB
CoopExt
PlanningDept

Planning Department Actions:

LU06 **Encourage local governments to develop local plans and regulations which provide for a balance of agricultural, residential, commercial and industrial development in appropriate locations.**

Timeframe: Short-term Responsible Agencies: LocalGovt
PlanningDept

LU07 **Encourage municipalities to jointly provide administrative services, such as zoning administration and code enforcement, whenever such coordination would provide better service and/ or save taxpayers dollars.**

Timeframe: On-going Responsible Agencies: LocalGovt
PlanningDept

LU08 **Encourage local governments to require attendance at training sessions as a condition of appointments to Planning Boards and Zoning Boards of Appeals.**

Timeframe: Short-term Responsible Agencies: LocalGovt
PlanningDept

LU09 **Follow-up on the results of the recently completed GIS study. Plan for future financing of improved technology and shared information.**

Timeframe: Short-term Responsible Agencies: Legislature
RealProperty
PlanningDept
SWCD
ICS

Planning Department Actions:

LU10 **Encourage local governments to amend zoning regulations in order to encourage commercial development along highways at specified "nodes;" to encourage compact development designs that utilize interior land; to limit the extent of commercially-zoned areas elsewhere in rural areas; and to avoid designating existing residential properties as commercial zones.**

Timeframe: On-going

Responsible Agencies: LocalGovt
PlanningDept
PlanningBrd

LU11 **Prepare guidelines for local governments to use to design and implement physical improvements and other activities that would make existing business districts more appealing places to shop.**

Timeframe: Intermediate

Responsible Agencies: LocalGovt
Chamber
MerchantsAsso
PlanningDept

LU12 **Identify sensitive natural areas that are not already protected by federal or state programs, and encourage municipalities to enact appropriate zoning regulations to discourage activities that would compromise the resource or damage neighboring land.**

Timeframe: Intermediate

Responsible Agencies: LocalGovt
PlanningDept
SWCD

LU13 **Encourage municipalities to ensure that stormwater drainage facilities are adequate as part of the development review process.**

Timeframe: On-going

Responsible Agencies: LocalGovt
PlanningDept
SWCD

Planning Department Actions:

LU14 **Support local efforts to evaluate needs for park and recreational land, obtain needed funding, and acquire land and develop facilities to meet current and projected needs.**

Timeframe: Intermediate

Responsible Agencies: LocalGovt
PlanningDept

TR04 **Preserve existing railroad rights of way and encourage continued rail service to industry.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: PlanningDept
LocalGovt
IDA

TR10 **Continue to convene the Transportation Coordination Committee.**

Timeframe: On-going

Responsible Agencies: Legislature
PlanningDept
TransCoord

UT01 **Provide leadership in addressing the County-wide need for a dependable and high-quality public water supply.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: GCSWA
PlanningDept
Legislature
LocalGovt
HealthDept

Planning Department Actions:

UT04 **Act as a clearinghouse of planning information to enable private companies to properly plan facilities to serve existing and future developments. Invite key members of natural gas, electric, and communication systems to County Planning Board meetings to share information.**

Timeframe: On-going

Responsible Agencies: PlanningBrd
PlanningDept

Key Recommendation

UT07 **Study and recognize existing and future growth centers early-on for the proper design of infrastructure.**

Timeframe: Short-term

Responsible Agencies: GCSWA
PlanningDept
LocalGovt

UT11 **Implement the City/ Town of Batavia Wellhead Protection Program. Obtain funding to prepare wellhead protection programs for the Villages of Corfu, Oakfield, LeRoy and Elba and the Town of Pavilion.**

Timeframe: Short-term

Responsible Agencies: LocalGovt
PlanningDept

Probation Department Actions:

LE05 **Public schools, social service agencies, and law enforcement agencies should continue to work together and to build on the accomplishments of the Juvenile Justice Coordinating Committee.**

Timeframe: On-going

Responsible Agencies: Sheriff, Probation, SocialServices, Youth, JJCC

LE08 **Develop a plan for consolidating the Probation Department and providing needed space.**

Timeframe: Short-term

Responsible Agencies: Probation Manager, Legislature, CJAC

Central Services (Purchasing) Actions:

GA04 **Establish a fully integrated joint purchasing system. Pursue other collaboration and/or consolidation efforts involving services provided by the County, municipalities, school districts, adjacent counties, and the private sector.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Purchasing
BOCES
Schools
LocalGovt
GCC

GA13 **Prepare, maintain and circulate a centralized list of all government-owned equipment in the County.**

Timeframe: Short-term

Responsible Agencies: Purchasing

GA17 **Improve the responsiveness of the Central Services (Purchasing) and Personnel Departments.**

Timeframe: Short-term

Responsible Agencies: Purchasing
Personnel

GA18 **Increase outreach and education about the County's joint purchasing activities.**

Timeframe: Short-term

Responsible Agencies: Purchasing

Regional Action Phone (RAP) Actions:

HH08 **Distribute the Genesee County Community Services Directory to agencies throughout the County.**

Timeframe: Short-term Responsible Agencies: RAP

HH11 **Secure the Regional Action Phone (RAP) funding for referral service. Continue to publicize RAP's referral service.**

Timeframe: On-going Responsible Agencies: RAP
Legislature

Rochester/ Finger Lakes Regional Development Corporation Actions:

ED01 **Increase marketing for industrial development, as well as for agriculture, retail, tourism, and residential development. Continue to share materials prepared to market Genesee County among economic development organizations in the County.**

Timeframe: On-going

Responsible Agencies: IDA, Chamber, R/FL-RDC, CoopExt

Key Recommendation

ED04 **Hold networking events to encourage communication and trade among businesses in Genesee County. For example, continue the Chamber of Commerce's "schmoozer" series, and establish a Business-to-Business Trade Fair.**

Timeframe: On-going

Responsible Agencies: IDA, Chamber, R/FL-RDC, CoopExt

Key Recommendation

ED11 **Update the "quality of life" brochure, which could be used to promote Genesee County for industrial relocations as well as for tourism and other purposes.**

Timeframe: Intermediate

Responsible Agencies: IDA, Chamber, R/FL-RDC

Rochester / Genesee Regional Transportation Authority Actions:

ED22 **Work with employers and customers of the public transportation system to improve the ability of the bus system to meet the needs of commuters.**

Timeframe: Short-term

Responsible Agencies: R-GRTA, JDB, TransCoord, Chamber

TR05 **Provide financial assistance to expand and improve the existing public transportation service.**

Timeframe: Intermediate

Key Recommendation

Responsible Agencies: Legislature, TransCoord, R-GRTA, JDB

TR09 **Improve transportation services for senior citizens to increase accessibility to services and recreation.**

Timeframe: Intermediate

Responsible Agencies: Legislature, TransCoord, R-GRTA, Interagency

Rural Opportunities Inc. (ROI) Actions:

HO15 **Support cooperative efforts between municipalities and area farmers to develop and maintain adequate housing for year-round and seasonal farmworkers.**

Timeframe: Short-term

Responsible Agencies: Manager
LocalGovt
GRHIC
ROI

Office of Real Property Tax Services Actions:

LU09 **Follow-up on the results of the recently completed GIS study. Plan for future financing of improved technology and shared information.**

Timeframe: Short-term

Responsible Agencies: Legislature
RealProperty
PlanningDept
SWCD
ICS

Local School District Actions:

ED12 **Provide additional training in basic employment skills before placing customers in employment situations. Hold pre-employment workshops at high schools and BOCES.**

Timeframe: Short-term

Responsible Agencies: JDB, BOCES, Schools, BEA

ED15 **Continue to promote awareness of agriculture as an industry, through school programs and media coverage.**

Timeframe: On-going

Responsible Agencies: CoopExt, BOCES, Schools

GA01 **Establish a forum for County, local and school district officials and policy makers to meet on a regular basis.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Manager, Legislature, LocalGovt, Schools

GA02 **Coordinate a County-wide network on a computer server to connect County, local government, and school facilities through E-mail, browser, and internet/intranet capability. Initiate discussions with area municipalities and school districts to coordinate the development of computer systems.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: ICS, LocalGovt, Schools, GCC, BOCES, Libraries

Local School District Actions:

GA04 **Establish a fully integrated joint purchasing system. Pursue other collaboration and/or consolidation efforts involving services provided by the County, municipalities, school districts, adjacent counties, and the private sector.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Purchasing, BOCES, Schools, LocalGovt, GCC

GA05 **Consider potential opportunities for the selective out-sourcing of governmental services, such as: custodial maintenance; airport; vehicle maintenance; information/communication/computer; social services; school bus transportation/rural transportation; solid waste/recycling; and highway construction/maintenance.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: Legislature, Manager, DeptHeads, LocalGovt, Schools

GA10 **Evaluate existing programs that would benefit from increased cooperation with local government and school district officials.**

Timeframe: On-going

Responsible Agencies: DeptHeads, LocalGovt, Schools, GCC, BOCES

GA11 **Increase coordination with local governments and schools to improve the delivery of administrative functions in a cost-effective manner.**

Timeframe: On-going

Responsible Agencies: DeptHeads, LocalGovt, Schools, GCC, BOCES

Local School District Actions:

GA12 **Document successful cooperative efforts between County departments and with local municipalities and school districts, including information on cost-savings.**

Timeframe: On-going

Responsible Agencies: Manager, LocalGovt, Schools, GCC, BOCES

GA15 **Provide computer training and cost-sharing programs for computer hardware and software to local governments and school districts.**

Timeframe: Intermediate

Responsible Agencies: ICS, Schools, BOCES, GCC, Libraries

GA16 **Enhance opportunities for interaction between the County Historian and the public school systems to the extent that personnel and resources are supplemented or increased.**

Timeframe: Short-term

Responsible Agencies: Historian, Schools

GA20 **Develop measures to assist County departments as well as local officials and school district personnel to evaluate the effectiveness of existing programs and services.**

Timeframe: On-going.

Responsible Agencies: Manager, LocalGovt, Schools, GCC, BOCES

Local School District Actions:

GA23 **Begin to use electronic media (i.e., E-mail, Internet/Intranet, etc.) to communicate with the public and to distribute information, once County system is operable.**

Timeframe: Intermediate

Responsible Agencies: ICS, Schools, GCC, BOCES, Libraries

GA27 **Evaluate the impact of changes in sales tax legislation being considered by the State Legislature on the County, its municipalities and school districts.**

Timeframe: Short-term

Responsible Agencies: Legislature, Manager, Treasurer, LocalGovt, Schools

PR03 **Continue to support public libraries, including the development of an affordable telecommunications system.**

Timeframe: On-going

Key Recommendation

Responsible Agencies: Legislature, Libraries, LocalGovt, Schools, GCC

PR04 **Develop a Community Resources' Directory of events, organizations, and services and distribute it through a public libraries database.**

Timeframe: Intermediate

Key Recommendation

Responsible Agencies: Libraries, GOART, Schools, LocalGovt, GCC, Chamber

Genesee County Sheriff Actions:

LE03 **Increase the County's role in the training of public safety and emergency management personnel and in police dispatch.**

Timeframe:	Intermediate	Responsible Agencies:	Sheriff EMSCoord

LE05 **Public schools, social service agencies, and law enforcement agencies should continue to work together and to build on the accomplishments of the Juvenile Justice Coordinating Committee.**

Timeframe:	On-going	Responsible Agencies:	Sheriff Probation SocialServices Youth JJCC

LE07 **Develop a plan for providing the Sheriff's Office with needed space.**

Timeframe:	Short-term	Responsible Agencies:	Sheriff Manager Legislature CJAC

Department of Social Services Actions:

LE05 **Public schools, social service agencies, and law enforcement agencies should continue to work together and to build on the accomplishments of the Juvenile Justice Coordinating Committee.**

Timeframe: On-going

Responsible Agencies: Sheriff
Probation
SocialServices
Youth
JJCC

Genesee County Soil and Water Conservation District Actions:

ED13 **Continue the program of technical assistance services offered to farmers.**

Timeframe: On-going

Responsible Agencies: CoopExt
SWCD

LU04 **Prepare a county-wide Agriculture and Farmland Protection Plan.**

Timeframe: Short-term

Key Recommendation

Responsible Agencies: Legislature
AFPB
PlanningDept
CoopExt
LocalGovt
SWCD

LU09 **Follow-up on the results of the recently completed GIS study. Plan for future financing of improved technology and shared information.**

Timeframe: Short-term

Responsible Agencies: Legislature
RealProperty
PlanningDept
SWCD
ICS

LU12 **Identify sensitive natural areas that are not already protected by federal or state programs, and encourage municipalities to enact appropriate zoning regulations to discourage activities that would compromise the resource or damage neighboring land.**

Timeframe: Intermediate

Responsible Agencies: LocalGovt
PlanningDept
SWCD

Genesee County Soil and Water Conservation District Actions:

LU13 **Encourage municipalities to ensure that stormwater drainage facilities are adequate as part of the development review process.**

Timeframe: On-going

Responsible Agencies: LocalGovt
PlanningDept
SWCD

UT03 **Establish a County Drainage Committee to identify needs and to recommend and coordinate actions to reduce drainage problems. The Committee should consist of a member of each municipality's drainage committee or the highway superintendent.**

Timeframe: Short-term

Responsible Agencies: Legislature
SWCD
LocalGovt

Key Recommendation

UT12 **Educate local officials and the public on water quality and quantity issues.**

Timeframe: On-going

Responsible Agencies: SWCD
DrainageCom
LocalGovt
CoopExt

UT13 **Implement measures outlined by the County Drainage Committee.**

Timeframe: Intermediate

Responsible Agencies: DrainageCom
SWCD
LocalGovt

Transportation Coordination Committee Actions:

ED22 **Work with employers and customers of the public transportation system to improve the ability of the bus system to meet the needs of commuters.**

Timeframe: Short-term

Responsible Agencies: R-GRTA
JDB
TransCoord
Chamber

HH04 **Study improvements in accessibility to services such as the feasibility of satellite service sites, mobile offices, and combining transportation funds to improve service.**

Timeframe: Intermediate

Responsible Agencies: HSCG
TransCoord

Key Recommendation

TR05 **Provide financial assistance to expand and improve the existing public transportation service.**

Timeframe: Intermediate

Responsible Agencies: Legislature
TransCoord
R-GRTA
JDB

Key Recommendation

TR09 **Improve transportation services for senior citizens to increase accessibility to services and recreation.**

Timeframe: Intermediate

Responsible Agencies: Legislature
TransCoord
R-GRTA
Interagency

TR10 **Continue to convene the Transportation Coordination Committee.**

Timeframe: On-going

Responsible Agencies: Legislature
PlanningDept
TransCoord

Genesee County Treasurer Actions:

GA27 **Evaluate the impact of changes in sales tax legislation being considered by the State Legislature on the County, its municipalities and school districts.**

Timeframe: Short-term

Responsible Agencies: Legislature
Manager
Treasurer
LocalGovt
Schools

Genesee County Youth Bureau Actions:

LE05 **Public schools, social service agencies, and law enforcement agencies should continue to work together and to build on the accomplishments of the Juvenile Justice Coordinating Committee.**

Timeframe: On-going

Responsible Agencies: Sheriff
Probation
SocialServices
Youth
JJCC

Appendix B

Summary Report of Residents' Survey

Genesee County Comprehensive Plan
Residents Survey

Report of Results

February 1997

Genesee County Comprehensive Plan
Residents Survey

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GENESEE COUNTY COMPREHENSIVE PLAN
RESIDENTS SURVEY REPORT

I. Introduction and Methodology

The Genesee County Legislature approved an appropriation of funds in the County's 1996 budget to prepare the County's first Comprehensive Plan. Work on the Comprehensive Plan was initiated in the spring of 1996. The Legislature appointed an 18 member Steering Committee, comprised of County and local government officials and private citizens, to direct the preparation of the Plan.

In November 1996, a Residents Survey was conducted in order to involve citizens in the Comprehensive Plan process at an early stage. The Residents Survey was designed by the Comprehensive Plan Steering Committee to help determine the major issues, needs and priorities to be addressed in the Plan. The Steering Committee was assisted by a consultant team of Stuart I. Brown Associates, Inc., and D.J. Parrone and Associates, P.C.

The survey questionnaire contained 89 questions on a variety of topics. The areas of concern included in the survey ranged from housing and health/human services to economic development and transportation. There were also "Additional Information" questions which were used to characterize the people who responded to the survey and for cross-tabulations. Each survey packet included an answer sheet, designed for computerized tabulation, as well as a "Comment Sheet" for open-ended questions. The cover letter was signed by Wolcott J. Humphrey III, Chairman of the Steering Committee, and Roger W. Triftshauser, Chairman of the Genesee County Legislature. A postpaid reply envelope addressed to Stuart I. Brown Associates completed the packet.

Survey packets were mailed to 2500 County residents (approximately 12% of the total number of households in the County) on November 25, 1996. Residents were asked to return completed surveys by December 13, 1996.

Residents receiving the survey were randomly selected from a mailing list compiled from multiple sources including County records, credit card lists, magazine subscriptions, and Census records. As the mailing list was organized by zip codes, a very small number of persons receiving the survey actually reside just outside the County boundary. The number of responses from non-County residents is not statistically significant.

Responses for each of the 89 opinion questions were cross-tabulated with the demographic information requested in questions 90 through 98. Municipalities were grouped together for the cross-tabulations regarding place of residence, as shown below and on Figure 1:

City of Batavia

Town of Batavia

Western Municipalities
- Village of Corfu
- Town of Alabama
- Town of Darien
- Town of Pembroke
- Tonawanda Indian Reservation

Central Municipalities
- Village and Town of Alexander
- Village and Town of Elba
- Village and Town of Oakfield
- Town of Bethany
- Town of Stafford

Eastern Municipalities
- Village and Town of Bergen
- Village and Town of LeRoy
- Town of Byron
- Town of Pavilion

This report includes a written analysis of the survey results, a graphic summary of responses to each question, and results of cross-tabulations. A complete copy of the survey packet is included in Appendix A.

II. Who Responded to the Survey

A total of 842 responses were received out of the 2500 survey packets that were distributed. This represents a response rate of approximately 33%, which is more than twice the American Planning Association standard of 15% for this type of opinion survey. The characteristics of the people who responded to the survey are described below. Wherever possible, the characteristics of the survey respondents are compared to the overall County population, using data from the 1990 U.S. Census.

Approximately 30% of the survey respondents live in the City of Batavia. This corresponds closely with Census data which indicates that the City of Batavia accounts for 29% of the households in the County. Likewise, the distribution of survey respondents from the towns and villages in the County corresponds closely to the distribution of households for the County, as reported in the 1990 Census. The only municipality which may be somewhat under-represented in the survey is the Village of LeRoy, which accounts for 9% of the households in the County, but only 6% of the survey respondents.

Respondents in the age groups of 25 to 44, and 45 to 62, each account for approximately 36% of the surveyed population. Comparison with Census data indicates persons aged 25 to 44 years are slightly under-represented in the survey sample (36% in survey vs. 42% in County), while persons aged 45 to 62 years are over-represented (36% in survey vs. 24% in County). Persons older than 62 years, who account for 27% of the survey population and 21% of the County population, are also over-represented in the survey. Finally, the age group 18 to 25 is under-represented in the results (2% in survey vs. 13% in County). Survey results indicate male and female genders are not significantly over or under-represented in the responding population.

The majority of survey respondents reside in a single family dwelling (82%), and own their residence (88%). As Census data indicates about 67% of the total County population lives in a single family home and 73% own their residence, persons in these housing situations are over-represented in the survey results. Residents of multi-family dwellings account for approximately 10% of the total survey respondents, while residents of apartments, town houses/condominiums, or mobile homes each account for less than 5%.

The most common household type among survey respondents is comprised of a married couple with children (41%), followed by married couples without children (31%). As Census data indicates that 30% of County households are comprised of married couples with children, this household type is over-represented in the survey results. Single person households account for about 17% of the survey respondents. Other household types, including single persons with children, adult relatives, and unrelated adults, each account for less than 5% of the survey respondents.

Approximately 61% of the persons responding to the survey work within Genesee County, compared to 66% of residents County-wide, based on Census data. An annual household income between $15,000 and $29,999 is indicated by 27% of respondents, and between $30,000 and $44,999 by an additional 27% of respondents. Households with incomes greater than $60,000 per year are slightly over-represented by the survey results (20% in survey vs. 12% in

County), while persons with a household income of less than $15,000 per year are under-represented (11% in survey vs. 21% in County).

Professional specialty is listed as the occupation of the largest group of respondents (25%), followed by skilled production or trade (16%), administrative or clerical (15%), manager, administrator or owner (13%), and machine operator, inspector, or laborer (12%). Persons who work in professional specialties are over-represented in the survey (25% in survey vs. 13% in County), while machine operators, inspectors or laborers are under-represented (12% in survey vs. 20% in County).

III. Survey Results

Each of the survey questions is repeated below, followed by a description of the response. The questions are grouped under general headings as they appear on the survey.

A. HEALTH AND HUMAN SERVICES

1. Do you have a family doctor ("primary care" physician) who you see regularly?

The majority of respondents (88%) have a family doctor or primary care physician who they see regularly. Approximately 12% report that they do not have a family doctor.

2. How many members of your household are covered by medical insurance (Medicaid or Medicare, or private insurance)?

Eighty-eight percent (88%) of respondents have some type of medical insurance coverage for all members of the household. Approximately 9% of respondents report only some members of the household are covered by medical insurance, and 3% report that no one in the household is covered by medical insurance.

3. Which one of the following is the most serious obstacle you face in receiving regular medical care?

Almost one-half (47%) of the respondents state that they have convenient access to adequate medical care, and no significant obstacles prevent them from receiving regular care. Insurance restrictions or lack of insurance is reported by 18% of respondents as the most serious obstacle faced, followed by the availability of specialized services (14% of respondents). Lack of doctors accepting new patients is reported by 9% of respondents, and transportation or long travel distance by 7%.

Among respondents from households with children, only 39% have convenient access to medical care. A total of 25% of these respondents cited insurance restrictions or lack of insurance as the most serious obstacle to regular medical care. Among respondents over age 62, 58% reported that they have convenient access to medical care.

Questions 4 - 7 asked respondents to rate how well existing programs meet the needs of senior citizens in the community, including:

4. **Nutrition programs (Meals on Wheels, Nutrition Sites)**
5. **Public transportation (Batavia Bus Service)**
6. **Home health care (Community Health Nurse, Home Health Aide)**
7. **Recreation programs (Organized trips and activities).**

In each case, the largest group of respondents (between 43% and 53%) say they don't know how well these programs serve senior citizens. However, respondents over age 62 are more familiar with these programs (between 31% and 49% "don't know").

Nutrition programs have the highest percentage of respondents who feel they serve senior citizens very well (22%), compared to 15% for home health care, 13% for recreation programs, and 7% for public transportation. About a quarter of the respondents in each case feel these programs serve seniors moderately well. Less than 10% of respondents in each case indicate these programs are not serving seniors well, with the exception of public transportation where 23% indicate it is not serving seniors well.

Respondents over age 62 tend to rate these programs more favorably. A total of 33% of respondents over the age of 62 reported that nutrition programs serve senior citizens very well, compared to 24% for home health care, 21% for recreation programs, and 10% for public transportation.

8. Are there a sufficient number of nursing home beds within Genesee County?

Almost two-thirds of respondents (65%) indicate they do not know if there are a sufficient number of nursing home beds in the County. Only approximately 8% indicate that there are a sufficient number of beds. Twenty-seven percent (27%) believe that there are not enough beds.

Respondents over age 62 and those between the ages of 25 and 44 were less likely to have an opinion (70% responded "don't know") than those between the ages of 45 and 62 (57% responded "don't know"). About 32% of respondents between 45 and 62, people likely to be caring for aging parents, believe that there are not enough beds.

Questions 9 - 12 asked respondents to rate the importance of the following improvements to day care services:

9. **Additional facilities for adult day care**
10. **Additional facilities for child day care**
11. **Facilities which accept children who are ill**
12. **Facilities which accept children in the evening or overnight.**

Most respondents believe additional facilities for child day care (32%) or facilities that accept ill children (31%) are essential. Among respondents from households with children, 39% feel that additional facilities for child day care are essential.

While 29% indicate additional facilities for adult day care are essential, a higher proportion believe additional adult day care facilities are important, but not a priority (35%). Facilities that provide care for children in the evening or overnight receive a slightly lower level of support (22% of respondents indicate it as essential, 29% as important, but not a priority, and 15% as not important). Between 29% and 35% of respondents indicate they have no opinion in each case.

13. Are you or any members of your household eligible for Veterans' Services?

Approximately 29% of respondents indicate someone in the household is eligible for Veterans' Services. More than two-thirds of the respondents (68%) indicate no one in the household is eligible.

14. Are you aware of the services offered by the County Veterans' Services Agency?

More than three-quarters of the respondents answered "No" (57%) and "Don't Know" (20%) to this question. Twenty-two percent (22%) do have some knowledge of the services offered by the County Veterans' Services Agency.

Comparison of the responses to questions 13 and 14 reveals that less than one-half (48%) of the households in which a member is eligible for Veteran's Services are aware of the services offered by the Veterans' Services Agency.

B. PUBLIC SAFETY

Questions 15 - 19 asked respondents to indicate how well their needs were being met for the following services:

15. **The ambulance service in your area**
16. **Fire Department in your area**
17. **Village/City Police**
18. **County Sheriff**
19. **State Police**

The highest ratings among these services went to fire protection and ambulance services. Approximately 71% indicate that they are very well served by their fire department and 59% indicate that they are very well served by their ambulance service. Less than 4% of the respondents indicate that they were not well served by these entities.

Approximately one-third of respondents (between 34% and 38%) indicate that they are very well served by local, County and State police/sheriff services. An additional one-third (between 30% and 36%) indicate that they are served moderately well by the various police organizations. The State police generally received the highest ratings of the three, and Village/City police the lowest. Approximately one-quarter of the respondents indicated that they don't know how well they are served by the Village/City police force. This response is most typical of residents who live outside village or city limits.

A large proportion of the respondents who reside in the City of Batavia feel that the Police Department meets their needs very well (53%) or moderately well (33%), for a total of 86%.

C. HOUSING AND NEIGHBORHOODS

20. Which one of the following is the most serious concern in your area or neighborhood?

The largest group of respondents (41%) state that they are satisfied with their neighborhood or area, and have no serious concerns. Approximately 14% report being concerned with the condition of housing or neighborhood appearance. Water service, crime, and the condition of streets or sidewalks are each cited by between 10% and 11% of respondents. Sanitary sewer service is cited by less than 5%.

Among City residents, 41% are satisfied with their neighborhood, although 23% feel that the condition of housing is the most serious concern, and 18% cite the condition of streets and sidewalks, and 15% note crime. Water service is identified as a serious concern by respondents in the eastern (20%), central (19%) and western (19%) municipalities. The concerns of owners are not significantly different from those of renters.

21. Would you support the use of State and Federal funds to assist lower income households make needed housing repairs in your community?

Almost 47% of respondents support the use of State and Federal funds to assist lower income households make needed housing repairs, compared with 35% who do not support such use of these funds. A total of 18% are undecided.

Among respondents who reside in the City, 59% would support the use of funds for this purpose. The highest level of opposition for such use of funds is in the western and central municipalities, where 42% to 43% would not support using funds for this purpose.

22. Which <u>one</u> of the following is your most serious concern with your current housing?

Most respondents (46%) selected property taxes as the most serious concern with their current housing arrangement. The cost of utilities was selected next most frequently (16%), followed by water supply (7%), cost of rent/mortgage (6%), and cost of needed repairs (5%). Housing size, location, and septic/sewer service were each selected by less than 3% of the respondents.

Among renters, 35% identify the cost of rent as their most serious concern, and 43% note the cost of utilities. Among owners, 65% are most concerned about property taxes, 18% with the cost of utilities, 8% with water supply, and 7% with the cost of needed repairs.

Approximately 12% of respondents indicate that they are satisfied with their current housing situation. This rate is higher among renters (33%), and among respondents with annual incomes of less than $15,000 (24%) and more than $75,000 (24%).

Questions 23 - 26 asked respondents to rate the need for new housing to meet the requirements of each of the following household types in their community:

23. Single persons
24. Young couples
25. Families with children
26. Senior citizens

Most respondents consider new housing essential for senior citizens (45%) and families with children (39%). New housing for young couples is most often rated as important, but not a priority (42%), while approximately 20% rate it as essential. Housing for single persons is given the least emphasis with 34% of respondents rating it important but not a priority, 27% rating it as not important, and 25% having no opinion.

Renters are more likely than owners to indicate that additional housing is essential for single persons (27% versus 11%), young couples (30% versus 18%), families with children (56% versus 37%) and senior citizens (58% versus 43%.) Respondents of all age groups consider the need for additional housing for senior citizens to be essential.

D. PARKS, RECREATION AND CULTURAL RESOURCES

27. Is there is a need for a "Program and Event Directory" that would list the recreation and cultural services and events offered in Genesee County?

Almost two-thirds of respondents (64%) identify a need for a "Program and Event Directory" for Genesee County. Twenty-one percent (21%) indicate that such a directory is not needed, and almost 15% indicate that they do not know if a directory is needed.

Among respondents who reside in the Town of Batavia, 73% believe that there is a need for such a directory.

Questions 28 - 36 asked respondents to rate the importance of providing the following recreational/cultural activities:

28. A community identity or theme
29. Additional athletic fields/facilities
30. Additional parks for picnicking, hiking, etc.
31. Additional open space (i.e., green areas, parkland)
32. Community swimming facilities
33. Community arts events (concerts, art exhibits, theater, etc.)
34. Museum services and facilities
35. Library services and facilities
36. Historical preservation activities

Of the recreational and cultural activities listed above, respondents rate library services and facilities as the highest priority. Almost 48% rate library services and facilities as essential and an additional 38% rate them as important, but not a priority, for a total of approximately 85%. Historical preservation activities are also emphasized, with 23% of respondents rating them as essential and 49% rating them as important, but not a priority.

Community arts events, museum services and facilities, additional parkland and community swimming facilities are rated by the largest proportion of respondents as important, but not a priority. Opinion is divided on additional open space and a community identity/theme, with roughly equal numbers of respondents rating these "important, but not a priority" (36% to 39%), as rating them "not important" (37% to 38%). Additional athletic fields were rated "not important" most frequently (42% of respondents), compared to the other recreational activities/facilities.

Among respondents who reside in the City of Batavia, 62% rate library services as essential, with 25% rating them as important, but not a top priority. City residents are also somewhat more supportive of museum services and facilities, with 21% rating them essential compared to 15% of respondents overall, and 20% rating them as not important compared to 29% overall. Residents of the City and Town of Batavia show the most support for community arts events, with 25% to 27% considering them to be essential, compared to 19% of respondents overall.

Respondents living in the western municipalities are generally least supportive of additional recreational/cultural activities, having the lowest proportion of "essential" ratings and the highest proportion of "not important" ratings in almost every category, especially for swimming facilities.

E. TRANSPORTATION

Questions 37 - 39 request respondents to rate the quality of existing highway services in the community:

37. **Road maintenance and repair**
38. **Snow Plowing**
39. **Sidewalk maintenance and repair**

Snow plowing and road maintenance and repair are generally rated by survey respondents as "good," as opposed to "excellent," "fair" or "poor." Approximately 47% of the respondents rate snow plowing as good, and 50% rate road maintenance as good. Snow plowing received a higher percentage of responses within the excellent rating (22%), compared to 13% for road maintenance. Among respondents who reside in the central and western municipalities, between 30% and 31% rate snow plowing as excellent.

Sidewalk maintenance and repair generally had the lowest ratings. Only 4% selected excellent, 19% selected good, 23% selected fair, and 20% selected poor. An even greater percentage of respondents from the City of Batavia (36%) rate sidewalk maintenance as poor. Overall, more than one-third of the respondents (35%) indicated that they had no opinion on sidewalk maintenance and repair. This reflects the rural portion of the County and the fact that most towns do not have any sidewalks.

40. **On the enclosed comment sheet, identify the three streets or highways within Genesee County most in need of improvement. You may identify sections of highways or intersections. Please be as specific as possible.**

The streets, highways and intersections identified on the comment sheets by survey participants were compiled and analyzed. It is estimated that more than 1500 streets, highways or intersections were noted (filling approximately 27 typewritten pages), many of which were repeats. County and State highways generated the largest number of comments, but a great number and variety of local roads were also identified by survey participants.

Main Street (Route 5) in the City of Batavia was mentioned most frequently (by nearly 200 survey participants). Almost one-third of those who noted Main Street specifically complained of the number and poor timing of traffic lights on this road, or its heavy traffic. An additional 80 comments were made concerning the intersection of Main Street with Route 63 and the intersection of Main Street and Route 98 (Oak Street).

Survey participants also identified segments of Route 98 (91 comments) and Route 63 (76 comments) beyond their intersections with Main Street. Almost one-quarter of the comments made about Route 63 concerned the Route 63/Route 77 intersection. Other roadway segments frequently mentioned include Route 33 or Clinton Street (63 comments); Route 77, especially at its intersection with Route 20 or Route 33 (55 comments); and Route 19 (30 comments).

Harvester Avenue in the City of Batavia generated 19 comments; and Route 262, especially over the railroad tracks in Bergen, generated 12 comments. Mill Street in the Village

of LeRoy generated approximately 19 comments, almost all of which are from residents of the Town or Village of LeRoy. A number of other local roadways were identified, but generally by less than ten persons.

41. How important is it for local and County governments to construct a bypass around the City of Batavia between Route 5 and Route 33 (such as a new road to connect Park Road with College Road)?

The largest group of respondents indicate that a bypass around the City of Batavia is not important (38%). Approximately 30% indicate that a bypass is important, but not a priority, and approximately 20% indicate it is essential.

Residents of the Town of Batavia appear most supportive of a bypass, with 33% of respondents indicating it to be essential. Results from City of Batavia residents do not differ significantly from the overall results.

42. How well do you think the Batavia Bus Service meets the needs of residents?

More than one-half of the respondents (55%) do not know how the Batavia Bus Service meets the needs of residents. Among those who had an opinion, almost one-half think it meets needs moderately well and slightly less than one-half think it does not meet needs well.

City of Batavia residents are more familiar with the service, as only 34% reported that they did not know how well the service meets the needs of residents. However, the opinions of City residents regarding how well the service meets the needs of residents are similar to the responses from the general population.

Questions 43 - 45 request respondents to rate the importance of the following transportation services in the County:

43. Passenger rail service from Batavia to Rochester or Buffalo
44. Improved bus service outside the City of Batavia
45. Improved taxi services

Passenger rail service and improved bus service outside the City of Batavia are rated similarly by survey respondents. Between 21% and 23% rate each of these services as essential, while between 35% and 38% rate them as important, but not a priority. Rail service is rated as not important by 20% of respondents, and improved bus service is rated as not important by 14%.

The highest proportion of respondents (38%) have no opinion regarding improved taxi services. Approximately 27% rate them as important, but not a priority, 22% as not important, and 14% as essential. Higher ratings are given by City of Batavia residents, 35% of whom rate improved taxi service as important, 24% as essential, 18% as not important, and 24% have no opinion.

F. ECONOMIC DEVELOPMENT

46. Which one of the following is the biggest obstacle to a higher standard of living among Genesee County residents?

The need to commute out of the County for well-paying jobs was selected by 46% of the respondents as the biggest obstacle to a higher standard of living, followed by the fewer number of industrial jobs (36%). Lack of skills/training/education was selected by 8% of respondents. Transportation and day care do not appear to be significant obstacles, as each was selected by less than 2% of respondents.

Among respondents who work outside of Genesee County, 58% consider the need to commute as the biggest obstacle. Respondents who are employed in professional specialty or administrative/ managerial occupations are also more likely to consider the need to commute as the biggest obstacle (54% and 59%). Residents employed as machine operators, inspectors, or laborers find the lack of industrial jobs to be the biggest obstacle (47%).

Questions 47 - 52 asked respondents to rate how well each agency or program prepares residents for employment:

47. Public high schools
48. Vocational training through high schools (BOCES)
49. Adult education programs at BOCES
50. Technical training at independent schools
51. Genesee County Job Development Bureau
52. Genesee County Community College

Each of the educational/training programs listed above is thought to prepare residents moderately well for employment by most survey respondents. Genesee County Community College generally rated the highest, with almost 33% of respondents indicating that it prepared residents very well, and 44% indicating moderately well. Vocational training through high schools (BOCES) was rated very well by 23% of respondents, and moderately well by 55%. Adult education through BOCES was rated very well by 17% and moderately well by 27% of respondents.

Although public schools were believed to prepare residents moderately well for employment by more than one-half of the respondents (51%), it also had the highest proportion of respondents who believe it does not prepare residents well (27%).

It should also be noted that about one-half of the respondents (49% to 53%) indicate that they do not know how well technical training at independent schools and the Job Development Bureau prepare residents for employment.

Residents employed as machine operators, inspectors, or laborers are more familiar with the vocational training through high school BOCES, adult education at BOCES, the Genesee County Job Development Bureau, and technical training through independent schools than the

general public. These respondents offer more favorable ratings to the high school BOCES programs (32% very well, 51% moderately well), and adult BOCES programs (22% very well, 47% moderately well), but less favorable ratings to the County Job Development Bureau (9% very well, 25% moderately well, 24% not well).

Among respondents employed in health or other services, 17% rate adult education programs at BOCES very well, and 57% moderately well. These residents offer the most favorable ratings of Genesee Community College, with 41% very well and 44% moderately well.

Questions 53 - 61 request respondents to rate the importance of each of the following to the County's economic health:

53. **Retain existing industries.**
54. **Support retail businesses.**
55. **Attract new industries.**
56. **Encourage agriculture and agri-business.**
57. **Encourage tourism and related businesses.**
58. **Develop job training programs.**
59. **Provide new housing for middle/upper income households.**
60. **Improve utility services (water, sewer, telecommunications, etc.)**
61. **Improve the Genesee County Airport.**

The need for a strong industrial development program is emphasized by the overwhelming majority of survey participants. Attracting new industries is rated as essential by 91% of respondents, while retaining existing industries is rated as essential by 90%. Also rated as essential by a majority of respondents is supporting retail businesses (75%), encouraging agriculture and agribusiness (60%), and developing job training programs (52%).

The percentage of respondents selecting "essential" and "important, but not a top priority" are approximately equal for encouraging tourism (41% to 42%), and improving utility services (35% to 39%). These activities are each rated as not important by 13% to 15% of respondents.

The two activities which are rated as not important by a significant percentage of respondents are providing new housing for middle/upper income households (41%), and improving the Genesee County Airport (37%).

Questions 62 - 66 ask respondents to indicate where they usually shop for the following items:

62. Groceries and prescription drugs
63. Motor vehicles
64. Household appliances
65. Furniture
66. Clothing

The majority of respondents shop outside the County or in the City of Batavia for each of the items listed. Most respondents shop for "big ticket" items such as furniture (45%) and motor vehicles (44%) outside the County. Clothing is purchased outside the County by an even larger percentage of respondents (53%).

Groceries and prescription drugs are purchased in the City of Batavia by 65% of respondents, at least half of which are not City of Batavia residents. Groceries and prescriptions are purchased in the individual's own town or village by approximately 19% of respondents. Most respondents shop for household appliances in the City of Batavia (47%) followed by outside the County (34%).

Respondents who work outside Genesee County are more likely to shop in these locations. Likewise, residents of the eastern and western municipalities are more likely to shop outside the County than are residents of the City and Town of Batavia and of the central municipalities.

Residents over age 62 are least likely to shop outside the County for groceries (4%), motor vehicles (28%), household appliances (18%), furniture (25%), and clothing (41%). Residents with annual incomes of less than $15,000 are even less likely to shop outside the County for clothing (15%).

67. What is the <u>one</u> main reason you shop outside Genesee County?

More than two-thirds of respondents (67%) indicate that they shop outside of Genesee County due to the greater selection of merchandise. Lower prices are indicated by 17% of respondents, and greater convenience by 7%. Quality of service does not appear to be a significant reason, having been selected by 2% of respondents.

G. LAND USE

68. In general, land use regulations are intended to protect the rights of individual landowners and businesses while ensuring the well-being of all residents.

How well do these regulations (zoning, subdivision regulations etc.) meet this goal in your community?

The largest percentage of respondents (42%) indicate that land use regulations meet this goal moderately well, followed by 22% who indicate not well. A total of 14% of the respondents

indicate that land use regulations function very well, and almost one-quarter of respondents indicate that they don't know (23%).

Respondents from the Town of Batavia appear least satisfied with land use regulations, as 31% indicate that such regulations do not function well.

69. Which one of the following best represents your opinion about zoning regulations in your community?

More than one-third of respondents (35%) believe that their community's zoning regulations are "just right," balancing the rights of individuals with the overall well-being of the community. Twenty-five percent (25%) believe their zoning regulations are too strict (individual landowners and businesses are overly restricted), while 15% believe zoning regulations are not strict enough (additional controls need to be enacted). Almost one-quarter of respondents (24%) have no opinion.

Respondents from the Town of Batavia are most likely to feel that zoning regulations are too strict, while respondents from the western municipalities are most likely to feel that they are not strict enough. The highest percentage of respondents who find land use regulations to be "just right" reside in eastern and central municipalities.

Questions 70 - 74 request respondents to rate the importance of the following development policies:

70. Discourage new housing in agricultural areas.
71. Limit development in areas without public water/sewer.
72. Concentrate commercial development (stores and offices) within and adjacent to villages and the City of Batavia.
73. Construct highways and utilities to encourage new industrial development.
74. Protect sensitive natural areas (e.g. wetlands, streams, wooded areas)

Protecting sensitive natural areas is rated as essential by a majority of respondents (61%), and as important, but not a top priority by 27%. Approximately 43% of respondents also rate concentrating commercial development within and adjacent to villages and the City of Batavia, and constructing highways and utilities for new industrial development, as essential, while approximately 32% rate each of these as important, but not a top priority.

Opinion is evenly divided on discouraging new housing in agricultural areas. Approximately equal numbers (28% to 29%) indicate this policy to be essential; important, but not a priority; and not important. Limiting development in areas without public sewer/water is most often rated as not important (34% of respondents).

Respondents from the western municipalities indicate the strongest level of support for limiting development in areas without public water or sewer (31% rate it as essential), while respondents from the Town of Batavia (43%) feel that this policy is not important. Approximately 36% of Town of Batavia respondents also feel that discouraging housing in agricultural areas is not important, however, they indicate the highest level of support (66%) for protecting sensitive natural areas.

The highest level of support for concentrating commercial development is indicated by respondents from the City of Batavia (54% rate it as essential.) Western municipalities indicate the lowest level of support for such a policy, with 25% rating it as not important.

Support for the construction of highways and utilities to promote new development is strongest among respondents from the City and Town of Batavia (51% to 56% rate it as essential and 26% to 28% as important). The western municipalities have the highest percentage of respondents who rate such construction as "not important" (29%).

H. UTILITIES

75. Has Genesee County missed growth opportunities because existing utility services are not adequate?

If yes, please indicate those services which are lacking on the enclosed comment sheet.

The majority of respondents (58%) do not know if growth opportunities have been missed because existing utility services are inadequate. Respondents who do have an opinion are split, with one-half saying yes, and one-half saying no.

More than twice as many respondents from the eastern municipalities said yes as said no, although 58% had no opinion. In the western municipalities and in the Town of Batavia, a greater proportion said no (28% and 30%) as said yes (21% and 18%), with 50% and 52% without an opinion.

In written comments compiled from the comment sheets, almost 100 or one-third of respondents indicate that the lack of public water has been a factor in missed growth opportunities. Public sewer is indicated by 68, or almost one-quarter of the respondents. Less frequently mentioned is electric service (26 respondents) and natural gas (23 respondents). Telephone or telecommunication service is mentioned by 19 respondents, almost all of whom live outside the City of Batavia. Cable television is mentioned by 16 respondents. Comments regarding the high cost of utilities or taxes appear frequently throughout the responses.

Questions 76 - 80 ask respondents to indicate which level of government, or private business, should be responsible for operating the following services:

76. Sanitary sewer service
77. Public water service
78. Stormwater and drainage system
79. Solid waste disposal
80. Recycling programs

A majority of respondents believe that local government should be responsible for sanitary sewer service (66%), stormwater drainage (60%), and public water service (56%). Local government is also most often selected, but by a lower proportion of respondents, for recycling

programs (35%), and for solid waste disposal (31%).

Approximately 22% believe that County government should be responsible for solid waste disposal, and an equal amount (22%) believe such services should be provided on a regional level. Slightly lower proportions of respondents (between 16% and 20%) believe the County should also be responsible for sewer, water, stormwater and recycling services. Approximately 20% of respondents believe recycling services should be regionalized.

The private sector is selected by between 15% and 16% of respondents for solid waste disposal and recycling, and by less than 4% for the other services.

Respondents from the eastern part of the County show more support for regional cooperation in public water service. Respondents from western municipalities indicate a somewhat lower level of support for local control of stormwater drainage systems, and a somewhat higher level of support for County control, compared with other locales.

Questions 81 -86 request respondents to rate how well each of the following utilities meets the needs of their community:

81. Sanitary sewer system
82. Public water system
83. Stormwater and drainage system
84. Solid waste and recycling services
85. Local telephone and telecommunications system
86. Cable television

On the Enclosed comment sheet, please indicate the most significant utility needs in your community.

(Note: Because some of the services listed above are not available in every area, the results for this question were corrected. The "Does not apply to my area" responses were removed from the tally, and percentages were re-calculated to reflect only those responses from residents who actually have the service.)

Local telephone and telecommunications systems generally receive the highest ratings while stormwater and drainage systems and cable television generally receive the lowest.

Local telephone and telecommunications systems are rated very well in meeting needs by one-third (33%) of respondents, moderately well by 49%, and not well by 13%. Respondents from western municipalities are least satisfied with telephone service, with 25% rating it very well, 46% moderately well, and 23% not well.

Most of the written comments concern the cost of service, especially the need to expand the local calling area to reduce the number of long distance or toll calls. Some people mention the need for technical upgrades to the system, such as installing fiber optic cable or providing better access to the internet and cellular service.

Public sewer and water systems are rated very well by between 30% and 32% of respondents and moderately well by between 42% and 43% of respondents. More respondents rate water service (19%) "not well" at meeting needs than sewer service (14%).

Compared to other areas, respondents from the City of Batavia have the highest level of satisfaction with the sewer system (40% rate it very well, and 40% moderately well), and with the public water system (37% rate it very well, 46% moderately well). Respondents from the eastern municipalities generally have the lowest level of satisfaction with the sewer system (rated "not well" by 17% of eastern municipalities vs. 9% overall), and with the public water system (rated "not well" by 23% of eastern municipalities vs. 13% overall).

In written comments, most City of Batavia residents are concerned with keeping the sanitary sewer system up-to-date so it is able to continue to meet needs. Comments regarding the cost of service and the need to extend the system to other areas are also frequently mentioned. Residents of towns throughout the County are primarily concerned with the need for a sanitary sewer system in their town, while almost as many state no system is needed. Residents of villages throughout the County, particularly the Village of LeRoy, are predominantly concerned with the cost of sanitary sewer service. An odor problem is also mentioned by Village of LeRoy residents.

Concerns about water quality, purity and taste are repeatedly mentioned by residents of the City and of villages throughout the County, with regard to public water service. City of Batavia residents also comment on the cost of service and the need to continually upgrade the current system. As one respondent states, "Keep it in timely good repair and up-to-date as much as possible, keeping an eye on future needs." Town residents once again are primarily concerned with the need to bring public water to the town.

Solid waste and recycling is rated very well at meeting needs by 23% of respondents, moderately well by 54%, and not well by 12%. The most frequent comment, especially from residents of the City of Batavia and of towns throughout the County, involves the need to expand the list of recyclables and recycling activities. One commenter writes, "Increase the types of items accepted for recycling to reduce solid waste." Improving the current system for disposal of large items is also mentioned by several commenters. Residents of villages throughout the County appear to be exclusively concerned with the cost of service.

Respondents most often indicate stormwater and drainage systems meet needs moderately well (45%), followed by not well (24%), and very well (18%). The majority of written comments from City of Batavia residents concern the need to keep stormwater drains free of leaves and other debris to prevent flooding. Town and village residents appear to be satisfied with existing systems. There is not a large outcry for new systems; as one person stated, a stormwater system "Would be nice, not essential."

Cable television is rated moderately well at meeting needs by 42% of respondents, not well by 24%, and very well by 19%. Most respondents, no matter where they live in the County, complain in written comments about the cost of cable television services and the lack of competition or choice of cable providers. Comments include: "Need competition to drive prices down," and "Lower prices, more stations, better quality, we have no choice of carrier." The need for increased family programming or programming for children is also frequently mentioned.

I. GOVERNMENT ADMINISTRATION

87. **How would you like to find out about County government actions, programs and activities? (Mark all that apply)**

(Note: As respondents could select all that apply, percentages do not total 100%.)

More than 79% of respondents would use the Batavia Daily News to find out about County government actions, programs and activities. Publications, such as the Pennysaver or Shoppers Guide, are indicated by 50% of respondents, followed by radio (48%), cable TV (31%), and the Rochester/Buffalo Daily newspapers (28%). Approximately 17% of respondents would rely on friends, neighbors or word of mouth, and 9% on the Internet or some type of computer access.

88. **"County and local governments in Genesee County work well together."**

Approximately 43% of respondents partly agree that the County and local governments work well together. A higher percentage disagree (19%) than agree (10%) with this statement. More than one-quarter of respondents (28%) indicate that they do not know.

89. **On the enclosed comment sheet, please indicate the services or facilities that you believe provide the best opportunity for governmental agencies to work together to improve the quality and efficiency of services.**

(For example, fire departments, ambulance services, purchasing and other administrative services, zoning/code enforcement, police/ sheriff, streets and highways, etc.)

Most respondents select police/sheriff services (22%) as the best opportunity for governmental agencies to work together. Streets and highway services follow, selected by 18% of respondents. The potential for working together on streets and highway services was rated much higher by residents of the villages and towns than those of the City of Batavia. Approximately 17% of respondents believe fire departments could work together to coordinate services, again with more support in the villages and towns than in the City.

Ambulance services are indicated by approximately 11% of respondents, purchasing and administrative services by 9%, and zoning and code enforcement services by 7%. Combining governing bodies is suggested by 5% of respondents, particularly by City residents. Suggestions ranged from combining the City and Town of Batavia governments to combining the various town and village governments, to combining some of the smaller town governments, to combining all governing bodies into a single County governing unit.

Similarly, approximately 8% of respondents indicated that all the listed services should be coordinated or that cooperation should occur wherever possible. Public water, sanitary sewer, or stormwater systems and recycling/solid waste services are suggested generally by less than 3% of respondents. The results are summarized in the following table.

Table 1

Opportunities for Coordination of Government Services
(Responses by Place of Residence)

Service	City of Batavia	Towns	Villages	Total
Police/Sheriff	21%	22%	23%	22.0%
Streets and Highways	14%	19%	22%	17.8%
Fire Department	15%	17%	19%	16.6%
Ambulance	10%	11%	13%	10.9%
Purchasing/Admin.	9%	10%	7%	9.2%
Zoning/Code Enforce.	8%	7%	5%	7.1%
Local Governance	8%	4%	3%	5.1%
Water/Sewer/Storm.	2%	2%	2%	2.1%
Recycling/Solid Waste	2%	1%	0%	1.0%
All Services	11%	7%	7%	8.2%

IV. Conclusions

The results discussed in this report represent the opinions of a cross-section of County residents. Opinions were solicited from residents on the nine focus areas which have been identified for the Genesee County Comprehensive Plan, including:

1. Economic Development
2. Housing
3. Land Use
4. Transportation
5. Utilities
6. Health and Social Services
7. Parks, Recreation, and Culture
8. Law Enforcement and Emergency Management
9. Government Administration

The results of the Residents Survey will be compared to the results of the Local Government Survey (municipal and school district officials) and the Focus Group Survey (Focus Groups comprised of private citizens, business people, and government officials with expertise in a certain focus area). These combined survey results will be used to identify concerns, issues, and needs, and to set priorities and formulate goals for the County during the comprehensive planning process. A list of recommended actions and a "visions statement" of the appropriate role for the County in each focus area will be identified as a result, as well as recommendations for coordinating local and County activity.

Appendix C

Land Use Technical Report

LAND USE TECHNICAL REPORT

GENESEE COUNTY COMPREHENSIVE PLAN

GENESEE COUNTY COMPREHENSIVE PLAN

LAND USE TECHNICAL REPORT

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Land Use Focus Group Survey Report

LAND USE

The technical report on land use presents background information and an analysis of issues and opportunities, and recommends actions to be taken by Genesee County and local governments to effect more beneficial land use patterns in Genesee County.

The first part of the report contains background information on the existing natural resource base, land use patterns, past trends and anticipated future needs, the roles of government agencies and private organizations on land use and natural resource conservation, and a summary of the land use policies contained in existing plans. The information was compiled by the consultant with assistance from Focus Group members and County Planning Department staff.

The second part identifies and analyzes the issues that affect land use in Genesee County, and presents opportunities for addressing existing needs and constraints against realizing the opportunities. The issues and options were identified during the first Land Use Focus Group meeting, and the written surveys of residents, Focus Group members, and local governments.

The third part presents the recommendations of the Land Use Focus Group for land use policies and actions to be included in the Genesee County Comprehensive Plan.

I. Existing Conditions, Trends and Projections

A. Natural Resource Base

Genesee County contains approximately 320,640 acres, and extends approximately 18 miles from north to south and 28 miles from east to west.

Topography

Elevations range from 244 feet above sea level at Lake Ontario, to 620 feet at Oak Orchard Swamp, to more than 1000 feet in the southern portion of the County.

The northern two-thirds of Genesee County is in the Ontario Lowlands physiographic province. A "drumlin" area, in the north-central and northeastern parts of the County, is characterized by low hills. The central part of the County is low, gently rolling, and hummocky. Land in the Tonawanda Creek valley and along Murder, Black, and Oatka Creeks is generally uniform, with circular hills rising about 50 feet above the surrounding landscape. The western part of the County is generally level, with elevations of less than 880 feet above sea level.

The southern part of the County is in the Allegany Plateau, with elevations of more than 1000 feet and slopes which are moderately steep or steep.

Vegetation

Before it was settled by Europeans, nearly all of Genesee County was covered with trees. Several stands of the original forest remain in the Bergen Swamp and Oak Orchard Swamp. Some areas formerly used for crops have been planted to coniferous trees, such as Larch, Scotch Pine, and Norway Spruce.

Soils

The 1969 Soil Survey identified nine general Soil Associations in Genesee County, as shown in Figure 1. Table 1 describes the general suitability of each Association for agriculture and for development. Additional tests are needed to determine the suitability of soils at specific development sites.

Surface Drainage

Genesee County is within three major drainage basins (see Figure 2.) The western and southwestern portion is within the Erie-Niagara River Basin, and is drained primarily by Tonawanda Creek, a major tributary of the Niagara River, and smaller streams. The eastern portion of the County is within the Genesee River Basin, and is drained by Black Creek and Oatka Creek. The north-central portion of the County is in the Lake Ontario West Basin, and drains into Lake Ontario via Oak Orchard Creek and other streams.

Wetlands

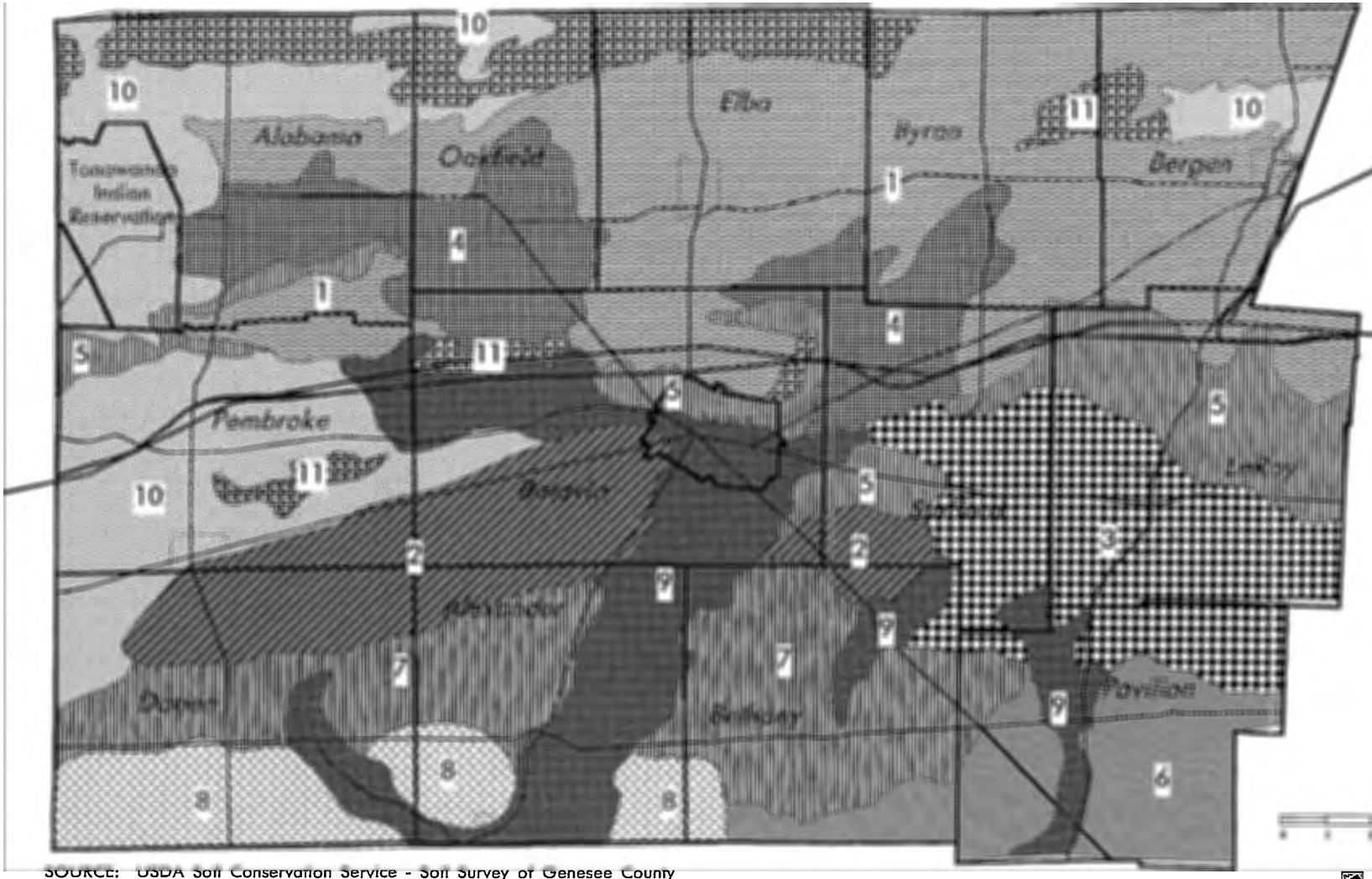
Wetlands, such as swamps, marshes, or wet meadows, where the ground water is near or above the surface, provide several ecological benefits. They can store, like a sponge, large quantities of stormwater runoff, and provide unique habitats for a variety of plants and animals. Significant wetlands in Genesee County include the Bergen Swamp and the Oak Orchard Wildlife Management Area.

Both State and Federal laws and regulations are in effect to protect and preserve wetlands. New York State's Freshwater Wetlands Act directed the Department of Environmental Conservation (DEC) to map significant wetlands and prepare regulations restricting activities that would destroy or disturb the wetlands. The State regulates wetlands with an area of 12.4 acres (5 hectares) or larger, plus smaller wetlands of unusual importance. State-regulated wetlands are depicted in Figure 6.

The U.S. Army Corps of Engineers (Corps) issues permits for activities in those wetlands subject to regulations under Section 404 of the Federal Clean Water Act. These wetlands must be identified based on their hydraulic, soil, and vegetative characteristics. A map prepared by the U.S. Fish and Wildlife Service, for the National Wetlands Inventory, serves as a preliminary guide to the identification of Federally regulated wetlands.

SOIL ASSOCIATIONS

Genesee County



Soil Associations

1) Ontario-Hilton
2) Mohawk-Manheim
3) Lima-Kendaia
4) Cazenovia-Ovid
5) Benson-Honeoye
6) Lansing-Conesus
7) Remson-Darien
8) Fremont-Hornell
9) Palmyra
10) Gollamer-Galen-Canandaigua-Lamson
11) Muck

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SOILS
09/10/97

SOURCE: USDA Soil Conservation Service - Soil Survey of Genesee County

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Soil Associations and their Suitability for Agriculture and Development Table 1

	Association	General Characteristics	Agricultural Suitability	Suitability for Development
1	Ontario-Hilton Association	Well-drained in the higher slopes and poorly drained in low, wet areas	Well-suited to many types of crops, although drainage improvements are needed in the wetter soils.	May pose moderate limitations for residential development where municipal sewer and water service is not available.
2	Mohawk-Manheim Association	Pattern of knolls and valleys	Steep slopes and poorly drained areas that are interspersed with the more suitable land limit field sizes	Varies greatly. In higher elevations, soils are generally dry, but water is undependable and septic systems are difficult to install. Gravelly soils are well suited for residential construction, although they are generally surrounded by low areas that are unsuitable for housing.
3	Lima-Kendaia Association	Nearly level and gently sloping areas are moderately well drained, but are wet for short periods in the spring. Flat or depressional areas are wetter.	Productive for agriculture, although drainage improvements are needed in some areas.	The most serious limitation is the seasonally high water table.
4	Cazenovia-Ovid Association		Poor drainage poses moderate limitations	Clayey subsoils pose serious limitations to residential development, as the infiltration rate and suitability for septic systems is poor.
5	Benson-Honeoye, Mod.Deep, Association	Includes limestone escarpment in the Town of LeRoy. Soils are generally well-drained, although more than half are shallow to bedrock.	General farming is feasible only on the deeper soils	Development is limited because the soils are shallow or only moderately deep to the limestone bedrock.

Soil Associations and their Suitability for Agriculture and Development

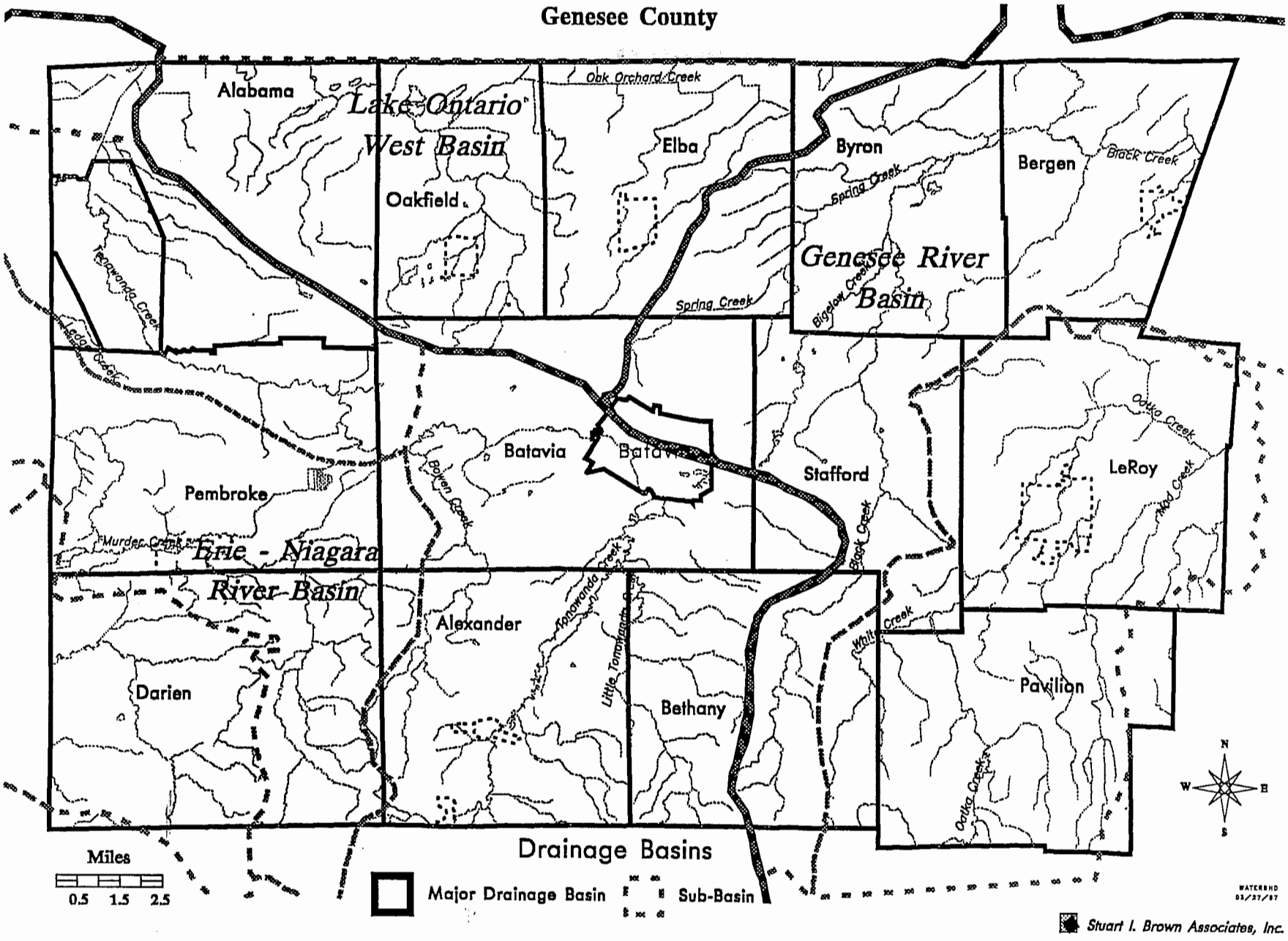
Table 1

	Association	General Characteristics	Agricultural Suitability	Suitability for Development
6	Lansing-Conesus Association	Tops and sides of slopes are well-drained. Less sloping areas are moderately well-drained but are wet for short periods. Nearly level areas are somewhat poorly drained and poorly drained.	Although artificial drainage and measures for controlling erosion are needed on most farms, these soils are well suited to growing crops	The better drained soils provide suitable home sites, although moderate limitations are present for obtaining on-site water and developing septic systems.
7	Remson-Darien Association	Mostly gently sloping, but also includes areas where water accumulates.	Soils are difficult to till, difficult to drain and are in physically poor condition.	Serious limitations include an impermeable subsoil and unstable soils.
8	Fremont-Hornell-Manlius Association	Occupies the highest part of the Allegheny Plateau	Poorly suited. Soils have naturally low fertility and may be difficult to drain, due to poor permeability.	Suitable sites for homes exist in scattered areas of shaly gravel, although these soils are poorly suited to road construction.
9	Palmyra Association	Located on glacial outwash terraces and on flood plains.	Soils on terraces and those on the flood plains are fertile and productive and generally excellent for farming. Soils in the wet lakebeds and those on very steep terraces are poor for farming.	Development on bottom lands is constrained by the risk of flooding. Adjacent terraces are well suited to all types of development; on-site water is readily available and soils are sufficiently permeable to accommodate on-site septic systems.
10	Collamer-Galen-Canandaigua-Lamson Association	Varies.	Varies widely within short distances. Excellent farmland in areas of favorable slope and good drainage. Low, wet areas are difficult to drain.	Moderate limitations to development include poor stability for large structures. Scattered well-drained soils are most suitable for home sites.
11	Muck Association	Includes shallow and deep muck land that has been cleared and cultivated, as well as poorly drained and very poorly drained mineral soils.	Cleared areas are suitable for crops. Additional drainage improvements are needed in areas where the muck has subsided.	Not suitable.

WATERSHEDS AND HYDROGRAPHY

Figure 2

Genesee County



Flood Hazard Areas

Land areas within the 100-year floodplain have been mapped by the Federal Emergency Management Agency (FEMA) as part of the National Flood Insurance Program (NFIP). The "100 year flood" is estimated to be a flood with a 1% chance of occurring during any one year. Significant flood plains are located along the following creeks:

- Tonawanda Creek in the Towns of Alexander, Bethany, and Batavia and the City of Batavia;
- Black Creek, in the Towns of Bergen, Byron, and Stafford;
- Oatka Creek, in the Towns of LeRoy, Pavilion and Stafford and the Village of LeRoy, as well as along a creek in the southeastern part of the Village;
- Murder Creek in the Town of Pembroke and the Village of Corfu;
- Oak Orchard Creek in the Towns of Elba, Oakfield, and Alabama;
- Little Tonawanda Creek in the Towns of Bethany, Batavia, and Alexander;

as well as along several smaller streams in most municipalities.

Aquifers

Groundwater sources have been identified based on geologic research and have been categorized based on the type of deposits and the expected yield of wells. Maps which identify groundwater resources are on file with the Genesee County Soil and Water Conservation District.

A major aquifer is located along Tonawanda Creek south of the City of Batavia. This aquifer provides the principal water supply for the City of Batavia and its customers. Much of the County, particularly in the northern portion, does not overlay significant aquifers. The yield of wells in these areas is likely to vary considerably.

B. Land Use

Settlement Patterns

The first settlement in what is now Genesee County occurred in 1793, near the present Village of LeRoy. Genesee County originally included most of the area of the State west of the Genesee River, as well as land east of the River in what are now Livingston and Allegany Counties. As neighboring counties were formed during the early 1900's, the County was reduced in size.

The first road through Genesee County was built in 1798. The construction of the Erie Canal north of the County in the 1820's stimulated growth. The first rail service was established in 1836.

Agriculture

In 1992, according to the U.S. Census of Agriculture, 171,722 acres of land in Genesee County formed part of 545 farms. The average farm size was 315 acres. The majority of the farms (58%) in 1992 (as reported by the Census of Agriculture) were less than 180 acres in size. However, these farms occupied just 12% of the County's agricultural acres. Farms of 500 or more acres comprised 18% of all farms in Genesee County in 1992, and occupied 65% of the acres in farms. The trend toward larger farms is continuing, as shown in Table 2.

Residential Development

Residential development is concentrated in the City of Batavia and in the incorporated villages and several hamlets, and is scattered in rural areas throughout the County. Figure 3 illustrates the population density in the County.

Population and housing development is concentrated in the City of Batavia. The City is home to 27% of the County's population (16,310 people), and has 29% of all the households in the County. The Town of Batavia population is 6,055, with 2,160 housing units. The Village of LeRoy is another population center, with 4,974 people and 1,928 households. The next most populous towns are Pembroke, with 3,477 people and 1,220 households; LeRoy (outside the Village), with 3,202 people and 1,080 households; and Darien, with 2,979 people and 962 households.

Outside of the City of Batavia, housing consists primarily of single family dwellings, as well as a number of mobile homes on individual lots and in mobile home parks. Within the City and in other areas that are served by public water and sewer, multi-family dwellings house a considerable number of people. Table 3 indicates the population distribution in each municipality in the County.

Commercial Development

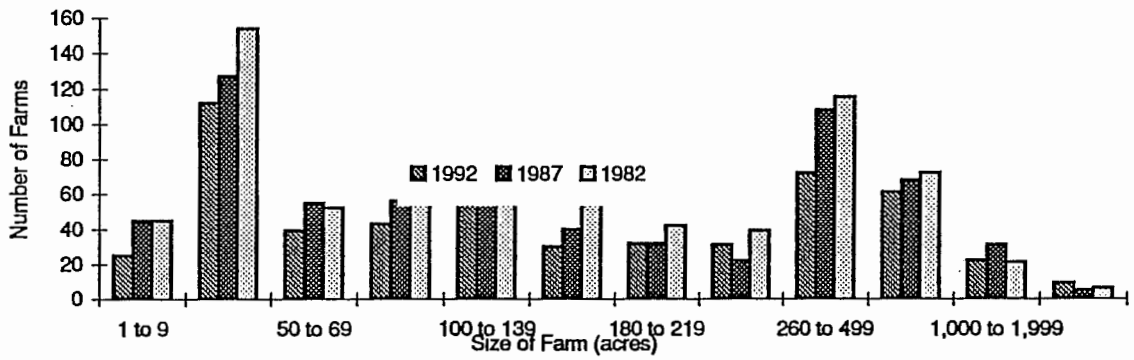
Commercial development, including retail stores, restaurants, offices, hotels, and service establishments, is concentrated in the City of Batavia and in surrounding areas of the Town of Batavia. A significant commercial corridor is located along Main Street in the City, extending east for a mile into the Town of Batavia, and west along West Main Street Road to Kelsey Road.

In the Town of Batavia, additional commercial uses are located along Park Road and NYS Route 98 north to Saile Drive. A relatively large scale commercial development is located between Lewiston Road, Park Road and the NYS Thruway.

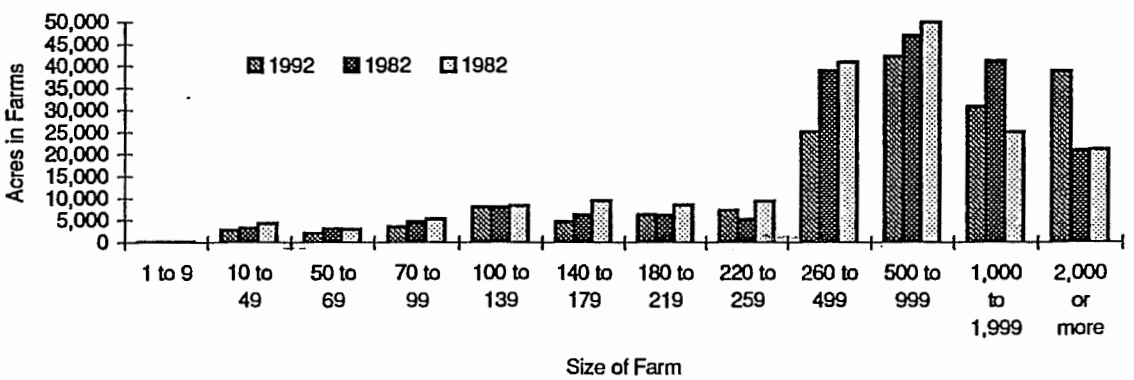
Number of Farms, by Size
Genesee County, 1982-1992

Size of farm (acres)	1992 Farms	1992 Acres	1987 Farms	1987 Acres	1982 Farms	1982 Acres
1 to 9	25	105	45	149	45	166
10 to 49	112	2,880	127	3,344	154	4,254
50 to 69	39	2,215	55	3,188	52	2,997
70 to 99	43	3,539	56	4,728	64	5,349
100 to 139	69	8,064	71	8,080	71	8,317
140 to 179	30	4,695	40	6,321	60	9,519
180 to 219	32	6,286	32	6,242	42	8,440
220 to 259	31	7,401	22	5,277	39	9,400
260 to 499	72	25,035	108	38,906	115	40,769
500 to 999	61	42,088	68	46,892	72	49,915
1,000 to 1,999	22	30,645	31	41,052	21	24,867
2,000 or more	9	38,769	5	20,940	6	20,971
Total	**545**	**171,722**	**660**	**185,119**	**741**	**184,964**

Number of Farms by Size
Genesee County 1982-1992

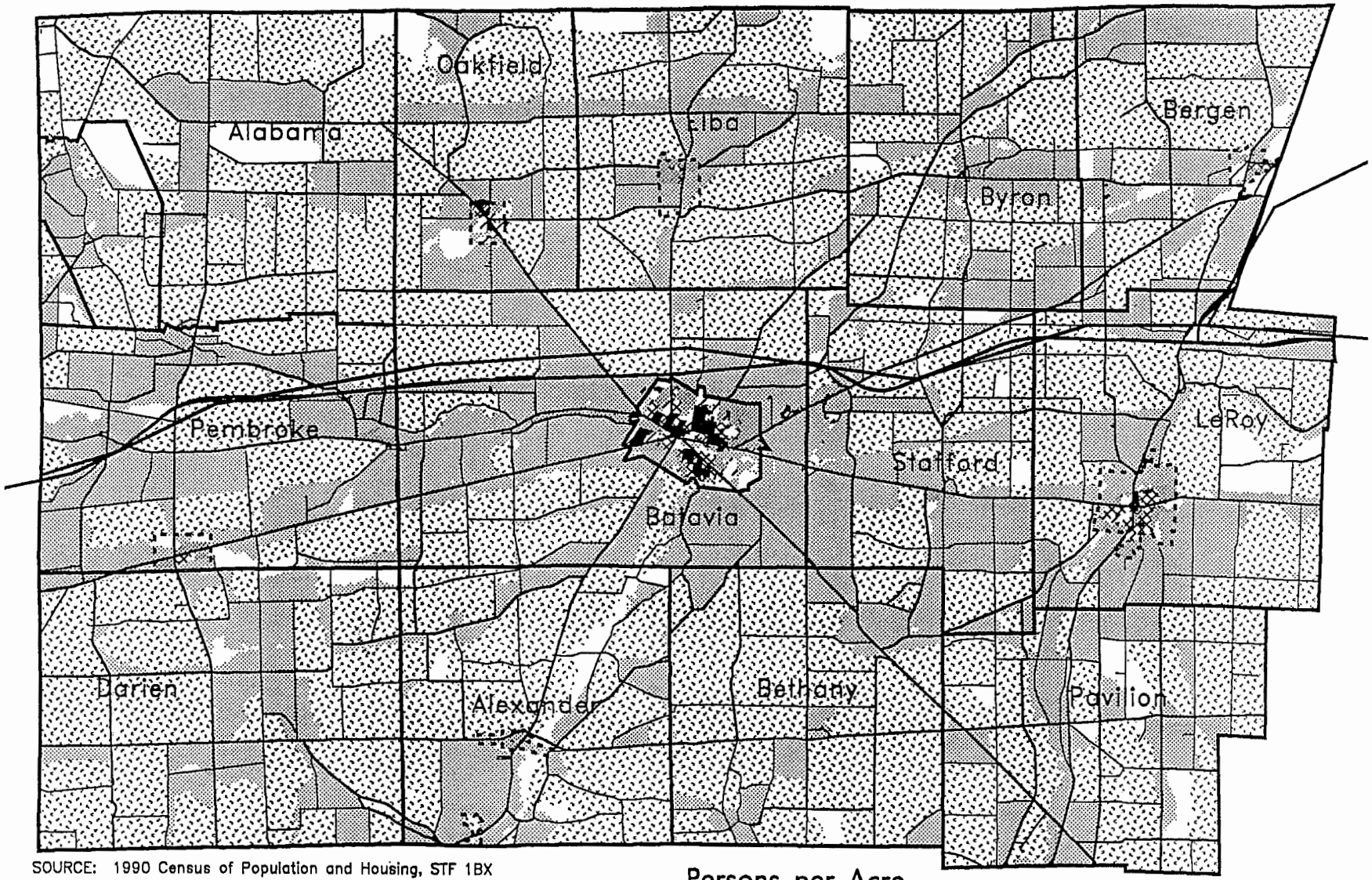


Acreage in Farms by Size of Farm
Genesee County, 1982-1992



SOURCE: Census of Agriculture

Population Density by Census Block
Genesee County 1990



SOURCE: 1990 Census of Population and Housing, STF 1BX

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Table 3

Population Changes for Genesee County and Municipalities 1980 - 1990

Municipality		1980	1990	Change
Genesee County		59,400	60,060	1.1%
City	Batavia	16,703	16,310	-2.4%
Villages	Alexander	483	445	-7.9%
	Bergen	976	1,103	13.0%
	Corfu	689	755	9.6%
	Elba	750	703	-6.3%
	LeRoy	4,900	4,974	1.5%
	Oakfield	1,791	1,818	1.5%
	Villages Subtotal	9,589	9,798	2.2%
Towns *	Alabama	1,926	1,998	3.7%
	Alexander	1,884	1,788	-5.1%
	Batavia	5,565	6,055	8.8%
	Bergen	1,592	1,691	6.2%
	Bethany	1,876	1,808	-3.6%
	Byron	2,242	2,345	4.6%
	Darien	2,950	2,979	1.0%
	Elba	1,737	1,704	-1.9%
	LeRoy	3,119	3,202	2.7%
	Oakfield	1,422	1,494	5.1%
	Pavilion	2,375	2,327	-2.0%
	Pembroke	3,727	3,477	-6.7%
	Stafford	2,508	2,593	3.4%
	Towns Subtotal	32,923	33,461	1.6%
Tonawanda Indian Reservation		455	491	7.9%

* Note: Town population totals do not include Village population.

Source: U.S. Census of Population, 1980 and 1990

A considerable number of commercial businesses are located in the Village of LeRoy as well. Darien Lakes Theme Park, a large amusement park and entertainment complex, is located in the Town of Darien.

Industrial Development

Industrial development is also concentrated in the City of Batavia. The City hosts the Batavia Industrial Park, located off Pearl Street. A new industrial park has been developed, but is not yet occupied, along Route 98 adjacent to the NYS Thruway.

Other industrial centers are located in the Village and Town of LeRoy, the Town and Village of Oakfield, the Town of Pembroke and the Town of Batavia. Land currently zoned for industrial use is depicted on Figure 4.

Mining

Surface mining, primarily consisting of rock, sand and gravel operations, is a significant use of land in the Towns of Stafford, LeRoy and Alabama, in addition to smaller scale operations in the Towns of Batavia, Oakfield, and Alexander. In the Town of Oakfield, gypsum mines run for miles underground.

Public and Community Service

The City of Batavia is the Genesee County seat, and is the site of the Genesee County Courthouse, Jail, and County Offices. Additional County offices (County Building #2) are located on West Main Street Road in the Town of Batavia. The U.S. Customs Service and Immigration and Naturalization Bureau are planning to build a new detention center in the Town of Batavia, in the Batavia Corporate Park.

The Genesee County Community College occupies approximately 225 acres in the Town of Batavia, along College Drive northeast of the City.

Other institutional uses include local government offices, fire stations, schools, and churches.

Conservation and Recreation

Iroquois National Wildlife Refuge is located in the northern portion of the Town of Alabama.

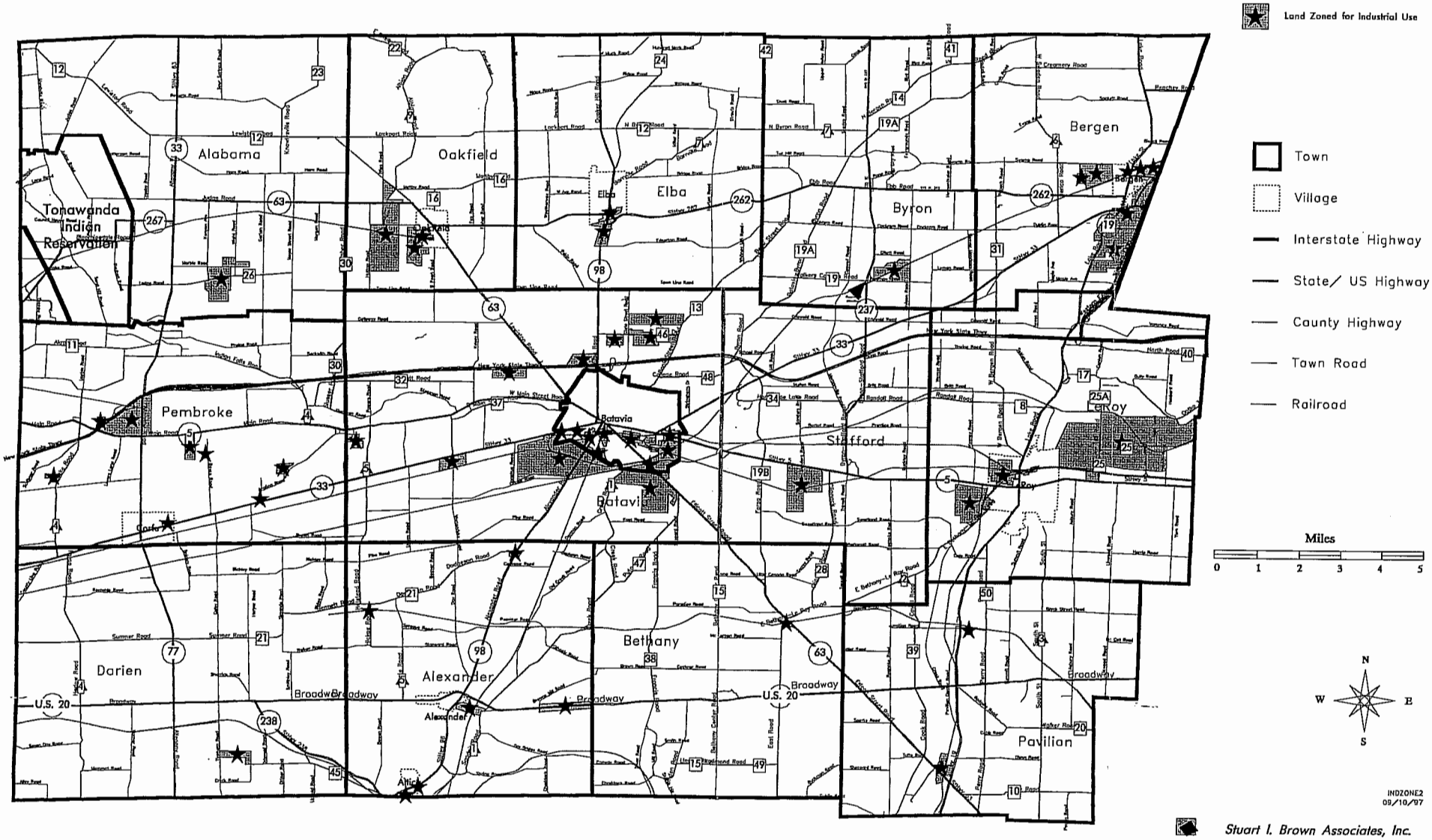
Tonawanda State Wildlife Management Area is located in the northwestern portion of the Town of Alabama, north of the Tonawanda Indian Reservation. Oak Orchard Wildlife Management Area is located in the northeastern portion of the Town of Alabama and the northwestern portion of the Town of Oakfield.

White Memorial State Game Farm is located in the Town of Alabama.

AREAS ZONED FOR INDUSTRIAL DEVELOPMENT

Figure 4

Genesee County Comprehensive Plan



The Bergen Swamp, primarily owned and managed by a private conservation organization, is located in the Town of Bergen and Byron.

A County Park is located in the Town of Bethany.

Utilities and Transportation

Genesee County is served by three exits of the NYS Thruway (I-90), as well as an exit from I-490.

Railroads pass through Genesee County. Several business use rail freight service.

Gas pipelines and electrical transmission lines pass through Genesee County.

The Genesee County Airport occupies land in the Town of Batavia. The LeRoy Airport is located in the Town of LeRoy.

C. Government and Organizational Roles

1. Local Governments

Genesee County is comprised of thirteen (13) towns, six (6) villages, the City of Batavia, and the Tonawanda Indian Reservation. The use of land on the Tonawanda Indian Reservation is governed by policies of the Tonawanda Indians, and is generally not within the jurisdiction of the State, Federal, or County governments. The authority to regulate land use in Towns, Villages and Cities has been granted to municipal governments by New York State law.

Land Use Regulation

Town, Village and City governments are authorized by State law to regulate the height and size of buildings, lot coverage, size of open spaces, density of development and the use of land by enacting zoning regulations. All of the municipalities in Genesee County have zoning regulations in place.

Town and Village governments may also enact regulations which regulate the manner in which land can be divided into lots. Nearly all of the municipalities in Genesee County have enacted subdivision regulations or similar "land separation laws."

Comprehensive Plans

Municipalities may also prepare Comprehensive Plans, which are intended as a guide to decisions involving land use, housing, economic development, recreation, transportation, utilities, and open space conservation.

Municipalities which have prepared Comprehensive Plans during the past several years include:

• Town of Batavia	Expected to be adopted in 1997
• City of Batavia	Completion expected in 1997
• Town and Village of Bergen	Adopted in 1996
• Town of Bethany	Adopted in 1996
• Town of Byron	Completed in 1993, but not formally adopted

The Town of Pembroke and the Village of Corfu are in the process of preparing a Comprehensive Plan.

Municipalities with older plans include the Towns of Darien and Oakfield and the Villages of LeRoy and Elba. The Towns of Alabama, Alexander, Elba, Oakfield, Pavilion and Stafford have not prepared Comprehensive Plans for their communities.

The Town of Bergen also completed a study of the Interchange Area in December 1996, which analyzed development potential and recommended actions to realize the potential for industrial and commercial development around the I-490 interchange in Bergen.

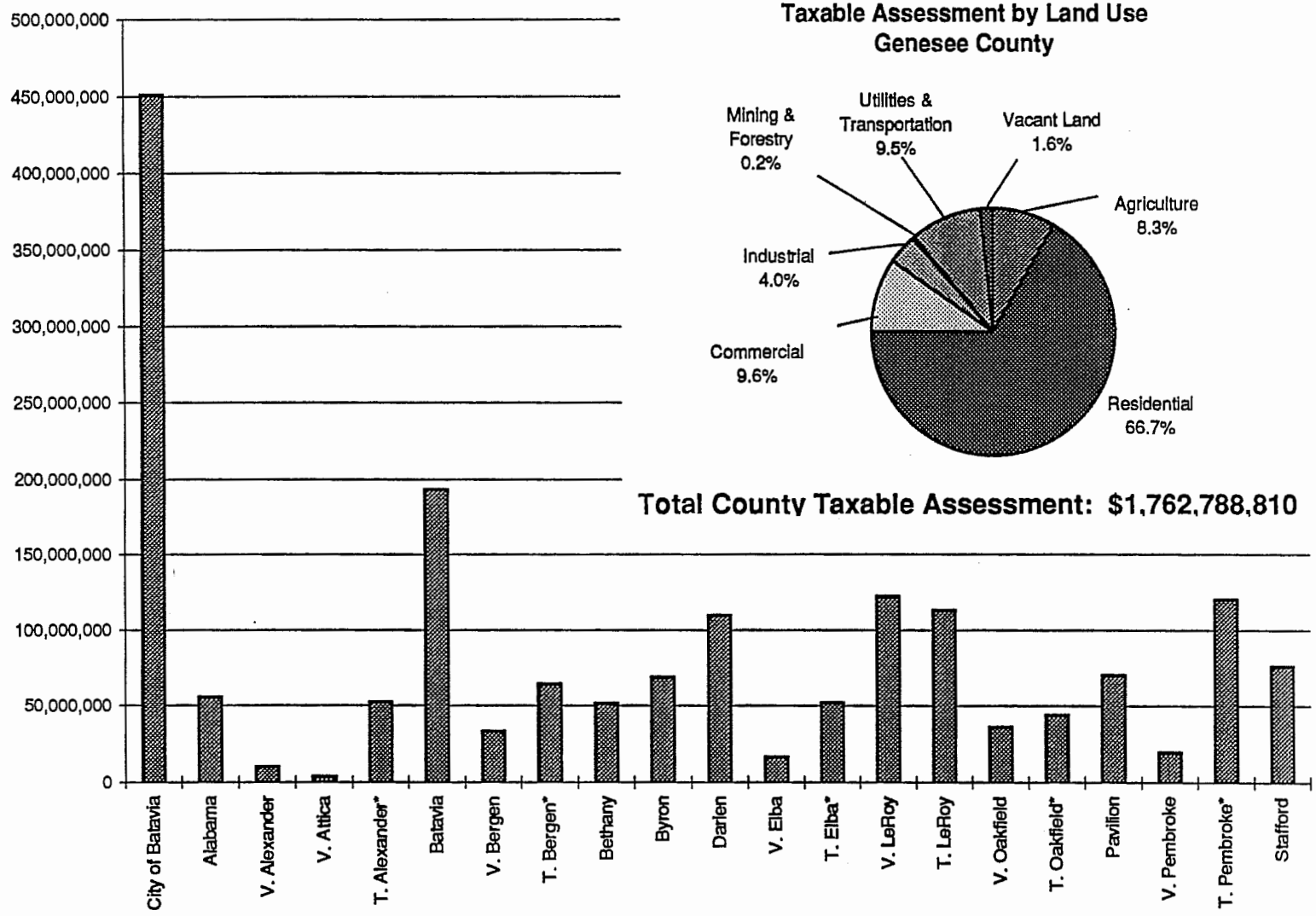
Tax Base

Land development is a source of revenue for municipalities, due to the dependence on property taxes to fund local governments and school systems. Table 4 indicates the taxable assessment in each municipality, by type of land use. This listing does not include tax exempt properties, including those that may be owned by the Industrial Development Agency and leased to private industries, or other lands on which payments in lieu of taxes may be made.

Sewer and Water Service

The availability of public sewer and or water service has a tremendous impact on the potential for development in an area. All of the Villages, as well as the City of Batavia, have both sewer and water service available. Towns with neither sewer nor water service available include the Towns of Alexander, Bethany, Elba, Pembroke, and Stafford. The Towns of Batavia and Darien has both sewer and water service in limited areas. The Towns of Alexander, Bergen, LeRoy, Oakfield, and Pavilion have water service only available in limited areas. The Town of Byron has sewer service in limited areas, but no water service.

Tax Base by Municipality
Genesee County



Total County Taxable Assessment: $1,762,788,810

2. County-funded Agencies

Genesee County Planning Department

The Planning Department provides a wide range of technical assistance services to the County Legislature, County Manager, other County departments, County boards, councils, committees and agencies, local municipalities, including elected and appointed officials and planning and zoning boards, private agencies, developers and citizens. Services include grant writing and administration; zoning, subdivision, and other land use issues; graphic services; capital programming; industrial development; emergency management planning; housing; transportation; energy; and census data.

Working with the County Planning Board, the County Planning Department reviews zoning and subdivision referrals, pursuant to Section 239 l, m, and n. of NYS General Municipal Law. During 1995, the Department reviewed 190 referrals from municipalities.

The Department also assists in the update of the County's Comprehensive Emergency Management Plan, and administers the HOME program. These programs are addressed in more detail in the Technical Reports for Local Government and Emergency Services and for Housing.

The Department provides technical assistance with local zoning and other land use regulations to towns and villages which cannot afford planning staff.

The Planning Department provides staff support and services to the following Boards and Committees:

- GLOW Region Solid Waste Management Committee and the Genesee County Solid Waste Advisory Committee. Related duties include implementing the Solid Waste Management Plan and recycling programs.

- Genesee County Environmental Management Council (EMC). The EMC serves in an advisory capacity to the County Legislature and is involved in environmental impact reviews, natural resources protection, and environmental education.

- Batavia Wellhead Protection Project.

- County Agricultural and Farmland Protection Board. Staff also administer the State's Agricultural District Program in the County.

Real Property Tax Services

The Genesee County Office of Real Property Tax Services provides training and information to local assessors, and maintains a database of assessment information, including tax parcel maps. The Office is partially funded by revenue from municipalities for the costs of updating assessment information.

The Office of Real Property Tax Services also is a source of information regarding land use, development patterns and land values. This information is available as a result of its primary purpose, which is assessing property for annual taxation. The Office has prepared a digital tax parcel map, using volunteers and community work programs, which depicts all of the tax parcels in the County. During 1996 and 1997, this computerized parcel map was linked to the Real Property System database. This enabled the depiction of land use information and other characteristics of parcels that are included in the RPS database. The Office has also provided data files to lending institutions, for a fee, to assist them in servicing escrow accounts.

Soil and Water Conservation District

The Soil and Water Conservation District provides a variety of services to landowners, local governments and other agencies and organizations.

Conservation planning and technical assistance services include the following:

- Works closely with the USDA Natural Resources Conservation Service (NRCS), (formerly Soil Conservation Service) to provide
- Reviews permits issued by local governments for ponds and ag. waste storage structures
- Reviews development plans for local governments.
- Sells tree seedlings and other materials needed for soil conservation programs.
- Under an agreement with NYS DEC, assists landowners in complying with water quality and waste management regulations. Receives reimbursement from DEC for time spent resolving complaints.

Conservation education programs include the following:

- Assists with the annual Conservation Education Field Days at the County Park for 5th and 6th graders from schools throughout the County, in cooperation with Cornell Cooperative Extension.
- Organizes the Envirothon competition for high school students from several area schools.

- Distributes publications, videos, and displays, and offers public presentations to youth and adult groups.

Conservation research, resource inventory and monitoring programs include the following:

- Maintains a library of natural resource information (soils, woodland, wetlands, wildlife habitat, aerial photographs, topography, watersheds, agricultural districts)
- Works with water quality coordinating committee to evaluate and protect public water supplies for the Village of LeRoy (LeRoy Reservoir watershed) and the City of Batavia (Tonawanda Creek watershed)
- Every five years, assists with the Federal Natural Resource Inventory update.

The SWCD is in the process of computerizing its files and natural resource maps. It also is a recipient of NYS DEC aquatic vegetation control grants.

Genesee County Cornell Cooperative Extension

The Genesee County Cornell Cooperative Extension provides educational resources and programs which address the needs of youth, individuals, families, and the agricultural community. Programs include:

- 4-H Youth development programs
- Nutrition education
- Parenting programs
- Agricultural support

The agricultural support services include providing information and assistance to farmers, as well as research into agriculture-related land use and economic issues.

Agricultural District Program

Genesee County has designated Agricultural Districts, pursuant to NYS legislation. The New York State Agricultural District Program was created by State legislation in 1971. The program encourages owners of productive agricultural land to form districts within the County. Districts are intended to consist of predominantly "viable farmland." Inclusion in the Agricultural District denotes a commitment on the part of the County and the landowner to retain the use of such land for agriculture.

Land in Agricultural Districts is depicted in Figure 5. The Districts in Genesee County are reviewed, and may be renewed, in 8-year cycles.

Benefits to owners of active agricultural land in Agricultural Districts include property tax assessments that are based on the value of the land for agricultural purposes, rather than its value for development. Depending on the community, the "agricultural use" tax assessments represent a partial exemption from taxes. If land within an Agricultural District is sold for non-farm purposes, the landowner must repay the amount of property taxes saved over the life of the District, up to 8 years.

In addition, farmland within Agricultural Districts are protected from governmental actions that may seek to acquire farmland through "eminent domain." Local governments are prohibited from passing laws or regulations that would unnecessarily restrict normal farming operations within Agricultural Districts. Before a local or county government may undertake a project that affects land within an Agricultural District, it must submit a "Notice of Intent" to the County Agricultural and Farmland Protection Board and the NYS Department of Agriculture and Markets for consideration of the impacts on agriculture. A person who buys property within an Agricultural District must be notified about the possible presence of noise or odors associated with farm practices.

Public facilities

County agencies affect land use through the siting of government facilities. Facilities operated for governmental purposes are not legally required to comply with local zoning regulations, nor are they subject to property taxes. Such facilities, due to their size, frequently have a significant impact on land use patterns.

Genesee County operates a significant number facilities within the City of Batavia, including a new Court facility that is currently under construction. The County Park occupies approximately 430 acres in the Town of Bethany.

Infrastructure development

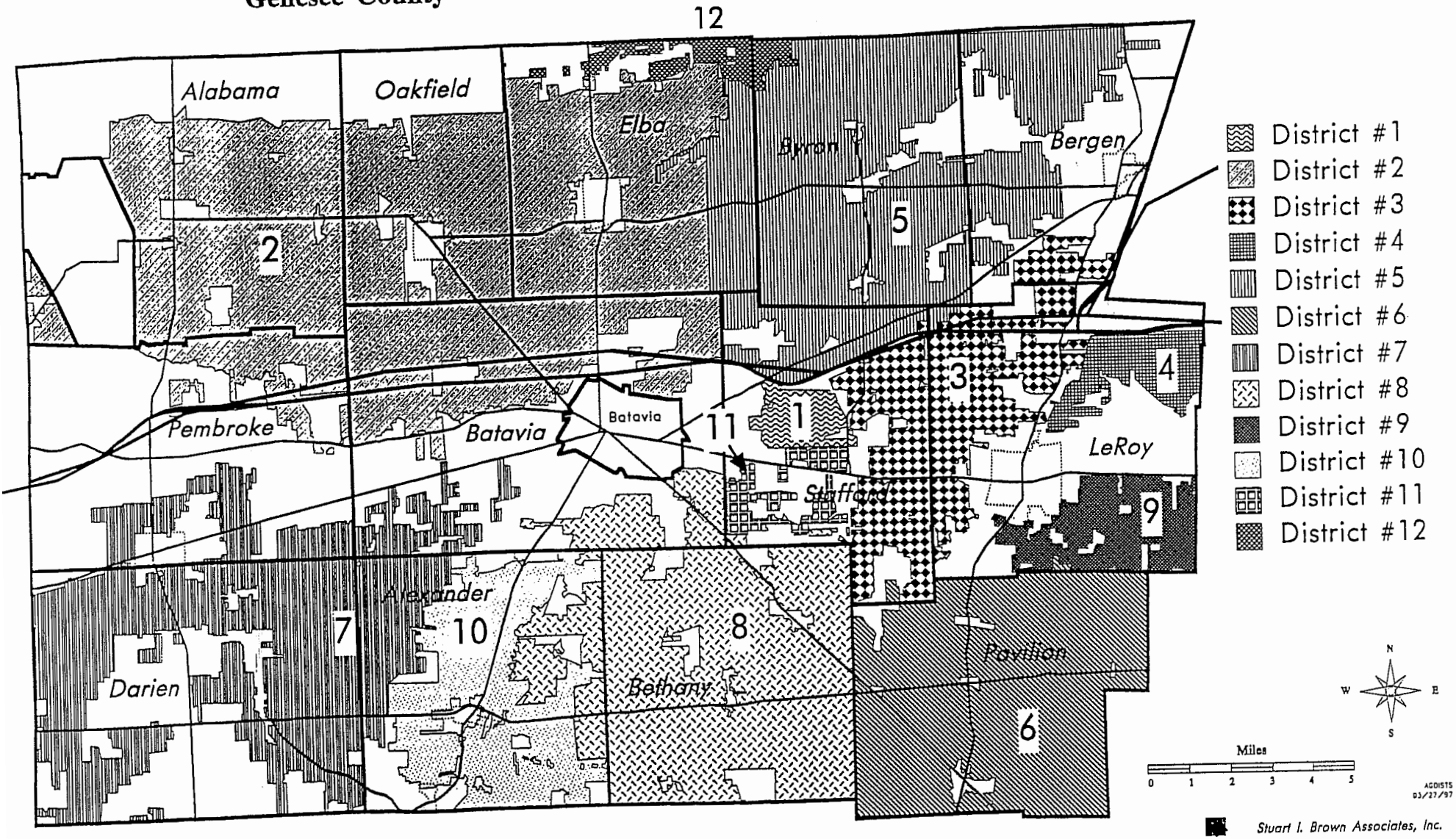
Extensions of water, sewer, and transportation facilities have significant impacts on land development. Genesee County Highway Department is responsible for maintaining County highways as well as the Genesee County airport. The County does not currently provide sewer and water services.

New York State highways influence land development, as they provide attractive locations for industrial and retail development.

Figure 6

AGRICULTURAL DISTRICTS

Genesee County



3. State and Federal Agencies

Several State agencies influence land use patterns and environmental resources in Genesee County.

Regulatory agencies

The NYS Department of Environmental Conservation regulates wetlands that have been designated and mapped by the Department (see Figure 6). The Regional office with jurisdiction over Genesee County is located in Avon (Region 8).

Public facilities

Darien Lakes State Park, located in the Town of Darien, is managed by the NYS Office of Parks, Recreation and Historic Preservation. Genesee County is within the Genesee Region, which has its headquarters in Castile.

The NYS Department of Agriculture and Markets oversees the Agricultural District program, and is responsible for many of the reviews required by Agricultural District legislation.

Two federally owned wildlife management areas in the northern part of the County. These are managed by the U.S. Department of Interior. New York State owns forest land and manages it for wildlife habitat in the Towns of Alabama and Oakfield.

A federal Veterans Administration hospital is located in the City of Batavia.

The Federal Immigration and Naturalization Service, in cooperation with the U.S. Marshal, is constructing a detention center in the Town of Batavia, adjacent to the newly developed Batavia Corporate Park on the north side of the NYS Thruway.

Other Federal agencies active in Genesee County include the USDA Natural Resources Conservation Service (NRCS), (formerly Soil Conservation Service). This service operates an office in Batavia and maintains information on soils and other natural resources. It works closely with the Soil and Water Conservation District.

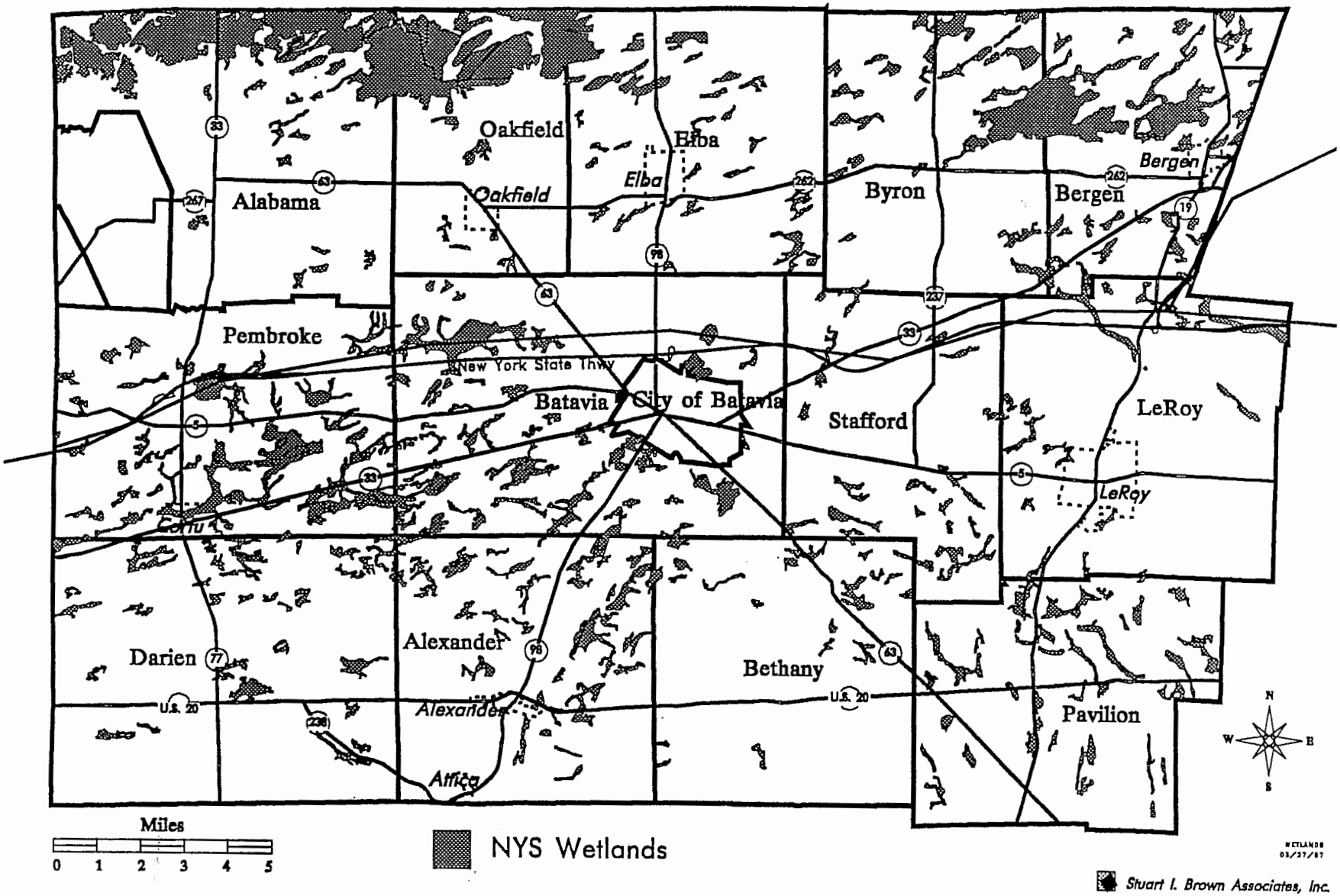
4. Private Organizations

Several private organizations are involved in the management of conservation and recreational lands in Genesee County. These include Ducks Unlimited, the Bergen Swamp committee, and several sportsmen's organizations which own land.

NEW YORK STATE REGULATED WETLANDS

Figure 7

Genesee County Comprehensive Plan



D. Status of Existing Plans

Several existing plans recommend policies and actions which would affect land use.

Town, Village and City Comprehensive Plans and zoning regulations were described in the section on local government roles.

Genesee County has contracted for the preparation of a Water Supply Study, which contains recommendations for the provision of public water service to various locations in the County.

A study of the potential for coordinated geographic information systems was completed in 1997. The study included a description of the potential need for shared geographic information among County departments.

The Genesee 2000 Update, prepared in July 1994, recommended preparation of a county comprehensive plan. This activity is underway.

The update recommended that the following technical studies be prepared:

- An inventory of "available" land. The purpose of such a study would be to resolve a growing controversy between those who want more development and those who want to protect agricultural land. This issue remains current.

- Studies of service provisions, which would identify the costs of coordination, the level of government most suited to providing the service, and the most effective and desirable level of service. Coordination of sewer and water service was one of the issues recommended for further study.

- A study of housing demand in Genesee County.

The Update also recommended an expanded role for the County Planning Department in planning and coordination.

II. Analysis of Issues, Opportunities and Constraints

The analysis of issues, opportunities and constraints is based upon the discussions at the first Focus Group meeting, the results of the written surveys of Focus Group members, municipalities, and residents, and discussions with County staff and Steering Committee members.

A. Local Land Use Regulatory System

1. Appropriate government level for land use controls

All of the municipalities in Genesee County have adopted zoning regulations, as authorized by State legislation. County Planning Board review of certain zoning actions is advisory only.

State legislation would be needed to change level of authority for land use regulation. Municipalities are likely to resist the imposition of land use controls from another agency.

2. Scope and effectiveness of local land use regulations

Local government representatives had a more favorable opinion about the functioning of land use regulations than the public or the Focus Group. The focus group members, local government representatives and residents were asked a similar question regarding the effectiveness of local land use regulations:

How well do municipal land use regulations protect the rights and interests of individual landowners and businesses while ensuring the overall well-being of residents?

	Residents*	Local Governments	Focus Group
Very Well	18%	41%	8%
Moderately Well	54%	53%	69%
Not Well	28%	6%	23%

* Percent of respondents who expressed an opinion. (22% overall had no opinion)

In addition to local land use regulations, several other factors have considerable influence on the future use of land in Genesee County. These include the physical characteristics of land, the location of sewer, water and transportation services, market conditions, and landowner interest. Land use regulations are more likely to be effective when they conform to a comprehensive planning program that takes into consideration these other factors.

3. Coordination among municipalities

It is important for municipalities to cooperate in order to: 1) ensure that land use regulations are compatible across municipal borders; and 2) provide services, such as code enforcement, more efficiently.

Several municipalities have worked together to prepare joint comprehensive plans. Several others share staff for building and/or zoning code enforcement.

The County Planning Department helps to monitor land use regulations and plans and to identify locations where the plans and regulations of neighboring municipalities may conflict.

B. County Role in Land Use Management

The County's role in land use regulation currently is limited to providing information, advice and technical assistance. However, decisions made at the County level regarding utilities and transportation services also affect land development patterns.

1. Direct Technical Assistance

One of the services provided by the County Planning Department is technical assistance in preparing land use regulations and reviewing development projects. This service appears to be highly valued by municipalities.

2. Training

Educated and experienced planning board and zoning board of appeals members, and enforcement officials, help to ensure that the administration of land use regulations is fair and effective. Training was identified as an important issue by the municipalities.

Nearly all of the municipalities rely on training sessions provided by the Genesee County Planning Department staff for their planning and zoning board members and other local officials. Four municipalities currently require training, and several others would consider requiring training for their board members if sessions were held in Batavia. Convenience and evening classes are the most important factors in encouraging attendance.

3. Information to local governments, land use officials

The County Planning Department is the main source for information on planning and zoning techniques among municipalities and among Focus Group members.

Newsletters were identified as one of the means by which municipalities provide education or training to board members and officials. The Planning Department newsletter is one such information source.

Coordination and efficiency among County agencies may be improved by increased use of computers, including GIS. However, it will take a considerable amount of time, among all the agencies who would work with a coordinated GIS, to identify needs, responsibilities for maintenance, and safeguards to protect data and confidentiality. Continued communication is a key to improved cooperation among agencies.

C. Agricultural Land Retention

Agriculture is a significant industry in Genesee County. The retention of agricultural land is the issue mentioned most frequently by Focus Group members. A majority (60%) of respondents to the residents survey stated that "encouraging agriculture and agribusiness" is "essential." Agricultural Districts encompass a large portion of the County's land area. This issue is both a land use and an economic issue, as farming needs to be economically viable in order to continue.

1. Agricultural industry and economics

The average size of farms is increasing. Farms on poorer quality land are being abandoned, as better land is being consolidated into larger farms. At the same time, the number of small, part-time farms is increasing.

Taxes of all kinds (property, income, and estate) impact the economic viability of farming.

2. Zoning actions

Exclusive agricultural zoning (prohibiting all non-agricultural development in prime farming areas) may be considered by municipalities. A total of 35% of the municipal representatives rated such techniques as "important, but not a high priority," 18% rated it "essential" and 29% considered it "not important."

Only one respondent to the Focus Group survey thought such an action or policy was "essential." Most of the Focus Group members characterized such techniques as "a good idea, but unlikely to be effective."

Zoning **incentives which allow limited development on agricultural parcels** while preserving some of the land for farming (including cluster development, "sliding scale" zoning, or transfer of development rights) were found to be "essential" or "important" by most of the municipalities. Focus Group members, however, were less supportive. The major criticism of such a technique is that agriculture and residential land uses should

not be encouraged on the same parcel. Such concerns may be alleviated in cases where the design incorporates sufficient separation between the uses.

Most Focus Group members would support requiring new residential development in agricultural areas to incorporate **sufficient buffers**, in order to reduce the potential for conflicts with farm uses. However, Focus Group members noted that "the buffers required for odors and noise would be very difficult to achieve."

Municipalities may use **subdivision review** regulations, in combination with "cluster" zoning or "density averaging," to require proposed development to occur on the least productive portions of the parcel, and retain prime agricultural land for farming. The regulations would have to require buffers to be incorporated into the subdivision design.

(See also E.1. Conflicts between residential and agricultural uses.)

3. Extension of water lines into agricultural areas

This issue has been identified by state policy-makers as a serious concern. The Agricultural District legislation and regulations require local governments to consider the impact on agriculture of the extension of utilities to active agricultural land in an Agricultural District, and to consider limiting future non-farm connections. However, a landowner in Orleans County has brought suit against a town to gain a connection to a new water line that was restricted in this manner. As a result, it is unclear at this point whether such limitations will be upheld.

Public water to serve residences in farming areas can reduce the conflict between farming and residential use, as residents may be concerned about the presence of fertilizer and agricultural chemicals in groundwater. However, the presence of water lines is known to contribute to development pressure.

Policies to "limit the extension of water lines into active agricultural areas" were found to be "not important" by most municipal representatives. One quarter of the Focus Group members thought that such policies "should be pursued," while half of the Focus Group members termed such policies "a good idea, but unlikely to be effective."

4. Private easements or deed restrictions

Focus Group members showed moderate support for "private easements or deed restrictions on farmland, initiated by landowners or private land trusts." Few municipal representatives saw much promise in these techniques.

Private preservation efforts have been successful in Livingston County's Genesee River Valley, where easements have been used to limit development and to reduce tax liabilities, particularly estate taxes. The advantages of private techniques are that they

are voluntary, requiring the full consent and participation of the landowner, and that they are virtually permanent.

County -sponsored and -funded organizations may be able to promote use of such techniques by providing information to interested landowners, or by sponsoring informational presentations by non-profit organizations such as land trusts who have helped to protect farmland.

5. Agricultural District Program and the Farmland and Agricultural Protection Advisory Board

Continuing the Agricultural District Program and the Farmland and Agricultural Protection Advisory Board is considered "essential" by nearly all of the Focus Group members and most of the municipal representatives. This Board serves as an advocate for agricultural interests and a "watchdog" to alert the farming community to issues that may affect them.

D. Public Utilities and Transportation

1. Extension of water and sewer lines

The extension of water and sewer lines has a significant impact on future land use patterns. The siting of new sewer and water lines is affected by several factors:

- **Residents needs** (for example, failing septic systems or residences with insufficient or poor quality water)

  Several areas within the County are in need of sewer and/or water services to meet the needs of existing residents. In most cases, providing services to these areas would require installation of a lengthy water transmission or sewer main. There is the potential to induce development along the transmission main, which, in most cases, would traverse large expanses of agricultural land.

  Alternatives to installing sewer lines should be considered, such as package treatment plants or collection systems, in order to avoid the land use impacts of extending sewer lines.

  Focus group members and, even more strongly, municipal representatives, generally support extending services to serve residents who currently have inadequate services.

- **Accommodate or encourage new development** (industrial, commercial, or residential)

  Utilities are frequently needed to allow desired development in locations designated for such use. Certain locations are appropriate for intensive development due to their location (such as, near a Thruway interchange). The provision of utilities is needed to realize the potential of such development sites.

  Municipal representatives strongly support the extension of utilities to accommodate or encourage industrial development, with only slightly less support for commercial and residential development.

2. Protection of public water supplies

The City of Batavia, the Town of Batavia, and the Villages of Corfu and Oakfield each depend on wells for their public water supplies.

The City of Batavia has recently completed a Wellhead Protection Study, No wellhead protection studies have been done for the Villages of Corfu and Oakfield, although the Village of Corfu did receive a grant to upgrade its treatment plant.

The County Water Resources Coordinating Committee has tried to stimulate interest in undertaking wellhead protection studies.

This issue was raised during Focus Group discussions, but was not addressed in the surveys.

E. Residential Development

Soils and the lack of water and sewer facilities in much of the County limit the rate of development in rural areas.

1. Conflicts between residential and agricultural uses

Conflicts between residential and agricultural uses include the perception of "nuisance" by residents of agricultural practices, including noise and odor, as well as concerns about possible contamination of groundwater from applications of manure, fertilizer and pesticides. Farmers may be concerned about trespassing or vandalism.

The Agricultural District program protects owners of active agricultural land within Agricultural Districts from nuisance suits and local laws that would restrict customary farm practices, unless there is a clear "health and safety" concern. In addition, the Agricultural District legislation requires that buyers of land within Agricultural Districts

must be notified about the possible presence of noise or odors associated with farm practices.

New residential development in agricultural areas typically results from the division of one or more lots from a larger agricultural parcel. Town zoning regulations generally permit residential uses in agricultural areas, provided the lot and building meet the minimum lot size and setback requirements.

Municipalities have the authority, through the subdivision review process and techniques such as "cluster zoning" or "density averaging," to encourage or require residential parcels to utilize land that is less productive for agriculture, and to require buffers. In practice, few if any municipalities limit the creation of residential lots using this process.

"Creative development" designs that involve the entire agricultural parcel may be more effective in avoiding future conflicts, even though the residential parcel may be located on the same original parcel as the farming operation. Most farmland owners need or desire the income from selling lots. "Creative development" designs can help ensure that the residential lots are the least productive for agriculture, and that they are adequately separated from the agricultural operation. Such designs can also incorporate permanent protections for agricultural land through easements or deed restrictions. Such a development can result in more income for the landowner, provided that the lot layout is carefully designed. For example, the residential lot should be upwind from prevailing winds, and buffered from the farm operation. Lots that adjoin protected open space, including farmland, may command a premium price compared to other rural lots. Placing land under permanent restrictions should also result in lower assessments, and lesser estate taxes for the farmland owners.

2. Sewer and water to serve existing residences

(see C.3 above)

3. Location of future residential development

Focus Group members tend to agree that residential development should be concentrated in and around Villages and the City of Batavia, and in other locations where sewer and/or water services are provided. However, more than half of the municipal representatives did not find such a policy to be important. Most municipalities would like to see more residential development, and do not appear inclined to support extensive restrictions. Most municipalities indicated that it is important (or "essential") to "encourage residential development in any location, as dictated by landowner choices and market demand," while nearly all of the Focus Group members found such a policy to be "not important."

More intensive residential development, which requires public sewer and/or water service, may be directed to the most appropriate locations. Scattered residential

development in rural areas is likely to continue, as municipalities are not inclined to discourage the individual landowner choices that result in such development patterns.

Municipalities could be encouraged to promote development designs that result in more efficiencies and reduce conflicts with agricultural operations.

F. Commercial Development

Commercial development is largely concentrated in and around the City of Batavia, with smaller retail centers located in villages and scattered businesses in hamlets and rural areas. Intensive commercial development is dependent upon public water and sewer service.

The commercial center of the City of Batavia is the target of official revitalization efforts. Recent improvements have addressed the Genesee Country Mall. Traffic congestion is a concern, as well as the age of existing buildings.

Newer commercial development, including large retailers, have been established in the Town of Batavia adjoining the City. Extensions of roads and utilities have been proposed to accommodate this future development.

1. Limit development to existing districts; Ensure viability of existing districts

Focus Group members disagreed about how important it is to "protect the viability of existing downtown commercial areas in the City of Batavia and in Villages." Certain members noted that commercial development in new areas should also be accommodated. Among municipalities, most indicated that it is "not important" to "encourage commercial development only in and adjacent to existing business districts in the City and Villages." Among respondents to the Residents Survey, 43% of respondents rate concentrating commercial development within and adjacent to villages and the City of Batavia as essential, while approximately 32% rate this as important, but not a top priority.

Several municipalities are interested in promoting new locations for commercial development. For example, the Towns of Pembroke and Bergen both hope to develop land around their Thruway interchanges, and both industrial and commercial land uses may be encouraged.

The viability of existing commercial districts, especially in the City of Batavia, is important to the integrity of downtown business districts and to the financial health of the municipality. There is a need to make these commercial districts appealing to shoppers, and to offer an alternative to the larger retail stores located outside of downtown.

2. "Strip" commercial development

Policies to restrict "strip" commercial development along highways may also meet resistance from local decision-makers. Nearly all of the Focus group members find it "essential" (6) or "important, but not a high priority," (5) to "encourage commercial development only in specified commercial areas, and discourage such development along long stretches of major highways." Nearly one-quarter (23%) of the municipal representatives indicated that such a policy is "not important." One municipal representative noted that commercial development should be encouraged along major highways in order to limit demand along side roads.

A recommendation for commercial development outside existing commercial centers may be to encourage such development at specified "nodes" along major highways, and to keep stretches of highway open to permit high speed travel and to retain a sense of the open country.

G. Industrial Development

Traditional industries have long been the economic backbone of Genesee County, along with agriculture. Although the number of people employed in industries has declined sharply during the past two decades, industries remain a significant element in the County's economy. Industrial land also contributes to a municipality's tax base, as it represents high value land with few demands on community services.

The Residents Survey revealed strong public support for industrial development programs. Attracting new industries and retaining existing industries were each rated as "essential" by more than 90% of respondents.

1. Municipal location

Focus Group members strongly support activities and policies that would "ensure that every municipality identifies appropriate areas for industrial development." About half of the municipal representatives stated that municipal location is an important consideration in siting industrial uses, in addition to the relative suitability of the site.

Most of the County's industries are located in the City of Batavia, with additional concentrations in the Village of LeRoy and several industries located in various locations in the County. Some industrially zoned land is currently located in each municipality.

2. Environmental considerations

Focus Group members as well as municipal representatives expressed strong support for "encouraging industrial development only in locations that are not environmentally

sensitive, such as aquifer recharge areas." There is a need to ensure that industrial operations do not degrade the environment.

3. **Siting new industrial development**

The most attractive sites for industrial development are served by public sewer and water services, have good access to major highways, and have limited potential for environmental harm. The new Batavia Corporate Park is a good example of a marketable industrial site. Several other potential sites for new development in Genesee County lack utilities.

Certain industrial uses may locate in rural areas that are not served by utilities. These include truck depots, salvage yards, and other uses. Such businesses typically require large amounts of relatively inexpensive land, and have a small number of employees and few customers who visit the site. As a result, on-site septic systems and wells may be adequate.

H. Protection of Natural Resources

A considerable amount of land has been set aside by federal, state and private agencies as wildlife preserves and/ or hunting areas. Land classified as wetlands is regulated by State and federal agencies to protect its natural values.

I. Provision of Land for Recreational Uses

Land has been set aside for a County Park in the Town of Bethany.

Darien Lakes State Park is located in the Town of Darien

Most villages and some towns have parks.

The need for additional parks or recreational facilities is addressed in the Parks, Recreation and Culture Technical Report.

J. Remediation and Avoidance of Environmental Hazards

Several sites within the County have been identified as former hazardous waste sites, that may pose some risks to the community. Further investigation and possible clean-up of these sites is needed in order to minimize threats to the health and safety of residents, and to make these lands available for appropriate development.

Local, state and federal regulations need to limit the potential for future environmental harm to land resources in Genesee County. The State Environmental Quality Review (SEQR) process helps to identify and avoid environmental impacts from development projects and governmental actions.

K. Effectiveness of County Agencies

County Planning Department

The Planning Department was rated "very effective" in providing needed services by 80% of the Focus Group members and 88% of the municipal representatives. Most municipalities (10 of 17) reported contacting the Planning Department at least once per month.

A majority of Focus Group members think that funding for the County Planning Department should be increased.

Office of Real Property Tax Services

Municipalities found the Office of Real Property Tax Services to be "very effective" (10 of 11) and "somewhat effective" (5 of 17) in providing needed services. Although Focus Group members were less familiar with the Office (33% had no opinion about its effectiveness), 55% of those who had an opinion rated it "very effective" and 33% rated it "somewhat effective."

Soil and Water Conservation District

Services are offered to municipalities (help in reviewing development proposals, providing information on soil capability and other natural resources) and individual landowners (information on soils, drainage, and other influences on development potential).

Focus Group members rated the SWCD "very effective" (80%) and "somewhat effective" (20%) in providing needed services. Municipal representatives also rated the services "very" (7 of 17) and "somewhat" (3 of 17) effective.

Cornell Cooperative Extension

Many of the services offered by Cornell Cooperative Extension are educational, including the 4-H Program and providing information to residents and the agricultural community.

Nearly 60% of Focus Group members found that Cornell Cooperative Extension is "very effective," while 16% rated it "somewhat effective" and 25% had no opinion. Most municipal representatives rated its services as "somewhat effective" (7 of 17). Most of these representatives contact Extension less than once per month.

III. Goals and Recommended Actions

Vision Statement: Land use in Genesee County should consist of a balance of agricultural, residential, commercial, industrial, institutional, recreation, conservation and infrastructure uses. Agriculture should be encouraged to continue in large areas of the County. Conflicts between farming and residential uses need to be avoided or minimized. Growth, supported by needed infrastructure, should be encouraged in appropriate areas. Local officials and board members who are responsible for land use decisions should have sufficient access to information and be adequately trained. Individual municipalities and Genesee County should cooperate to ensure that an appropriate balance of land use is achieved and maintained.

Goal: Ensure that local government boards and officials have the information and training needed to make appropriate land use decisions, and to coordinate across municipal boundaries.

Recommended Action:

(1) Provide information and assistance to municipalities in the preparation of Comprehensive Plans, zoning and other land use regulations, and SEQR. Continue to provide training sessions at local board meetings, produce a regular newsletter, and maintain a library of information. (1,2,3,4,7,8,13,14,16,22,32,40,53)

Responsibility: County Planning Department

Time Frame: **On-going**

Goal: Cooperate in the provision of zoning administration and code enforcement services.

Recommended Action:

(2) Jointly provide administrative services, such as zoning administration and code enforcement, whenever such coordination would provide better service and/ or save taxpayers dollars. (5,6)

Responsibility: Individual municipalities

Time Frame: **On-going**

Goal: Ensure that local board members are adequately trained to make responsible and appropriate land use decisions.

Recommended Action:

(3) Require attendance at training sessions as a condition of appointments to Planning Boards and Zoning Boards of Appeals. (9,10,11,12)

Responsibility: Individual municipalities

Time Frame: **Short term**

Goal: Increase the use of computers and geographic information systems to coordinate information sharing among County Departments and agencies.

Recommended Action:

(4) Follow-up on the results of recently completed the GIS study. Plan for future financing of improved technology and shared information. (15)

Responsibility: County Legislature; Office of Real Property Tax Services; Planning Department; Soil and Water Conservation District; other County departments

Time Frame: **Medium Term**

Goal: Retain high quality agricultural land for farming.

Recommended Actions:

(5) Enact local policies to support the continuation of agriculture. Enact and enforce zoning regulations that require buffers between agricultural and residential uses. Modify subdivision review procedures to incorporate provisions to ensure that agriculture can continue on viable parcels. (17,18,31)

Responsibility: Individual towns

Time Frame: **On-going**

(6) Use the SEQR process and Agricultural District requirements, as well as other programs, to evaluate the future impacts on agriculture, as well as the needs of existing residences, when planning water line extensions into agricultural areas. Minimize potential future impacts of water line extensions on agriculture. (19,20)

Responsibility: Individual towns

Time Frame: **On-going**

(7) Promote the use of private land preservation techniques to retain agricultural land. (21,22)

Responsibility: Agricultural and Farmland Protection Board; individual towns; individual farmland owners; County Planning Department

Time Frame: **On-going**

(8) Support the Agricultural and Farmland Protection Board and publicize the provisions of the Agricultural District to realtors, local governments and landowners. (23,24,33)

Responsibility: Agricultural and Farmland Protection Board; Cornell Cooperative Extension; County Planning Department

Time Frame: **On-going**

Goal: Extend water and sewer services, as needed and as financing permits, to promote economic development and meet residents' needs, while addressing potential impacts on land use patterns.

Recommended Actions:

(9) Obtain funding to extend water and sewer to areas appropriate for intensive commercial and industrial development as part of economic development programs. (25,41,45)

Responsibility: County Legislature in cooperation with individual municipalities; County IDA; Individual businesses and landowners

Time Frame: **Short term**

(10) Obtain financing, including grants, to provide sewer and/or water service, as needed, to areas where residents' existing systems are inadequate. Consider package systems in order to avoid the extension of service through rural areas. (26,27,28)

Responsibility: Individual municipalities; County Legislature for coordination and obtaining grant funding

Time Frame: **Short term**

(11) Implement the City/ Town of Batavia Wellhead Protection Program. Obtain funding to prepare wellhead protection programs for the Villages of Corfu, Oakfield, LeRoy and Elba and the Town of Pavilion. (29,30)

Responsibility: Individual municipalities; County Planning Department

Time Frame: **Short Term**

Goal: Encourage residential, commercial, and industrial development in appropriate locations in each municipality, in order to meet housing and economic development needs. Designate poorer quality farmland for residential use, provided that on-site water and sewer disposal can be maintained. Avoid conflicts among land uses.

Recommended Action:

(12) Develop local plans and regulations which provide for an balance of agricultural, residential, commercial and industrial development in appropriate locations. (34,35,36,43,44)

Responsibility: Individual municipalities

Time Frame: **Short-term**

Goal: Ensure the continued viability of existing commercial districts.

Recommended Actions:

(13) Carry out physical improvements and other activities to make existing business districts more appealing places to shop. (37,38)

Responsibility: Municipalities; Chamber of Commerce; local merchants associations

Time Frame: **Short term**

(14) Amend local zoning regulations to encourage commercial development along highways at specified "nodes," encourage compact development designs that utilize interior land, and limit the extent of commercially-zoned areas elsewhere in rural areas. Avoid designating existing residential properties as commercial zones. (39,40)

Responsibility: Individual municipalities; County Planning Department (information and technical assistance); County Planning Board (advisory opinions)

Time Frame: **Short term**

Goal: Protect sensitive natural areas, such as wetlands, floodplains, wooded areas, and stream corridors, from activities that would cause damage to neighboring land.

Recommended Actions:

(15) Identify sensitive natural areas that are not already protected by federal or state programs, and enact appropriate zoning regulations to discourage activities that would compromise the resource or damage neighboring land. (46,47)

Responsibility: Individual municipalities; County Planning Department (technical assistance); Soil and Water Conservation District

Time Frame: **Medium Term**

Goal: Manage stormwater drainage to avoid problems with flooding and erosion.

(16) During development reviews, ensure that stormwater drainage facilities are adequate. (42)

Responsibility: Individual municipalities

Time Frame: **On-going**

Goal: Retain existing recreational areas and provide sufficient land for parks to accommodate the needs of existing and future residents.

Recommended Actions:

(17) Evaluate needs for park and recreational land, obtain needed funding, and aquire land and develop facilities to meet current and projected needs. (48,49,50)

Responsibility: Municipalities

Time Frame: **Medium Term**

Goal: Clean up environmental hazards.

Recommended Action:

(18) Work with State and Federal agencies to identify and clean up hazardous waste sites and make these sites available for redevelopment. (51)

Responsibility: Municipalities (for local projects); individual landowners

Time Frame: **Short term**

Goal: Avoid future degradation of the environment.

Recommended Action:

(19) Use the SEQR process to identify and avoid future environmental effects of development projects. (52)

Time Frame: **On-going**

Responsibility: Municipalities (for local projects); County Environmental Management Council (information and assistance)

Land Use Technical Report

Attachment

Land Use Focus Group Survey Report

Land Use Focus Group Survey Report

Methodology

During the month of October, 1996, written surveys were sent to the 17 members who were appointed to the Land Use Focus Group. The members and their affiliations are shown on the attached list. Following follow-up efforts to garner a greater response, a total of thirteen (13) surveys were returned. This represents a response rate of 76%.

Land Use Issues

The first question was open-ended, and asked the members to indicate the three most important issues related to land use in Genesee County. Issues generally fell into the following categories:

- Agricultural land
- Balance of development types
- Land use controls and their administration
- Transportation and Utilities
- Property taxes

Nine of the 13 respondents identified agriculture as an important issue. Significant concerns include the decline of farming, the need to retain farmland for agriculture and maintain agricultural districts, siting of agricultural and residential uses, and the preservation of agriculture as an industry.

Eight members mentioned the need to balance various types of land uses. Comments addressed concerns such as, "What will Genesee County look like in the future?" and the need to provide for the most appropriate use of land parcels. In addition to providing for agricultural uses, focus group members noted the need to zone for commercial and industrial development, to located business districts in proximity to cities and villages. Others noted the need to conserve open space, allow for limited residential growth, control development to avoid "unplanned urban sprawl," to convince individuals of the value of planned land use and to encourage communities to adhere to their land use plans.

Concerns relating to the administration of land use controls include the need for consistency and fairness throughout the County, fairness to individual landowners, maintain adequate local zoning, and the need to coordinate planning among municipalities. One respondent noted that "The City of Batavia needs to become more active in addressing issues of the "future" Genesee County." Another stressed that, "We have to strive to utilize land for the good of all while respecting the rights of the individual."

Taxation was mentioned by three members as a significant issue. Some consider property taxes to be the most serious issue related to land use. Real property taxes, capital gains taxes and estate taxes are all considered to impact land use.

The relationship of utilities and transportation to land use planning was noted by four members. The provision of water is a concern, as is the need to study transportation impacts prior to development.

Effectiveness of Land Use Regulations

Nearly three-quarters (69%) of the focus group members who responded to the survey believe that land use regulations and controls function "Moderately Well" in protecting the rights and interests of individual landowners and businesses while ensuring the overall well-being of residents. Three respondents indicated that regulations do not function well. Only one member believes that land use regulations function "Very Well."

One of the three members who responded "Not Well" noted that land use regulations "often represent a short-term need, but lack a long-term vision." Another noted that residential development is increasing while industry is declining.

Those who responded "moderately well" noted that "Planning, zoning and the Agricultural Districts seem to provide adequate protection," and that although regulations vary among municipalities, harmony between various areas is maintained, with the County as a moderator. Concerns include the ease with which variances can be obtained, that "political pressures cause development to be piecemeal," and the difficulties of siting both businesses and residences along main highways. One member noted that enforcement is "spotty," and that there "should be more joint efforts between Towns." Another stressed that "private property rights are essential."

The next series of questions attempted to determine the relative priorities of various policies and activities.

Retaining agricultural land

As noted above, the retention of agricultural land is considered to be an important issue to a majority of the Focus Group members. Eleven of the thirteen respondents find that the most effective means to retain agricultural land in Genesee County is to "Continue the Agricultural District Program and the County Farmland and Agricultural Protection Advisory Board." Only one member indicated that this is, "A good idea, but unlikely to be effective."

Moderate support was shown for "Private easements or deed restrictions on farmland, initiated by landowners or private land trusts," with six members indicating that such activities are "Likely to be effective and should be pursued." Four members responded that private techniques are, "A good idea, but unlikely to be effective." One member commented that "heirs would eventually remove the restrictions because of economics."

Support for, "Zoning incentives which allow limited development on agricultural parcels while preserving some of the land for farming (including cluster development, "sliding scale" zoning, or transfer of development rights)" was moderately strong, although five members indicated that such techniques are, "Not needed or appropriate." The comments included: "Do not encourage development on parcels devoted to agriculture and nothing else;" and, "A mix of development

with agricultural uses is not appropriate. The farming environment is not compatible with development."

More than half of the Focus Group members indicated that, "Zoning regulations which prohibit all non-agricultural uses in prime farming areas" is "A good idea, but unlikely to be effective." Three members indicated that it "should be pursued," and three thought that it is, "not needed or appropriate."

Little support was indicated for purchase of development rights to farmland, with either County or municipal funds. Comments included, "PDR is a waste of tax dollars. Should we purchase 'development rights' of old factory buildings?" and, "The economics of this would not be accepted."

Limiting the extension of water lines into agricultural areas was seen as, "A good idea, but unlikely to be effective," by nearly 50% (six of thirteen) of the respondents. Three respondents indicated support and four believe that it is "not needed or appropriate."

General comments included:

- "Retention of agricultural land is an economic and cultural issue. Keep the farming industry healthy and retain the farmer, and the land will remain in production. Land use restriction may provide a stopgap, but alone will not provide the solution."
- All commercial /business/ industrial developments should be allowed only in pre-determined zones.
- Genesee County is agricultural and should be maintained as such.
- All options have merit - However, taxes are the killer of farmland!
- Genesee County's biggest asset is its land (good ag. land). Selling off road frontage causes many problems.

Focus group members were asked to rate the importance of several policies or activities involving residential, commercial, and industrial development.

Extension of public water service into rural areas

Nearly all of the Focus Group members (83% of the respondents to this question) find that limiting development on high quality farmland in order to retain the land resources for agriculture is "essential." But as one member noted, this "may be difficult to achieve." Another member stated that if development is limited, taxes should be abated.

Consistent with the previous question, several of the focus group members who responded to this question (5 out of 12) indicated that discouraging the extension of water lines into active agricultural areas is "Important, but not a high priority." Four members stated that it is

"Essential." Six members indicated that to, "Extend public water service to residents in rural areas whose current on-site supply is inadequate or of poor quality," is "essential."

Comments indicated an awareness of the potential conflicts between extending water lines and avoiding conflicts with agricultural land.

Extension of public sewer service

Nearly all of the respondents indicated that it is "essential" (5) or "important" (4) that sewer systems be developed in where existing septic systems are not adequate. Only two respondents stated that sewer systems are "Not important," even if the landowners who benefit pay for most of the cost. Six members indicated that it is "not important" that the County pay for part of the cost, while five responded that County contributions are "important, but not a high priority." Municipal contributions are considered "not important" to five (5) members, "important, but not a high priority" to four (4) members, and "essential" to three (3) members.

The following comments were made:

- Alternative wastewater treatment systems can be developed;
- The locations of new residential development should be planned before extending sewer lines, and development should be clustered, not scattered;
- If marginal farmland is encouraged for development, sewers would be essential in steering development away from prime agricultural land.
- Costs should be shared among all levels of government, with a significant portion borne by the landowner; and
- Areas like Stafford, Pavilion, etc. should have a sewer system.

Residential development

Seven of the twelve respondents to this question indicated that it is "essential" to "require sufficient buffers in rural residential developments to reduce the potential for conflicts with farm uses," and four thought that such activities were "important." One member commented that, "the buffers required for odors and noise would be very difficult to achieve."

Six members indicated that it is "essential" to "encourage residential development within and adjacent to the City and Villages, where public water and sewer is available, and discourage such development in the countryside," four thought it was "important," and two indicated that this activity is "not important." One member commented, "If the goal is the preservation of prime agricultural land, development of marginal lands will need to be encouraged."

Five members stated that it is "essential" to "restrict residential development in areas where the soils, or drainage are poor or the soils are inadequate for on-site septic systems," while four

indicated that this is "not important." According to seven of the members, it is "not important" to "encourage residential development in rural areas, in any location, as dictated by landowner choices and market demand." However, two members indicated that this is "essential."

One comments noted, "I would like to see development limited to specified areas but I feel that it will end up where the market exists."

Commercial development

Nearly all of the Focus group members find it "essential" (6) or "important, but not a high priority," (6) to "encourage commercial development only in specified commercial areas, and discourage such development along long stretches of major highways." Nearly as many find it essential (6) or important (5) to "Encourage commercial development only in existing business districts in the City and Villages."

Although seven members said that it is essential to "Protect the viability of existing "downtown" commercial areas in the City of Batavia and in Villages," four members indicated that such activities are "not important." One member noted that it is important to "protect future commercial areas as well."

A majority (8, or 62%) indicated that it is not important to "encourage commercial enterprises in any location, along major highways, that individual landowners and businesses determine to be feasible for businesses. However, one respondent stated that such a policy is "essential" and three rated it "important, but not a high priority."

Other comments included:

- Keep development within current districts. The rest will surely be determined by the development dollar.
- It's important to note that the type of commercial development in the city is very different from the commercial development in the rural towns; and
- Development should be encouraged in City of Batavia where water and sewers are available.

Industrial development

Focus group members overwhelmingly support activities and policies that would "ensure that every municipality identifies appropriate areas for industrial development." They expressed similarly strong support for "encouraging industrial development only in locations that are not environmentally sensitive, such as aquifer recharge areas."

Only three of the respondents disagree that industrial development should be encouraged only in areas where public sewer and water are available. The remainder find such a policy essential (6) or important (4). One member reiterated that "Industrial development for the City is of a

different nature than for a rural town. Large development indeed look for sewer and water which is found in the City. Rural towns attract uses such as junkyards which do not require sewer and water." Another commented that water and sewage disposal are essential for encouraging business development.

Nearly half of the respondents (6) disagree that industrial development should be encouraged in a limited number of sites in the county, to avoid competition among municipalities. One response noted that "competition is good."

One member commented: "A clearer definition of industrial development might be helpful. (As used in this question, it excludes agriculture.)"

Coordination of local zoning

The focus group strongly supports policies and activities that would "Encourage municipalities which share borders to adopt zoning regulations that are compatible" (8: essential; 3: important), and "Encourage municipalities to share zoning enforcement services" (5: essential; 6: important.)

Comments noted that "Consistency and cost sharing are two major goals."

Organizational Roles and Responsibilities

The organizations represented in the focus group survey have a range of priorities, including the retention of agricultural land, orderly land development, the preservation and management of natural resources, transportation and utility issues, and property taxes.

Agricultural land priorities, mentioned by six respondents, include:

- Prohibiting development on prime farm land;
- Increase awareness of the value of agricultural lands/ industry;
- Maintaining Agricultural Districts; and
- Minimizing conflicts between agriculture and residences.

Natural resource priorities include:

- Provide information on the suitability of natural resources for proposed uses.
- Reduce pollution
- Provide planning, design, and technical services for solution of natural resource problems such as flooding, drainage, erosion, non-point source pollution.
- Develop drainage ordinances.
- Development and protection of wetlands for the good of the public and environment.

Priorities involving the development of land include:

- Assist in identifying the highest and best-suited use of land resource.
- Complete farm breakup consistent with zoning.
- Reconcile abutting recreational and residential uses.
- Increase commercial property.
- Follow current unadopted Town Comprehensive Master Plan
- Expand recreation
- Plan rural development
- Encouraging growth where appropriate (planned development)
- Respect for private property rights
- Maintain spaces for orderly building of homes.

Transportation and utility priorities include:

- Examine/ Study transportation issues (to help neighboring municipalities as well as our own)

Priorities involving taxes include:

- Control of taxes on land and property and elimination of property taxes as a source for government funding and school funding

Effectiveness of County Agencies

The next group of questions addressed how well existing County agencies provide services. Of the agencies listed, the County Planning Department is contacted most often for information, assistance or other services, followed by Cornell Cooperative Extension, Soil and Water Conservation District, and the Office of Real Property Tax Services. (See Table __).

The Genesee County Planning Department were rated "Very Effective" at providing needed services by more than 80% of the respondents. The remaining 20% find their services "somewhat effective." The Soil and Water Conservation District was rated "Very Effective" by 75% of respondents, and "somewhat effective" by the remaining 25%.

Nearly 54% of respondents found that Cornell Cooperative Extension is "very effective," while 16% rate it "somewhat effective" and 25% have no opinion. Fewer respondents have regular contact with the Office of Real Property Tax Services, although 55% rate it "very effective," 33% rate it somewhat effective, and 11% have no opinion.

Nearly half of the respondents think that County funding to the County Planning Department and Cornell Cooperative Extension should be increased. For each of the other agencies, a majority indicated that funding should remain the same.

Suggestions for how agencies can work more closely together to coordinate services, as well as suggestions for improving services, included:

Cornell Cooperative Extension:

- Emphasis should be put on keeping land in agriculture.
- Farmers need more technical education on assessment issues and information on how to challenge assessments.

Real Property Tax Services:

- Develop ways to view property easements and limitations.
- Assessors need additional training on farm entity values.

Genesee County Planning Department:

- We work closely now.
- Advise municipalities of the proper way to develop.
- Agriculture and farmland protection planning must be moved up in priority so as funding becomes available for implementation, Genesee County can take advantage.

Soil and Water Conservation District:

- Emphasis should be put on poor land types
- Help farmers and property owners to develop and protect wetlands

Local Governments/Planning Boards/CEOs

- Copy neighboring Boards on issues/ lands of common interest.
- Plan better and cooperate with each other.
- Cooperate with above agencies to learn how to achieve desired goals.

General comments included:

- We need more efficiency (perhaps with computers) in our ability to deliver and obtain information. We need to do a better job of "selling" or telling others what we have available and what services we can provide.

- Where land uses allow adequate recreation, comfortable housing, sustainable agriculture, required retail outlets, needed services, and sufficient employment opportunities to provide a balance and healthy environment for all residents.

- I feel we have a good relationship already, but the prospect of a countywide GIS system will promote a closer working relationship among these agencies.

- Privatize - competitive bidding on projects, etc.

- Poor land = poor housing sites. Should promote more planned developments that do no interfere excessively with farming.

- All entities need a coordinated approach to planning. County Planning needs more than advisory capacity. All agencies need a better understanding of agricultural viability.

- The Farm Bureau is willing to work with any agency on issues related to agriculture, and in particular, land use planning.

- Agencies work fine the way they are.

"Vision Statement"

The final question asked members to describe their concept of an appropriate balance of land uses in Genesee County.

Two members responded with suggested proportions of various land uses:

Genesee County:	320,640 acres	
Agricultural Land:	180,000 acres	(56%)
Wetlands, refuges, parks, recreational land, open space	100,000 acres	(31%)
Residential, commercial, industrial, and support land (roads, parking lots, etc.)	40,640 acres	(13%)

Agriculture:	50%
Residential:	15%
Commercial:	15%
Industrial:	10%
Government (parks, roads, etc.)	10%

One member stated that the current balances should be maintained, except that usage of existing and abandoned commercial properties should be increased.

Several comments addressed the need to preserve the rural character of the County:

- The County should remain essentially a rural County. To that extent, residential uses should not be overly encouraged. Farm land should be protected, industrial use encouraged.

- Genesee has good land -- good agricultural land, good housing land. If we could regulate where rural housing is put, there would be less conflict -- environmentally and pollution-wise. Rural residents and farmers must work together. We must use good judgement to attract industry and plan rural housing so pollution problems and conflicts are lessened.

Others emphasized controlled growth, with a balance of diverse land uses:

- An area where growth is encouraged in appropriate areas without damaging the rural atmosphere and safety which currently exists.

- Where land uses allow adequate recreation, comfortable housing, sustainable agriculture, required retail outlets, needed services, and sufficient employment opportunities to provide a balanced and healthy environment for all residents.

- The socio-economic viability of our County and communities is dependent on the preservation of our most productive farmlands. Areas must be set aside to allow for commercial and industrial development, housing and ecological resources in a coordinated manner, if we are to prevent the loss of this farmland. Coordination must happen at the County level insuring the availability of infrastructure to achieve these goals.

- 1. Protect the existing farm land
  2. Use those lands designated commercial for commercial purposes only
  3. Manufacturing in the City of Batavia where water and sewers are more readily available
  4. Promote recreation in those areas that are presently available.
  5. Reduce the size of our local State Park and place the land on the tax roll.
  6. Keep the County Park from becoming larger.

Other "visions" addressed the need to maintain an effective administrative structure for land use controls:

- My experience and direction has always been confined to the Town of Batavia. Any thoughts of any area other than the Town of Batavia would be comparative to the Town of Batavia. I believe that we might have "a better handle" on land use/ zoning than most surrounding Towns and certainly better than Batavia City where an "appeal" brings new land use with very few denied. Just an opinion!

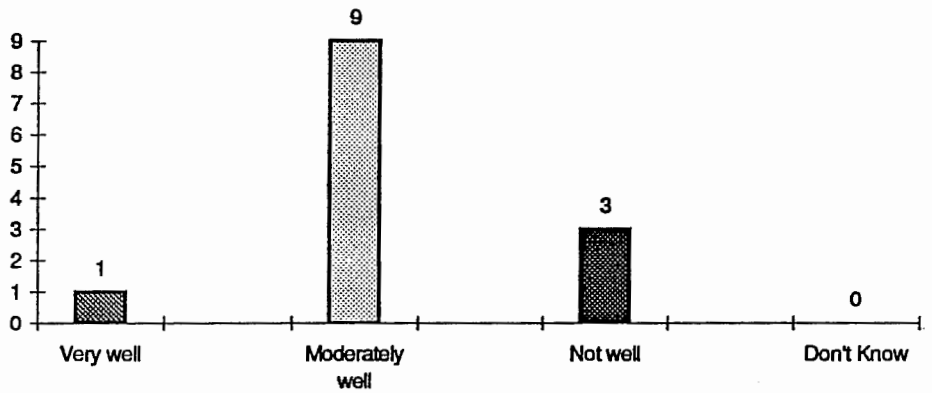
Others emphasize the effects of taxes on land use:

- Various "control" ideas have been explored. However, until the (fire tax, school tax, medical tax,) of farmland is eliminated, <u>all</u> projects to protect farmland will fail. When schools, towns, counties and State and Federal governments continue to expand – and continue to tax (take a larger portion of our earned and unearned income) – there will be continual sale of viable farmland for other uses.

One member wishes to base the vision on further analysis: "Good question - let's study the facts and then we can decide."

2. **In general, local land use regulations are intended to protect the rights and interests of individual landowners and businesses while ensuring the overall well-being of residents.**

   In your opinion, how well does the current system of land use regulation and control accomplish this objective?



Land Use Focus Group Survey Results

Tables

3. Which of the following activities would be most effective in retaining agricultural land in Genesee County?

1. Continue the Agricultural District Program and the County Farmland and Agricultural Protection Advisory Board.

2. Private easements or deed restrictions on farmland, initiated by landowners or private land trusts.

3. Zoning incentives which allow limited development on agricultural parcels while preserving some of the land for farming (including cluster development, "sliding scale" zoning, or transfer of development rights).

4. Zoning regulations which prohibit all non-agricultural uses in prime farming areas.

5. Limit the extension of water lines into agricultural areas.

6. Public purchase, with municipal funds, of "development rights" to farmland.

7. Public purchase, with County funds, of "development rights" to farmland.

Likely to be effective and should be pursued

A good idea, but unlikely to be effective

Not needed or appropriate

No opinion

Land Use Focus Group Survey Results

Tables

4. Please rate the importance of each of the following policies or activities to the future well-being of Genesee County residents.

a. Extension of public water service into rural areas

1. Limit development on high quality farmland in order to retain the land resources for agriculture.

2. Extend public water service to residents in rural areas whose current on-site supply is inadequate or of poor quality.

3. Discourage the extension of water lines into active agricultural areas.

b. Extension of public sewer service into rural areas.

Sewer systems should be developed in areas where existing septic systems are not adequate...

... and the landowners who benefit should pay for most of the cost.

... if State or Federal funds can finance part of the cost.

... and the municipality should pay for part of the cost.

...and the County should pay for part of the cost.

Essential

Important, but not a high priority

Not important

No opinion

March 1997

Tables

4. Please rate the importance of each of the following policies or activities to the future well-being of Genesee County residents.

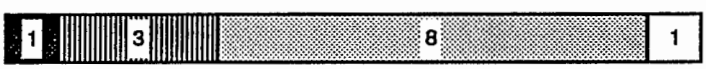
d. Commercial development (such as retail, services, and offices)

1. Encourage commercial development only in specified commercial areas, and discourage such development along long stretches of major highways.

Protect the viability of existing "downtown" commercial areas in the City of Batavia and in Villages.

Encourage commercial development only in existing business districts in the City and Villages.

Encourage commercial enterprises in any location, along major highways, that individual landowners and businesses determine to be feasible for businesses.



Tables

4. Please rate the importance of each of the following policies or activities to the future well-being of Genesee County residents.

e. Industrial development (such as manufacturing, warehouses, and truck depots)

1. Ensure that every municipality identifies appropriate areas for industrial development.

2. Encourage industrial development only in locations that are not environmentally sensitive, such as aquifer recharge areas.

3. Encourage industrial development only in areas where public sewer and water are available.

4. Encourage industrial development in a limited number of sites in the county, to avoid competition among municipalities.

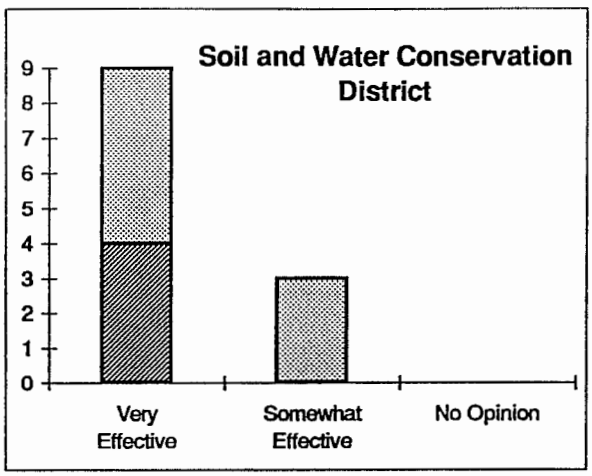
f. Coordination of local zoning

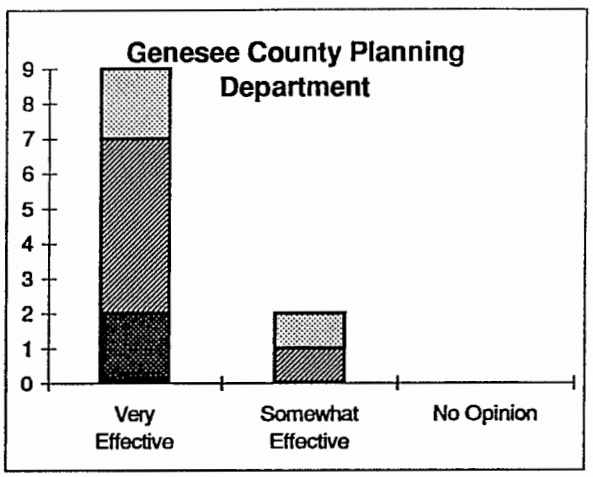
1. Encourage municipalities which share borders to adopt zoning regulations that are compatible.

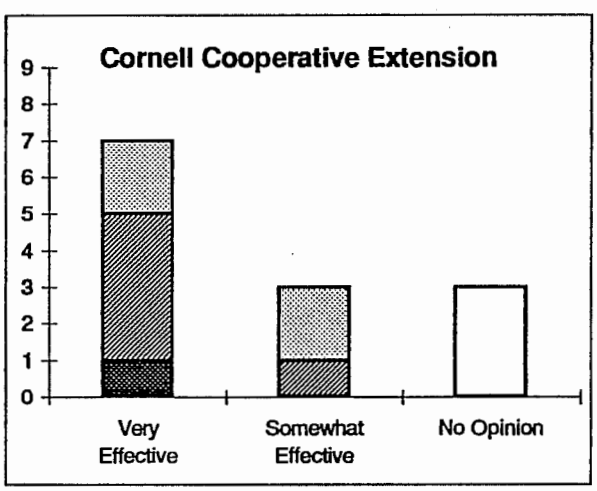
2. Encourage municipalities to share zoning enforcement services.

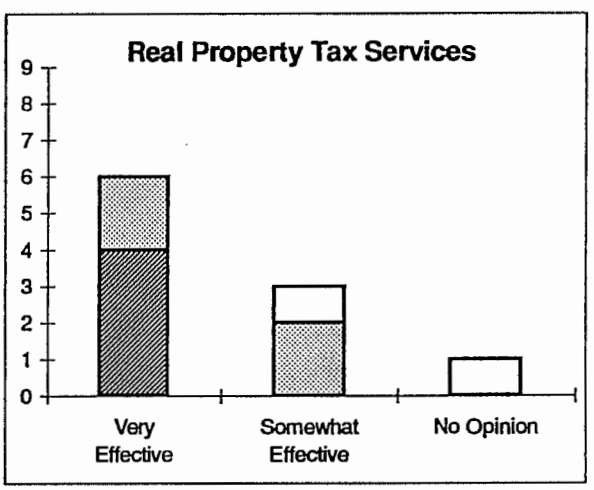
Tables

7. Based on your experience, how effective are each of the following organizations providing the services you need?





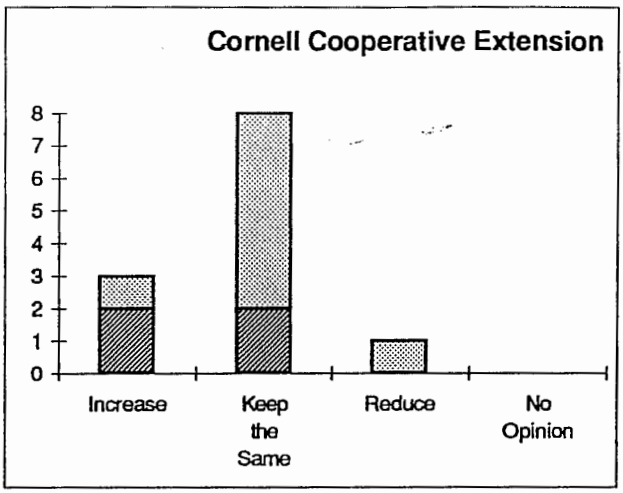


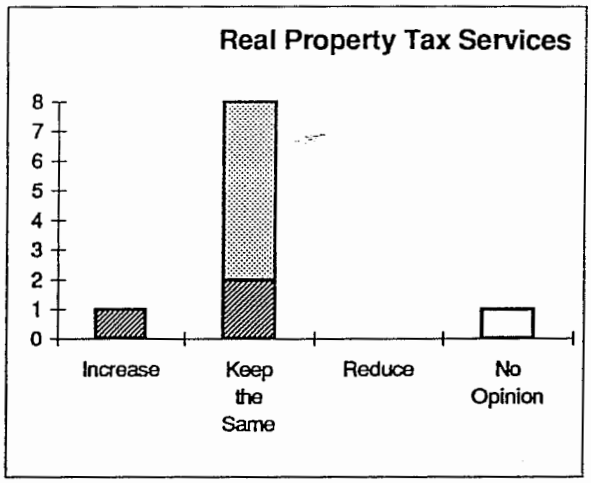


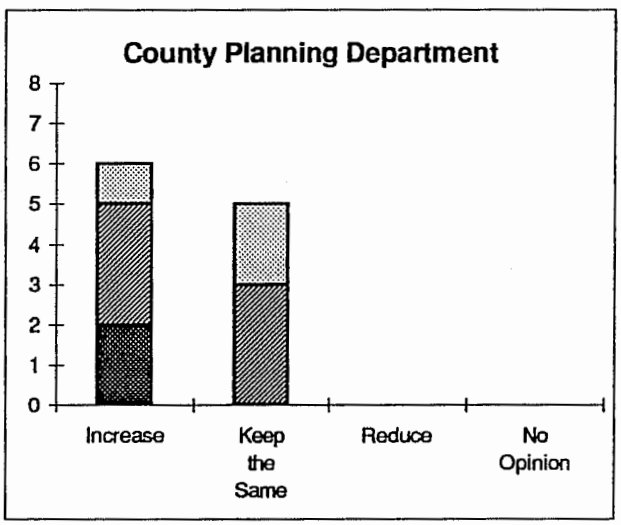
How often respondents contact each organization for information, assistance or other services

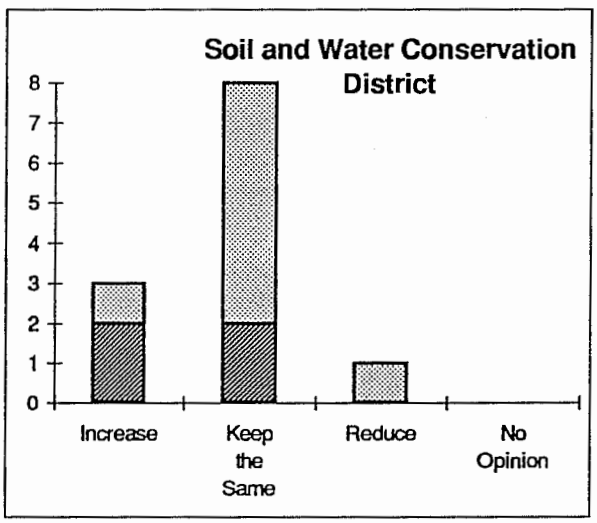
Tables

8. How do you think County funding to support the services provided by each of the following organizations should be adjusted? (by frequency of contact)









Frequency of Contact

More than once/ week

1-4 times per month

Less than once/ month

Never

March 1997

Appendix D

Economic Development Technical Report

ECONOMIC DEVELOPMENT

TECHNICAL REPORT

GENESEE COUNTY COMPREHENSIVE PLAN

June 2, 1997

GENESEE COUNTY PLAN

TECHNICAL REPORT - ECONOMIC DEVELOPMENT

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Economic Development Focus Group Survey Report

TECHNICAL REPORT - ECONOMIC DEVELOPMENT

The technical report on economic development presents background information and an analysis of issues and opportunities, and recommends actions to be taken by Genesee County and local governments to further economic development in Genesee County. For the purpose of this Plan, "economic development" includes the retention, expansion and attraction of industrial development, including agricultural enterprises, as well as retail development, tourism and other businesses and institutions that will retain or increase employment or income of County businesses. The preparation of the Comprehensive Plan is being undertaken while several other major studies, including the Business Retention and Expansion Study, are underway, and will use the findings of these studies as they become available.

Part 1 of the report contains background information on existing economic conditions, past trends and anticipated future needs, the roles of government agencies and private organizations on economic development, and a summary of the economic development policies contained in existing plans. The information was compiled by the consultant with assistance from Focus Group members and County Planning Department staff.

Part 2 identifies and analyzes the issues that affect economic development in Genesee County, and presents opportunities for addressing existing needs and constraints against realizing the opportunities. The issues and options were identified during the first Economic Development Focus Group meeting, and through the written surveys of residents, Focus Group members, and local governments.

Part 3 presents the recommendations of the Economic Development Focus Group for policies and actions to be included in the Genesee County Comprehensive Plan.

The following individuals participated in the Economic Development Focus Group:

Name	Affiliation
Alice Cocalas, Chair	Genesee County Industrial Development Agency
Daniel Burling	County Legislature
Martin Culik	Cornell Cooperative Extension
Bruce Fustino	M & T Bank
Paul Howard	Genesee/ Finger Lakes Regional Planning Council
Jay Humphrey	Empire State Development Board
Thomas Mancuso	Batavia City Council
Mary Lou Pullinzi	GLOW Private Industry Council
Raymond SanFratello	Genesee County Chamber of Commerce
Lisa Serada	Chamber of Commerce - Tourism Promotion Agency
Peter Terry	Terry's Hardware
Maureen Torrey	Torrey Farms
June Vukman	Batavia Town Board
William Williams	Job Development Board

I. Existing Conditions, Trends and Projections

A. Analysis of the Genesee County Economy

This section analyzes the sectors of the economy, characteristics of the labor force, and the income generated by economic activity in Genesee County. It is important to note that the economy of Genesee County affects and is affected by the economies of the Buffalo and Rochester metropolitan areas, and is integrated with the national and global economies.

1. Analysis of Economic Sectors

The economic base of a community consists of those industries and enterprises which contribute to the income of its residents. This section describes the major economic sectors in Genesee County. It reports the number of establishments, employment levels, wages paid, and the relationship of these sectors to economic activity in other sectors.

The main source of information on economic activity by sector is the County Business Patterns, published by the U.S. Bureau of the Census. Table 1 summarizes data for 1982, 1987, 1992 and 1994 on the number of establishments, number of employees, total annual payroll, annual wages per employee (derived from dividing the total annual payroll by the number of employees) and the number of employees per establishment (derived by dividing the number of employees by the number of establishments). The graphs following Table 1 illustrate the trends in these categories.

Table 2 presents more detailed data on establishments by Standard Industrial Classification Code (SIC) in Genesee County from the 1994 County Business Patterns. The SIC code is used by the federal government to classify business establishments.

One concept used during this analysis is that of the "multiplier" effect. Income and employment generated from a business pursuit contributes to additional income and employment at other businesses, such as suppliers, transporters or retailers. As a general rule, businesses which "export" products out of the local area, such as agriculture and manufacturers, generate more of this additional income and employment than retail and service businesses. Panels 1 and 2 in Appendix A illustrate the concepts of the multiplier effect and present examples of multipliers for several types of businesses.

Agriculture

Agriculture formed the foundation of Genesee County's early economy, as rich soils produced a variety of vegetable crops and contributed to a successful dairy industry. Agricultural support industries, such as packing, distribution, processing, and supply centers, complement farming to form an integrated agricultural economy.

Establishment, Employee and Payroll Data by Sector
Genesee County - 1982, 1987, 1992 and 1994

Establishments	1994	1992		1987	1982
Agricultural Services & Mining	29	31	(2)	14	18
Construction	153	149		133	91
Manufacturing	102	107		87	80
Transportation & Public Utilties	59	56		45	36
Wholesale Trade	122	112		109	102
Retail Trade	338	348		365	317
Finance, Insurance & Real Estate	93	95		86	83
Services	386	389		377	286
Total	**1,282**	**1,287**		**1,216**	**1,013**

Employees	1994	1992		1987	1982
Agricultural Services & Mining	158	124	(2)	81	130
Construction	502	552		542	413
Manufacturing	4,269	4,242		4,235	5,422
Transportation & Public Utilties	674	579		489	498
Wholesale Trade	1,201	1,106		1,035	1,119
Retail Trade	3,807	3,955		3,968	3,272
Finance, Insurance & Real Estate	503	549		584	472
Services	4,851	4,547		3,743	3,368
Total	**15,965**	**15,654**		**14,677**	**14,694**

Annual Wages per Employee	1994	1992		1987	1982
Agricultural Services & Mining	26,766	27,581	(2)	15,358	17,238
Construction	28,249	27,154		26,585	15,278
Manufacturing	28,683	27,867		23,584	19,244
Transportation & Public Utilties	31,071	26,815		27,070	19,673
Wholesale Trade	28,024	27,447		19,404	15,709
Retail Trade	10,959	10,353		9,344	7,611
Finance, Insurance & Real Estate	23,875	21,661		19,092	14,127
Services	18,344	18,265		11,341	9,679
Total	**21,817**	**19,009**		**14,972**	**13,244**

Employees per Establishment	1994	1992		1987	1982
Agricultural Services & Mining	5.4	4.0	(2)	5.8	7.2
Construction	3.3	3.7		4.1	4.5
Manufacturing	41.8	39.6		48.7	67.8
Transportation & Public Utilties	11.4	10.3		10.9	13.8
Wholesale Trade	9.8	9.9		9.5	11.0
Retail Trade	11.3	11.4		10.9	10.3
Finance, Insurance & Real Estate	5.4	5.8		6.8	5.7
Services	12.6	11.7		9.9	11.8
Total	**12.5**	**12.2**		**12.1**	**14.5**

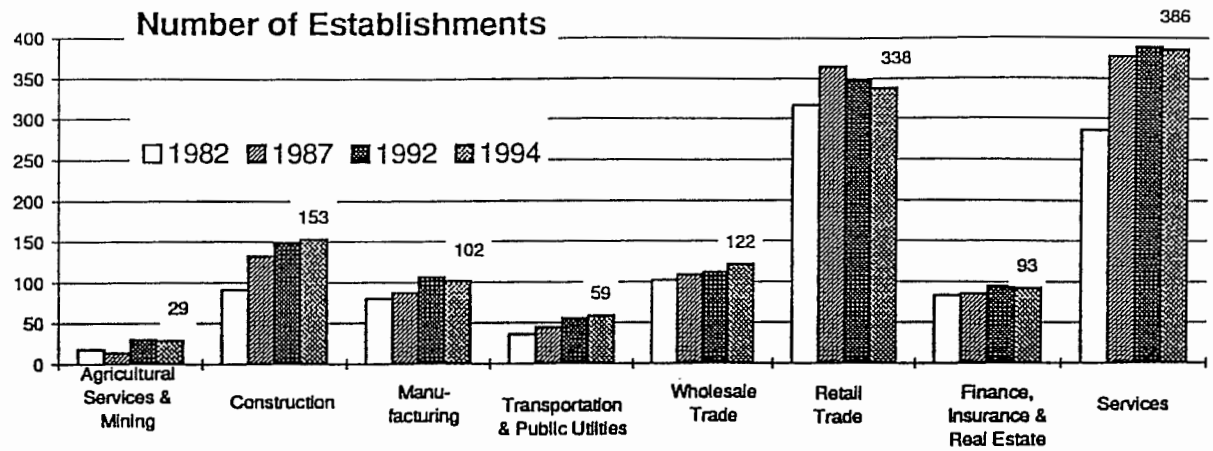
Annual Payroll	1994	1992		1987	1982
Agricultural Services & Mining	4,229	3,420	(2)	1,244	2,241
Construction	14,181	14,989		14,409	6,310
Manufacturing	122,448	118,210		99,877	104,340
Transportation & Public Utilties	31,071	15,526		13,237	9,797
Wholesale Trade	33,657	30,356		20,083	17,578
Retail Trade	41,721	10,353		9,344	7,611
Finance, Insurance & Real Estate	12,009	21,661		19,092	14,127
Services	88,989	83,053		42,451	32,600
Total	348,305	297,568		219,737	194,604

(2) Excludes Mining

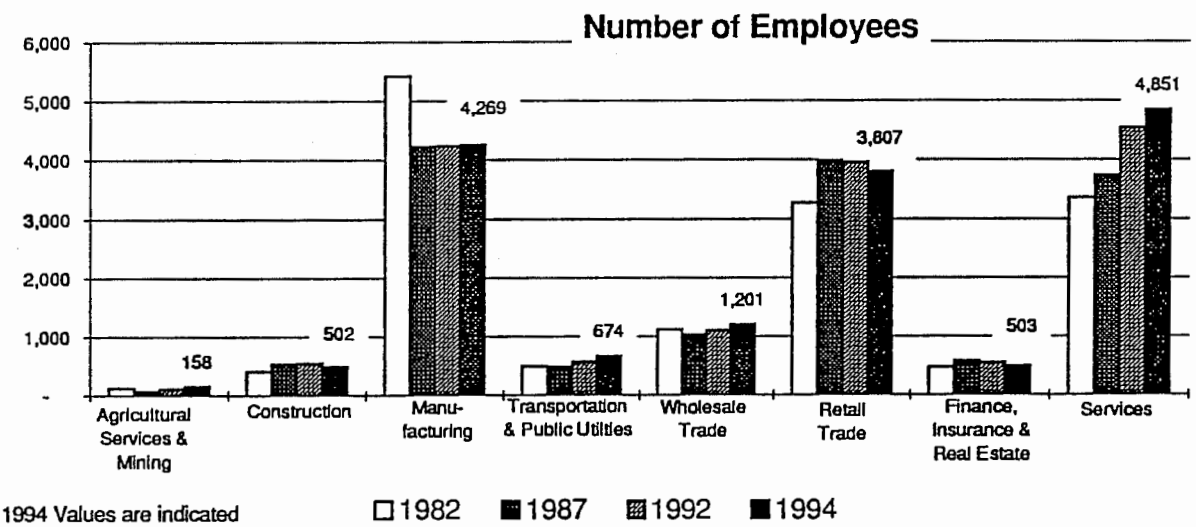
NOTE: Data exclude self-employed persons and persons employed by farms, governments or railroads

SOURCE: U.S. Department of Commerce, Bureau of the Census: County Business Patterns - 1982, 1987, 1992 and 1994

Establishment, Employee and Payroll Data by Sector
Genesee County - 1982, 1987, 1992 and 1994



1994 Values are indicated



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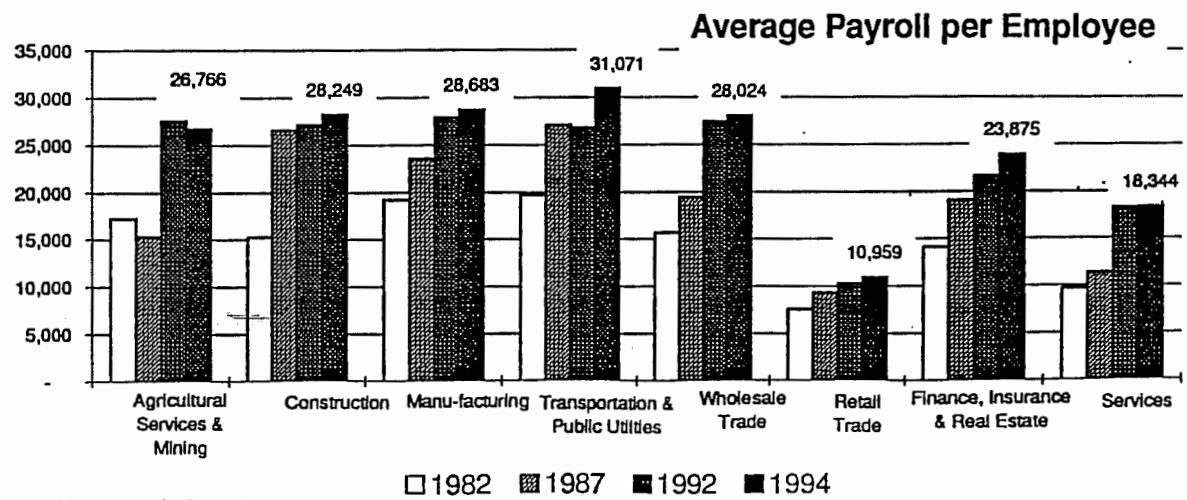
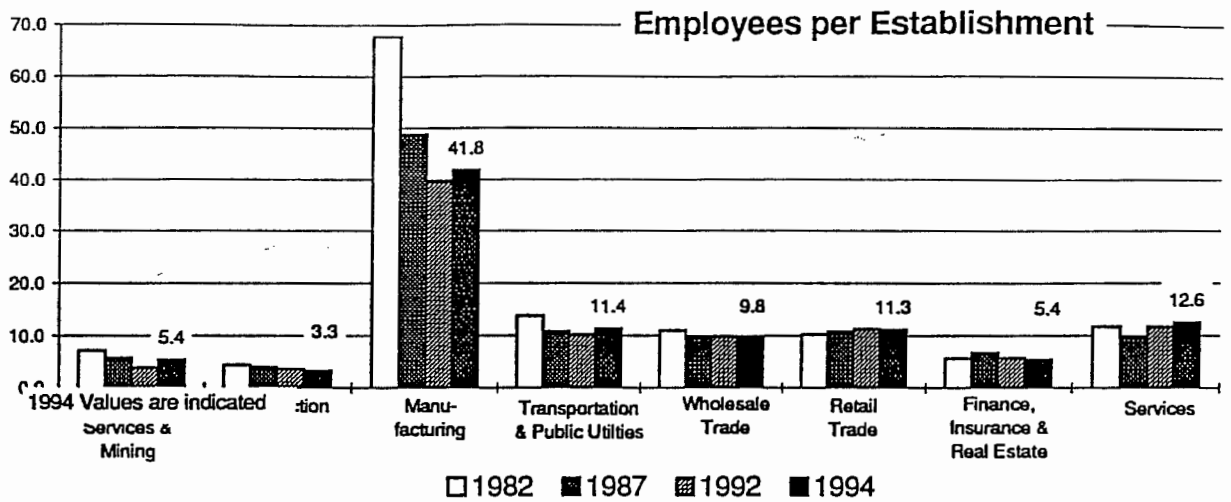


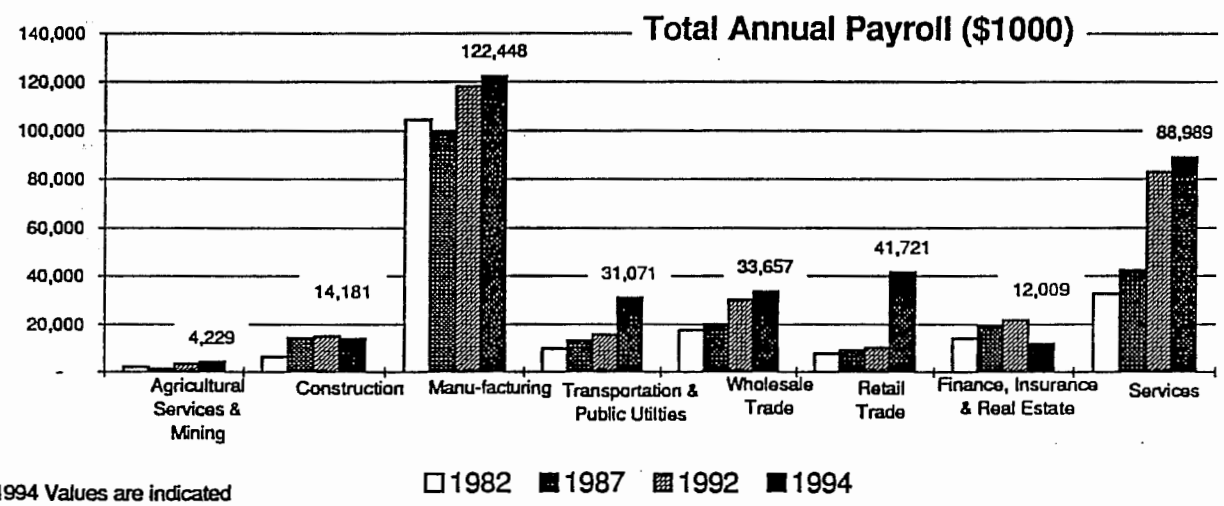
1994 Values are indicated

NOTE: Data exclude self-employed persons and persons employed by farms, governments or railroads

SOURCE: U.S. Department of Commerce, Bureau of the Census: County Business Patterns - 1982, 1987, 1992 and 1994

Establishment, Employee and Payroll Data by Sector
1994 Values are indicated Genesee County - 1982, 1987, 1992 and 1994





1994 Values are indicated

NOTE: Data exclude self-employed persons and persons employed by farms, governments or railroads

SOURCE: U.S. Department of Commerce, Bureau of the Census: County Business Patterns - 1982, 1987, 1992 and 1994

Table 2
1994 COUNTY BUSINESS PATTERNS FOR GENESEE COUNTY, NEW YORK

For meaning of abbreviations and symbols, see note at end of table

SIC	Industry	Number of Employees	Pecent of Total	Annual Payroll ($1,000)	Payroll per Employee	Average Employees/ Establishment	Total Establishments
----	**TOTAL**	**15,946**		**337,590**	**21,171**	12.4	1,284
07--	**AGRICULTURAL SERVICES**	**98**		**d**		**4.5**	22
700	Agricultural services	(B)		d			22
720	Crop services	(A)		d			1
740	Veterinary services	38		645	16,974	6.3	6
750	Animal services, except veterinary	(A)		d			2
780	Landscape and horticultural services	30		653	21,767	2.3	13
10--	**MINING**	**60**	**0.4%**	**2,229**	**37,150**	8.6	7
1300	Oil and gas extraction	(A)		d			1
1400	Nonmetallic minerals, except fuels	(B)		d			6
15--	**CONSTRUCTION**	**502**	**3.1%**	**14,181**	**28,249**	**3.3**	153
1500	General contractors and operative builders	189		5,601	29,635	4.4	43
1600	Heavy construction, except building	22		1,542	70,091	3.7	6
1700	Special trade contractors	291		7,038	24,186	2.8	104
20--	**MANUFACTURING**	**4,269**	**26.8%**	**122,448**	**28,683**	**41.9**	102
2000	Food and kindred products	466		13,538	29,052	51.8	9
2300	Apparel and other textile products	(B)		d			4
2400	Lumber and wood products	(B)		d			4
2600	Paper and allied products	221		6,119	27,688	55.3	4
2700	Printing and publishing	432		9,110	21,088	48.0	9
2800	Chemicals and allied products	(A)		d			1
2900	Petroleum and coal products	(A)		d			2
3000	Rubber and miscellaneous plastics products	456		10,744	23,561	65.1	7
3100	Leather and leather products	(C)		d			1
3200	Stone, clay, and glass products	779		25,352	32,544	77.9	10
3300	Primary metal industries	54		957	17,722	18.0	3
3400	Fabricated metal products	419		12,782	30,506	34.9	12
3500	Industrial machinery and equipment	707		17,901	25,320	35.4	20
3600	Electronic and other electronic equipment	(A)		d			2
3700	Transportation equipment	(E)		d			3
3800	Instruments and related products	(A)		d			2

Table 2 (continued)
1994 COUNTY BUSINESS PATTERNS FOR GENESEE COUNTY, NEW YORK

For meaning of abbreviations and symbols, see note at end of table

SIC	Industry	Number of Employees	Pecent of Total	Annual Payroll ($1,000)	Payroll per Employee	Average Employees/ Establishment	Total Establishments
3900	Miscellaneous manufacturing industries	106		1,666	15,717	15.1	7
40--	**TRANSPORTATION AND PUBLIC UTILITIES**	**674**	**4.2%**	**20,942**	**31,071**	**11.4**	59
4100	Local and interurban passenger transit	(B)		d			2
4200	Trucking and warehousing	258		6,479	25,112	6.6	39
4500	Transportation by air	(A)		d			2
4700	Transportation services	(B)		d			5
4800	Communication	144	0.9%	3,820	26,528	18.0	8
4900	Electric, gas, and sanitary services	203	1.3%	9,710	47,833	67.7	3
50--	**WHOLESALE TRADE**	**1,201**	**7.5%**	**33,657**	**28,024**	**9.8**	122
5000	Wholesale trade - durable goods	651		15,525	23,848	7.9	82
5100	Wholesale trade - nondurable goods	(E)		d			39
5110	Paper and paper products	(B)		d			2
5130	Apparel, piece goods, and notions	(A)		d			1
5140	Groceries and related products	169		5,377	31,817	14.1	12
5150	Farm-product raw materials	60		1,038	17,300	12.0	5
5160	Chemicals and allied products	(A)		d			2
5170	Petroleum and petroleum products	36		1,329	36,917	7.2	5
5180	Beer, wine, and distilled beverages	(B)		d			2
5190	Misc. nondurable goods	88		2,254	25,614	8.8	10
519\	Administrative and auxiliary	(B)		d			1
52--	**RETAIL TRADE**	**3,807**	**23.9%**	**41,721**	**10,959**	**11.3**	338
5200	Building materials and garden supplies	145		2,547	17,566	7.3	20
5300	General merchandise stores	253		2,326	9,194	28.1	9
5400	Food stores	883		8,484	9,608	18.8	47
5500	Automotive dealers and service stations	540		8,584	15,896	9.2	59
5600	Apparel and accessory stores	242		2,536	10,479	16.1	15
5700	Furniture and homefurnishings stores	134		1,860	13,881	6.1	22
5800	Eating and drinking places	1,212		9,705	8,007	12.4	98
5900	Miscellaneous retail	348		4,371	12,560	5.4	65
599\	Administrative and auxiliary	50		1,308	26,160	16.7	3

Table 2 (continued)
1994 COUNTY BUSINESS PATTERNS FOR GENESEE COUNTY, NEW YORK

For meaning of abbreviations and symbols, see note at end of table

SIC	Industry	Number of Employees	Pecent of Total	Annual Payroll ($1,000)	Payroll per Employee	Average Employees/ Establishment	Total Establishments
60--	**FINANCE, INSURANCE, AND REAL ESTATE**	**503**	**3.2%**	**12,009**	**23,875**	**5.4**	93
6000	Depository institutions	196		3,959	20,199	9.3	21
6100	Nondepository institutions	(A)		d			1
6200	Security and commodity brokers	(A)		d			2
6300	Insurance carriers	80		2,602	32,525	16.0	5
6400	Insurance agents, brokers, and service	97		2,060	21,237	3.3	29
6500	Real estate	100		1,789	17,890	2.9	34
6700	Holding and other investment offices	(A)		d			1
70--	**SERVICES**	**4,851**	**30.4%**	**88,989**	**18,344**	**12.6**	386
7000	Hotels and other lodging places	141		1,711	12,135	9.4	15
7200	Personal services	340		4,470	13,147	11.0	31
7300	Business services	353		6,215	17,606	11.4	31
7500	Auto repair, services, and parking	154		2,613	16,968	4.4	35
7600	Miscellaneous repair services	(B)		d			12
7800	Motion pictures	33		201	6,091	8.3	4
7900	Amusement and recreation services	292		7,947	27,216	12.7	23
8000	Health services	2,031		48,032	23,649	26.4	77
8100	Legal services	77		1,089	14,143	2.6	30
8200	Educational services	110		1,314	11,945	13.8	8
8300	Social services	683		6,505	9,524	21.3	32
8400	Museums, botanical, zoological gardens	(A)		d			1
8600	Membership organizations	422		3,014	7,142	7.0	60
8700	Engineering and management services	180		5,346	29,700	6.9	26
899\	Administrative and auxiliary	(A)		d			1
99--	UNCLASSIFIED ESTABLISHMENTS	(A)		d			2

Abbreviations and symbols:

SIC -- Standard Industrial Classification.

d -- Withheld to avoid disclosing data for individual companies; data are included in broader industry totals.

(A)-(C), (E)-(M) -- Employment-size classes are indicated
A--0 to 19; B--20 to 99; C--100 to 249; E-- 250 to 499;
F--500 to 999; G--1,000 to 2,4999; H--2,500 to 4999;
I--5,000 to 9,999; J--10,000 to 24,999;
K--25,000 to 49,999; L--50,000 to 99,999;
M--100,000 or more

The economic significance of agriculture can be measured by the total value of product sales, as well as employment. In addition, as a "basic" industry, agriculture brings in money from outside of the region and contributes significant amounts to the local economy. Farming also supports food processing industries such as O-At-Ka Milk Products Cooperative and Comstock Michigan Fruit. A recent bulletin issued by Cornell University reported that agricultural processors generate more "spin off" income and employment as a result of a high "multiplier effect" than any other business group (See Appendix A).

Farming in Genesee County consists of both full-time and part-time farms. The 1992 Census of Agriculture reported that 334 (61%) farm operators' principal occupation was farming, and 211 (39%) reported another principle occupation. Approximately 49% of all farm operators reported working off the farm during part of the year.

According to the U.S. Census of Agriculture, 32 farms each sold more than $500,000 in products during 1992, and 108 farms sold between $100,000 and $499,999 worth of products. The average value per farm was $130,300, due to the large number of smaller, part-time farms in Genesee County. (See Table 3). As shown in Table 4, the Census of Agriculture reported that dairy products generated $37,293,000 (52% of the total) in sales and vegetables generated $16,862,000 (24%) in 1992.

The New York Agricultural Statistics Service, which are based on more comprehensive surveys, and generally report higher totals than the U.S. Census of Agriculture, reported that cash receipts from farm marketings totaled $83,235,000 in 1994. A total of 48% of this amount is attributed to the dairy industry, and 29% resulted from sales of vegetables.

TABLE 3
Market Value of Products Sold
Genesee County, 1992

Value of Annual Sales	Number of Farms	Annual Sales ($1,000's)
Less than $100,000	405	7,308
$100-499,999	108	23,056
$500,000 or more	32	40,649
Total	**545**	**71,013**

SOURCE: 1992 Census of Agriculture, Table 3

The Census of Agriculture reported that 173 farms in Genesee County hired a total of 1,704 workers in 1992, with a total payroll of $10,586,000 (See Table 5.) Many of these jobs are part-time and/or seasonal. However, workers employed at farms which hire workers for more than 150 days in a year earned an average of $19,192 annually. These figures exclude unpaid family workers and self-employed farmers, and may underestimate the number of hired workers.

Table 4

MARKET VALUE OF PRODUCTS SOLD
Genesee County, 1982-1992

Value of Sales	1992 Number of Farms	1992 Annual Sales ($1000's)	1987 Number of Farms	1987 Annual Sales ($1000's)	1982 Number of Farms	1982 Annual Sales ($1000's)
Less than $1,000	54	15	60	23	80	25
$1,000-$2,499	57	87	81	131	70	115
$2,500-$4,999	63	222	77	287	72	263
$5,000-$9,999	55	373	71	522	84	583
$10,000-$19,999	54	730	56	791	72	1,016
$20,000-$24,999	18	390	16	360	21	467
$25,000-$39,999	38	1,173	44	1,350	66	2,078
$40,000-$49,999	16	701	22	1,016	22	1,001
$50,000-$99,999	50	3,618	79	5,767	100	7,081
$100,000-$249,999	77	12,164	86	13,943	100	16,028
$250,000-$499,999	31	10,892	43	15,002	38	13,356
$500,000 or more	32	40,649	25	27,870	16	18,285
Total Value of Products Sold	545	71,013	660	67,061	741	60,298
Average Value per farm, ($)		130,300		101,608		81,374

Agricultural Product	1992 Number of Farms	1992 Annual Sales ($1000's)	1987 Number of Farms	1987 Annual Sales ($1000's)	1982 Number of Farms	1982 Annual Sales ($1000's)
Grains	247	6,132	326	6,613	397	8,389
Corn for grain	135	3,070	249	3,667	258	4,575
Wheat	188	1,620	200	1,091	235	1,772
Soybeans	19	121	14	68	19	98
Barley	5	17	12	16	(NA)	(NA)
Oats	58	91	113	186	145	389
Other grains	74	1,212	78	1,585	111	1,555
Hay, silage, and field seeds	181	1,851	220	1,274	235	1,560
Vegetables, sweet corn, & melons	99	16,862	114	14,645	123	11,906
Fruits, nuts, and berries	21	341	17	93	15	106
Nursery and greenhouse crops	18	852	19	1,225	20	763
Other crops	15	656	12	2,055	15	679
Poultry and poultry products	20	740	34	1,058	38	1,002
Dairy products	133	37,293	172	32,901	205	29,809
Cattle and calves	258	4,860	324	5,220	382	4,370
Hogs and pigs	36	967	61	1,542	87	1,404
Sheep, lambs, and wool	28	182	32	105	36	92
Other livestock	35	277	52	330	38	216
Total Crops, incl nurs & grnh crops	365	26,695	456	25,905	520	23,405
Total livestock, poultry, products	324	44,319	413	41,157	471	36,893

SOURCE: 1992 Census of Agriculture, Table 3

Table 5

Hired Farm Labor - Workers and Payroll
Genesee County Farms, 1992

HIred Farm Labor	Farms	Workers
Farms with 1 worker	31	31
Farms with 2 workers	52	104
Farms with 3 or 4 workers	24	77
Farms with 5 to 9 workers	28	179
Farms with 10+ workers	38	1,313
	173	1,704

Worked 150 days or more	Farms	Workers
Farms with 1 worker	71	71
Farms with 2 workers	10	20
Farms with 3 or 4 workers	19	67
Farms with 5 to 9 workers	19	128
Farms with 10+ workers	12	298
	131	584

Worked less than 150 days	Farms	Workers
Farms with 1 worker	64	64
Farms with 2 workers	18	36
Farms with 3 or 4 workers	20	67
Farms with 5 to 9 workers	14	93
Farms with 10+ workers	25	860
	141	1,120

	Farms	Workers	$1000 payroll	Average per worker ($)
Reported workers >=150 days	32	81	943	11,642
Reported workers <150 days	42	279	318	1,140
Reported both >=150 and < 150 days	99		9,325	
>=150 days (workers)		503		18,539
<150 days (workers)		841		11,088

	Farms	**Workers**	**$1000 payroll**
Hired Farm Labor - Total	**173**	**1,704**	**10,586**

NOTE: Data exclude self-employed farm operators and unpaid family workers.

Data may underestimate actual totals, as a result of reporting methods.

SOURCE: 1992 Census of Agriculture, Genesee County, NY

Mining

Several companies take advantage of the unique mineral resources found in Genesee County. The United States Gypsum Company, based in Oakfield, employed approximately 260 people in 1995 and mines gypsum from extensive underground mines. Other rock quarries and sand and gravel operations are located in Alabama, LeRoy, Stafford, Batavia and Alexander.

Construction

The 1994 County Business Patterns reported that 153 construction establishments employed 502 people in 1994, at average annual wages per employee of $28,249. Companies included general contractors as well as specialized trades.

Manufacturing

Manufacturers are among the County's largest employers. Most of these are located in the City of Batavia, including: Graham Manufacturing, a producer of steam jet vacuum pumps, surface and barometric condensers, heat exchangers, and steam vacuum refrigeration; R.E. Chapin Manufacturing Works, a producer of compressed air sprayers; Kaufman Footwear Corporation, a manufacturer of shoes and boots; and P.W. Minor & Son, Inc., a producer of orthopedic, comfort, and leather footwear. Other large manufacturing employers include LeRoy Industries and Lapp Insulator, both located in LeRoy.

Table 6 lists manufacturing industries with 100 or more employees, as identified by the Genesee County Industrial Development Agency's Industrial Directory.

In 1994, according to the County Business Patterns published by the U.S. Census Bureau, more people working in Genesee County were employed in manufacturing industries (4,269, or 26.8% of private, non-farm employment) than in any other sector of the economy except for public administration and services.

Average annual wages for employees of manufacturing establishments in Genesee County in 1994 were $28,683. This amount is slightly higher than the annual wages of other sectors. (See Table 1). However, jobs in manufacturing industries represent significant opportunities for Genesee County residents, as these jobs represent a large portion of the available jobs in Genesee County, and the majority of these jobs do not require extensive higher education.

Since the late 1800's and early 1900's, manufacturing has been the primary employer in Genesee County. Manufacturing employed more than 40% of the County's residents in 1970. However, a series of plant closings in the 1970's and 1980's resulted in the loss of 3,400 manufacturing jobs. Plant closings during the past two decades have resulted in the loss of a great number of industrial jobs. Recent trends, however, suggest renewed stability in the manufacturing sector.

After a decline in employees of 22% between 1982 and 1987, the level of employment in manufacturing industries remained steady between 1987 and 1992. This stability is in contrast to the continued decline in employment experienced by manufacturing industries in the

Genesee/ Finger Lakes Region and in New York State as a whole. (See Table 1 and accompanying graphs.)

Table 6
Genesee County Industrial Employers with 100+ employees

Name of Firm	SIC	Municipality	Number of Employees*
Batavia Metal Products	3443	Batavia	130
20th Century BOK Industries	2782	LeRoy	230
Byron Equipment Co.	3523	Byron	100
Chapin Manufacturing Works	3563	Batavia	275
Comstock Michigan Fruit	2037	LeRoy	340 (non-seasonal)
DeWitt Enterprises	3273	Pavilion	250
Graham Manufacturing	3443	Batavia	368
Jones Chemicals	2812	LeRoy	500
Kaufman Footwear	3149	Batavia	225
Lapp Insulator Company	3264	LeRoy	600
LeRoy Industries	3714	LeRoy	300
O-At-Ka Milk Products Coop.	2023	Batavia	125
P.W. Minor & Son	3149	Batavia	220
Pepsi-Cola Batavia Bottling Corp.	2086	Batavia	100
United States Gypsum Company	2026	Oakfield	290

SOURCE: Genesee County Industrial Directory and
Genesee County Industrial Development Agency

The recent stability of manufacturing employment is primarily due to increased numbers of small manufacturing establishments. Between 1982 and 1992, the number of manufacturing establishments with less than 20 employees increased by 72%, and the number of establishments with between 20 and 49 employees increased by 38%. The average number of employees for manufacturing establishments in Genesee County in 1992 was 40. This represents a decrease from 68 in 1982. (See Table 1).

Manufacturing is an important component of the Genesee County economy due to the high average wages, as well as the large number of workers employed at a few large establishments. In addition, manufacturing uses raw materials to create products for sale outside the region, a

process which generally results in generation of additional income and employment among suppliers and service providers.

Transportation, Communications and Public Utilities

In 1994, a total of 674 people (4.2% of all private, non-farm employees) were employed at 59 transportation, communications and public utility establishments. Average annual wages per employee were $31,071. These businesses include trucking and warehousing (258 employees), as well as private utilities and communication services such as gas, telephone, and television.

Wholesale Trade

A total of 122 wholesale trade establishments employed 1,201 people (7.5% of the total) in Genesee County in 1994, at annual average wages per employee of $28,024. In 1992, a total of $341,844,000 in sales was reported by the Census of Wholesale Trade. Most of these businesses worked with durable goods (82 establishments employing 651 workers.)

Retail Trade

The retail sector employed 3,807 people (23.9% of the total) at 338 establishment in Genesee County in 1994, and paid average annual wages, per employee, of $10,959. The low average is due to the presence of a large number of part-time employees in the retail sector.

Total retail sales were $342,276,000 in 1992, representing an increase of 69% between 1982 and 1992. This increase followed a decline of $7.3 million between 1972 and 1982. The construction of new retail development is expected to result in continued strong retail sales during the next several years. A surge of new construction of stores and other mercantile buildings recently occurred, as Genesee County municipalities issued permits for $6,263,000 in new construction for such buildings during 1993.

Finance, Insurance and Real Estate

A total of 93 finance, insurance and real estate businesses employed 549 people (3.2% of the total) in Genesee County in 1994. Average annual wages per employee were $23,875.

Services

In 1994, a total of 4,851 people (23.1% of the total) were employed by 386 service establishments in Genesee County. Health services alone employed 2,031 people. The average annual wage for employees in service industries in 1994 was $18,344.

Large health service establishments in Genesee County include Genesee Memorial Hospital, with 315 full-time and 175 part-time employees, and the Veterans Administration Hospital, with 275 full-time and 125 part-time employees.

Other service categories with large number of employees include: social services, such as job training, family services and residential care (683); membership organizations (422); business services, such as data processing and equipment rental (353); personal services, such as laundry and beauty shops ((340), and amusement and recreation services (292).

Public Administration

Public entities with considerable employment include County offices, public school systems, BOCES and Genesee Community College. The number of employees in this sector has increased during the past ten years, consistent with regional and national trends.

The average annual wage for employees in public administration jobs was $20,346 in 1992. This relatively low figure reflects the large number of part-time workers employed in this sector.

2. Industrial Clusters

Several industrial "clusters" have been identified by the NYS Empire State Development Corporation. "Clusters" represent interdependent groups of businesses, as well as educational institutions and research and training centers, which share common interests such as core technologies, a specialized workforce, supplier networks, formal or informal information exchange, advanced research, similar markets, or a cohesive regional image. The cluster approach to economic development targets infrastructure development, financing, training, and other efforts to benefit firms within identified clusters, and encourages collaboration among such firms and institutions.

Industrial clusters represented in Genesee County include Travel and Tourism and Food Processing (including agriculture). Fashion and Apparel is a regional cluster, with such businesses as Kaufmann Footwear and P.W. Minor. (The Melton Shirt Company no longer manufactures clothing at its facility, which has become exclusively a retail outlet.)

In addition to agricultural production (farming), Food Processing businesses include processors such as Comstock Michigan Fruit, O-At-Ka Milk Products Cooperative, and Pepsi-Cola Batavia Bottling Corp.

Packaging has also been identified by economic development organizations in Genesee County as a potential regional cluster.

Travel and Tourism

The travel and tourism industry includes businesses from the manufacturing, retail, and service sectors. The definition of travel and tourism industry established by Empire State Development includes a portion of the businesses that serve both residents and tourists, such as Intercity and Rural Bus Transportation, as well as the entirety of categories such as Hotels and Motels. In Genesee County, employment levels in this cluster are above the State average. Travel and

Tourism businesses employed 2,959 people in 1994, representing 9% of the workforce in Genesee County. The total annual payroll for these businesses was $29,771,518.

Genesee County's largest employer in this category is Darien Lake Theme Park and Campground, which features a large amusement park, camping and a concert facility. This facility attracted 1,053,452 park visitors in 1995, and 232,500 campers per season between 1993 and 1995.

The Wings of Eagles airshow, succeeded in 1997 by the Wings Over Batavia airshow, generate significant amounts of revenue for community organizations, as well as direct and indirect expenditures at local restaurants, hotels, campgrounds, and retail and service establishments. A report prepared in 1996 by the Genesee/ Finger Lakes Regional Planning Council indicated that the 1995 Wings of Eagles airshow attracted 75,000 spectators, returned more than $22,339 to local community groups. The airshow organizers, concessionaires, and subcontractors expended $408,6836, primarily among local businesses. Visitors expenditures were estimated at $1,030,250.

Travel and tourism businesses reported total receipts of $45,144,000 in 1995. Of this amount, $7,512,000 (16.6%) were attributed to taxable hotel sales.

3. Labor Force Characteristics

Labor Force and Unemployment

The population of Genesee County was estimated at 61,316 in 1995. A total of 31,500 residents were in the labor force in 1995, of which 29,700 were employed and 5.9 percent were unemployed. The unemployment rate in March 1997 was 6.5%, which represents a decline from 7.2% in February 1997, and an increase from 6.4% in March 1996.

Commuting

In 1990, 33.4% of employed Genesee County residents commuted to work outside the County. This represents an increase from 27.2% in 1980. Residents of municipalities on the east and west sides of the County were more likely to work outside the County than residents of the City and Town of Batavia and neighboring municipalities. Residents seek jobs outside of Genesee County as a result of the higher wages and salaries paid in Monroe and Erie Counties, as well as the relative lack of jobs available in Genesee County that match the skills and training of Genesee County residents.

Employment by Industry

In 1989, a total of 28,880 residents age 16 and over were employed. Table 7 shows the industries in which Genesee County residents were employed. Manufacturing industries employed 27% of Genesee County residents in 1989; health, education and other professional and related services employed 23% of residents; and retail trade employed 16%.

Table 7

Employment of Genesee County Residents by Industry
1989

Activity	Genesee County	
	Number	Percent
Agriculture, Forestry, Fisheries	1,306	4.5
Mining	86	0.3
Construction	1,643	5.7
Manufacturing		
Non-durable goods	2,010	7.0
Durable goods	5,233	18.1
Transportation	1,022	3.5
Communications & Public Utilities	584	2.0
Wholesale Trade	1,289	4.5
Retail Trade	4,775	16.5
Finance, Insurance, & Real Estate	921	3.2
Services		
Business & Repair	790	2.7
Personal	790	2.7
Entertainment & Recreation	380	1.3
Professional & Related		
Health	2,713	9.4
Education	2,584	8.9
Other	1,392	4.8
Public Administration	1,362	4.7
Total Employed Persons Age 16+	**28,880**	**100.0**

Source: 1990 Census of Population and Housing Summary, File 3A

A total of 17% of employed residents worked for local, state, or federal government agencies. The majority of these were employed by local governments, including school districts.

Education

In 1990, 77% of the population age 25 or older had attained at least a high school diploma. This represents an increase from 69% in 1980. A total of 23% did not have a high school diploma, and 14% had at least a bachelor's degree. Table 8 compares the educational status of Genesee County residents with those of neighboring counties.

4. Income Analysis

The per capita income of Genesee County residents in 1993 was estimated at $17,977, which is 74% of the New York State average. According to the 1990 Census, median household income in Genesee County in 1989 was $30,955, and median family income was $35,482.

A total of 7.4% of households had incomes below the poverty level in 1989. This proportion is lower than those of all neighboring counties (see Table 9).

The aggregate income of Genesee County households in 1989 was $755,284,867. A total of 76% of this income was derived from wages and salaries. The remainder was from: self-employment (7%); interest, dividend and net rental income (5%); social security (7%) and retirement (3%); public assistance (3%); and other sources (1%). Many households received income from more than one source.

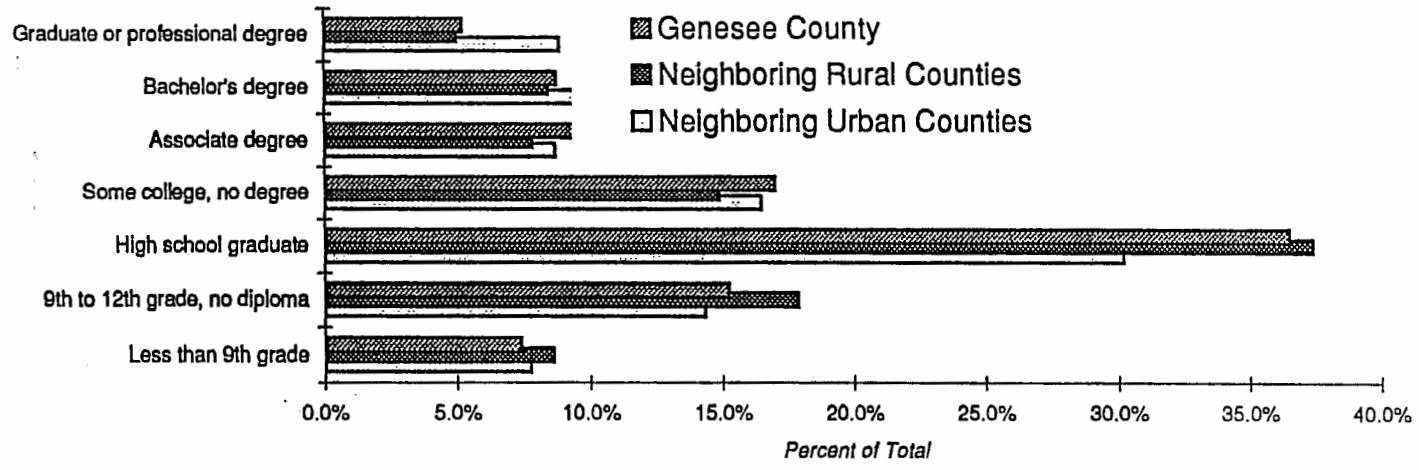
Table 6

Educational Attainment, Persons 25 Years and Older
Genesee County and Neighboring Counties

Educational Attainment - Persons 25 years and older

	Genesee County		Orleans	Livingston	Wyoming	Neighboring Rural Counties	Monroe	Erie	Neighboring Urban Counties
Less than 9th grade	2,819	7.4%	9.6%	7.6%	9.0%	8.6%	6.7%	8.5%	7.7%
9th to 12th grade, no diploma	5,824	15.2%	19.2%	14.9%	20.7%	17.9%	13.3%	15.1%	14.3%
High school graduate	13,956	36.5%	38.2%	35.2%	39.5%	37.4%	28.0%	31.7%	30.2%
Some college, no degree	6,501	17.0%	14.8%	15.6%	13.9%	14.9%	16.6%	16.4%	16.5%
Associate degree	3,825	10.0%	7.5%	8.6%	7.2%	7.8%	9.2%	8.3%	8.7%
Bachelor's degree	3,346	8.7%	7.1%	11.1%	6.0%	8.4%	16.3%	12.0%	13.8%
Graduate or professional degree	1,996	5.2%	3.6%	7.0%	3.6%	5.0%	10.0%	8.0%	8.9%
	38,267								

Educational Attainment - Persons 25 years and older

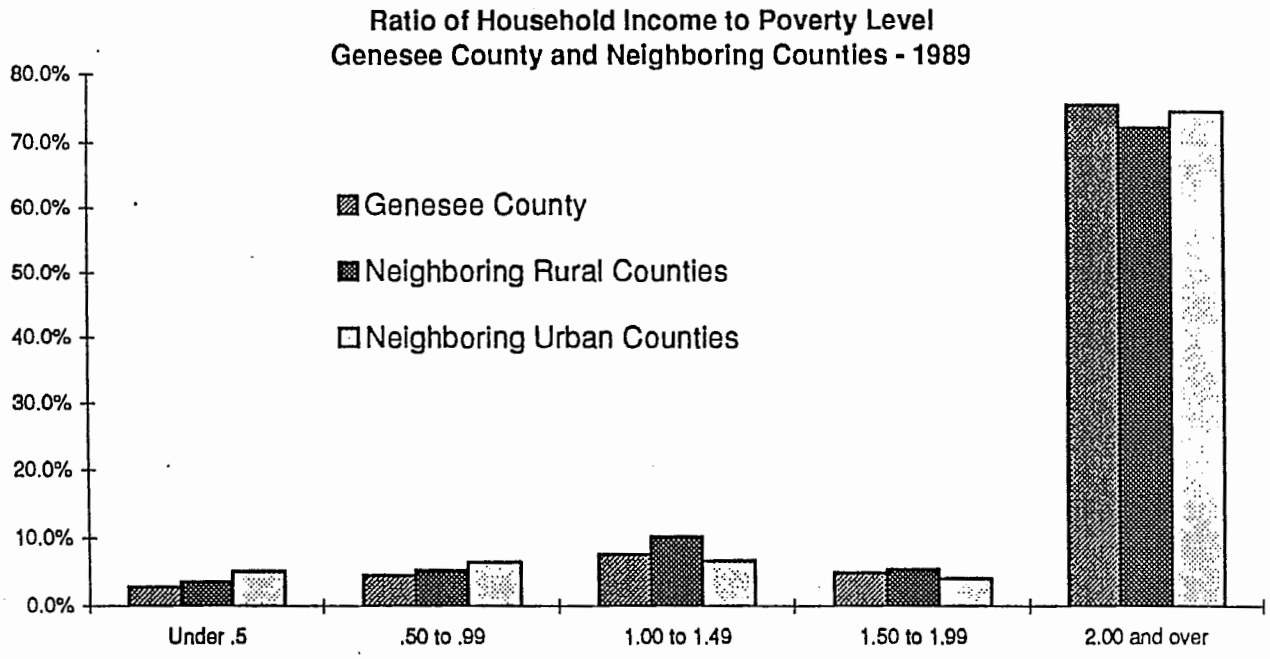


SOURCE: 1990 Census of Population and Housing, STF 3A

Table 9

Ratio of Household Income to Poverty Level
Genesee County and Neighboring Counties, 1989

	Genesee County		Orleans	Livingston	Wyoming	Neighboring Rural Counties	Monroe	Erie	Neighboring Urban Counties
Under .5	1,640	2.8%	4.1%	3.6%	2.9%	3.6%	4.7%	5.3%	5.0%
.50 to .99	2,660	4.5%	5.6%	4.9%	5.6%	5.3%	5.7%	6.9%	6.4%
1.00 to 1.49	4,423	7.5%	8.8%	11.4%	9.6%	10.1%	5.5%	7.5%	6.6%
1.50 to 1.99	2,884	4.9%	5.0%	5.2%	5.8%	5.3%	3.3%	4.5%	4.0%
2.00 and over	44,185	75.3%	70.3%	74.6%	69.7%	71.9%	77.7%	71.7%	74.3%
	68,667								



SOURCE: 1990 Census of Population and Housing, STF 3A

Table 10

Income of Genesee County Households, by Source of Income, 1989

Source of Income	Households	Aggregate Income ($)	Percent of Total	Income per Household ($)
Any earnings	17,453			
Wage and Salary	16,943	572,340,275	75.8	33,780
Non-farm Self-employment	2,334	42,601,185	5.6	18,252
Farm Self-employment	640	6,573,374	0.9	10,271
Interest, Dividend, Net Rental	10,261	40,525,070	5.4	3,949
Social Security	6,432	52,373,943	6.9	8,143
Public Assistance	1,240	4,577,627	0.6	3,692
Retirement	3,995	25,908,640	3.4	6,485
Other	2,869	10,384,753	1.4	3,620
		755,284,867		

SOURCE: U.S. Census of Population and Housing, 1990

B. ORGANIZATIONAL ROLES AND RESPONSIBILITIES

Numerous agencies and organizations, as well as local governments are involved in economic development activities in Genesee County. Organizations identified in this section include:

1. Local governments
2. Genesee County Industrial Development Agency
3. Genesee County Chamber of Commerce, including its role as the Genesee County Tourism Promotion Agency
4. Cornell Cooperative Extension of Genesee County
5. GLOW Private Industry Council
6. Genesee County Job Development Bureau
7. Genesee-Livingston-Steuben-Wyoming Board of Cooperative Educational Services (BOCES)
8. Genesee Community College
9. Genesee 2000
10. Genesee/Finger Lakes Regional Planning Council and REDS Council
11. Rochester/ Finger Lakes Regional Development Corporation
12. Empire State Development Corporation

1. Role of Local Governments

Local governments participate in economic development in a variety of ways. For example, local governments are usually the entity with primary responsibility for planning, implementing, and financing improvements to sewer, water and highway facilities.

Several communities have local development corporations or informal committees that work to attract businesses to available sites in the municipality, or which act as liaisons between businesses and government officials to ensure that needs for services and facilities are met. Some local governments administer Revolving Loan funds to assist businesses in start-ups or expansions.

Municipalities are instrumental in identifying appropriate sites for industrial and commercial development through local zoning and planning. The land use function is described in further detail in the Land Use Technical Report.

The following economic development activities, reported by respondents to the Local Government Survey, are representative of those engaged in by local governments in Genesee County.

The **City of Batavia** operates the Batavia Development Corporation (local development agency) and the Small Industrial Development Agency - Revolving Loan Fund. It sponsors a Downtown Development Committee, and is assisting in the organization of a Business Improvement District and Downtown Merchants Group.

The **Town of Bergen** has established a local Development Committee, consisting of Town, Village and County leaders, to encourage appropriate future development. The Town, in conjunction with the Village, has recently completed a new Comprehensive Plan. The Town has also recently completed a study of development potential at the I-490 interchange.

The **Town of Batavia** is in the process of extending Veterans Memorial Drive to accommodate existing traffic as well as anticipated increases in traffic due to retail development in the area.

The **Town of Pembroke** has an economic development committee in place, which is examining water, sewer and access needs and preparing grant and loan applications. Construction on a new travel plaza (Flying "J") will begin during March 1997.

The **Village of Corfu** is making improvements to the water and sewer treatment plant. The **Town of Byron** is actively pursuing the provision of public water.

The **Village of Oakfield** staff and Planning Board provide information and assistance to businesses and industrial clients who are relocating to or expanding in the Village.

2. Genesee County Industrial Development Agency

The Genesee County Industrial Development Agency (GCIDA) is financed primarily through Genesee County' annual budget.

The major functions of the GCIDA are to:

- Provide financing to new or expanding industrial firms.
- Assist business and industry with site location and development.
- Develop commercial and industrial parks and facilities.
- Market the strengths and competitive advantages of Genesee County.
- Help area firms identify and address business-related needs and opportunities.
- Act as liaison with Federal, State, and Local agencies to ensure that development projects are completed successfully.
- Act as clearinghouse for inquiries and requests regarding economic development opportunities in Genesee County.
- Help communities plan and implement economic development strategies.
- Facilitate pro-active responses to development related issues.

Recently, the GCIDA has:

- Attracted the Federal Detention Center to Town of Batavia;
- Completed the Development Plan for Genesee County Corporate Park;
- Contracted for the Genesee Country Mall Feasibility Study, which will provide a market analysis and recommend redevelopment options for the Mall. A $50,000 grant from NYS UDC was leveraged by an $8,000 cash match from City of Batavia.
- Assisted with industrial site development strategies in Batavia, Bergen, LeRoy and Pembroke.

The GCIDA is currently coordinating the Business Retention and Expansion Study, in cooperation with Cornell Cooperative Extension of Genesee County and other sponsors. The Study involves interviews with 125 manufacturing firms and 135 service, supply, and production businesses, in order to determine needs for training, utilities, financing, or other support.

The GCIDA also operates a successful industrial incubator at its facility on Mill Street in Batavia.

3. Genesee County Chamber of Commerce

The Genesee County Chamber of Commerce is involved in numerous programs and activities to assist businesses in Genesee County and to improve the overall climate for business. The organization is funded primarily through membership dues. The Chamber is involved in the following programs and activities:

- Acts as a clearinghouse for information on economic development opportunities as well as programs and services available through the Small Business Resource Center and other organizations.
- Sponsors seminars, workshops, teleconferences, and other events with organizations such as:
  - U.S. Chamber of Commerce
  - Chamber Alliance of New York
  - Business Council of NY
  - Genesee Community College
  - Genesee County Cooperative Extension
  - NYS Main Street Alliance.
- Houses a satellite office of the Small Business Development Center (SBDC).
- Acts as the Genesee County Tourism Promotion Agency.

- Provides free counseling and low cost workshops to new and established businesses through the SCORE (Service Corps of Retired Executives) program.

- Publishes a monthly newsletter, Genesee County Travel Guide, Business and Industrial Directory, Clubs and Organizations Directory, and County and Regional Calendars of Events.

- Sponsors special events such as: Wings Over Batavia airshow; "Business After Business" socials; Annual Awards and Recognition dinners; and Decision Makers Agriculture Tour.

- Operates through several Standing Committees: Small Business Development; Tourism; Agriculture; Marketing; Government Affairs; Member Services; and Special Events.

The Chamber of Commerce also works closely with the GCIDA to market Genesee County, promote new industrial development and support existing businesses.

Tourism Promotion Agency

The Genesee County Legislature has designated the Chamber of Commerce to function as the County's Tourism Promotion Agency. The primary source of funding for tourism promotion is the hotel occupancy tax, with additional funds contributed by Genesee County and special events such as the Wings Over Batavia airshow.

The purpose of the Agency, as stated in its Marketing Plan for 1996-1997, is to advertise and promote tourist attractions and related businesses, festivals and other special events, group tours, conventions and meetings, and other travel and tourism activities.

Its immediate strategies are to:

- Develop and implement comprehensive and integrated travel and tourism marketing programs.

- Create new opportunities for cooperative public/ private tourism efforts, particularly in marketing and advertising.

- Establish Genesee County as a tourism destination.

- Assist in development of motorcoach itineraries and new entertainment products for the Genesee County motorcoach market.

- Continue to promote Genesee County in Southern Ontario with an emphasis on attractions, entertainment, recreation and shopping.

4. Cornell Cooperative Extension of Genesee County

In addition to educational programs for youth and other constituents, Cornell Cooperative Extension of Genesee County provides technical assistance and information to farm operators and promotes awareness of the agricultural industry through its "Ag in the Classroom" program.

Services to farm operators include individual consultations, as well as:

- Workshops and community discussion groups, sponsored by the WNY Dairy, Livestock and Field Crops Team, on such topics as basic farm management, nutrient management, marketing, calf and beef herd management, and nutrition;
- Educational programs through the Lake Plains Vegetable Program, on such topics as varietal selection, integrated pest management, soil and water management, post harvest handling, and direct marketing;
- The Farm Computing Expo.

The Ag in the Classroom program includes:

- Providing instructional materials, developed by Cornell University and the NYS Education Department, to classrooms;
- The "Ag-Stravaganza" program for fourth graders;
- "Dairy Days", organized by the Farm Bureau, which arranges tours of a dairy farm for first graders;
- "Conservation Field Days," which offers demonstrations of soil and water conservation techniques for sixth graders.
- The "Ag in the Classroom" newsletter.

Genesee County Cooperative Extension is also coordinating the agribusiness component of the Business Retention and Expansion program.

5. GLOW Private Industry Council

The GLOW Private Industry Council is a network of business representatives, as well as representatives from labor unions, community organizations, educational institutions, economic development agencies, and employment service and rehabilitation agencies, which work together to address the training and education needs of area businesses. Activities include the development of training programs at area schools, reimbursement of up to 50% of the cost of on-the-job training, and retraining of workers to supplement or enhance skills.

6. Genesee County Job Development Bureau

The Genesee County Job Development Bureau's program is 100% funded by the Federal Government. Genesee County Departments (DSS and Office for the Aging) provide support through in-kind services.

The general purpose of the Bureau is to provide employment and training services to DSS clients, "dislocated workers," and other customers, to enable them to become part of the skilled workforce. These activities are intended to improve the economic and social environment of Genesee County, and reduce costs for public assistance.

The Job Development Bureau provides vocational and academic skills training and remediation through sub-contracts with education agencies, employers, and non-profit organizations. It also provides daycare, transportation, counseling, and other services on both a contractual and non-contractual basis with community agencies.

7. Genesee-Livingston-Steuben-Wyoming Board of Cooperative Educational Services (BOCES)

Genesee-Livingston-Steuben-Wyoming Board of Educational Services (BOCES) provides occupational skill training through day and evening programs to high school and adult students. The Adult Learning Center provides specialized occupational skill training, designed to meet the specific needs of local businesses.

Literacy programs, such as General Educational Development (GED) and Adult Basic Education (ABE), are conducted for employees at businesses. Classes are free and books are provided for students' use. Employers provide the learning area.

Total Quality Management training is also available through the Vocational Center.

8. Genesee Community College

Genesee Community College, an accredited two-year college located in Batavia, offers a range of degree program to students, continuing education courses for community residents, and has satellite campuses in neighboring counties.

The College offers workshops of benefit to local businesses, on such topics as safety regulation, product liability. The College has helped local businesses meet training needs, and helped to develop a training program for workers in the "needle trades."

9. Genesee 2000

Genesee 2000 was formed in late 1988 to "devise strategic options for the future development of Genesee County." A 5-person Management Team, a 20-person Steering Committee, and three task forces, consisting of 85 additional people, were organized. These groups included representatives of business and industry, public officials and other citizens.

In order to "take stock of Genesee County," the group produced a 150-page "Environmental Scan," which described the status of the County's economy, housing, education, demographics, infrastructure, and government. The three task forces identified the challenges, opportunities, and actions needed to improve the County's Infrastructure, Economic Development and Housing.

In 1993, the County received a $50,000 grant from the NYS Legislature, with the assistance of a revitalized Genesee 2000. A portion of the funds were used to finance an update to the 1989 reports. This report was prepared by graduate student interns from the University of Buffalo.

The Steering Committee of Genesee 2000 continues to meet as necessary to promote countywide planning. Its purpose is to "promote programs and activities which would improve the future well-being of Genesee County and its residents."

10. Genesee/ Finger Lakes Regional Planning Council and REDS Council

The Genesee/ Finger Lakes Regional Planning Council (G/FL RPC) provides a range of information and other services to government agencies and businesses in the nine-county region. Its activities address tourism, infrastructure, strategic planning, aviation, trails, revolving loan fund, and demographic forecasting and analysis.

The regional Revolving Loan Fund, capitalized with federal funds has financed the expansion of three companies in Genesee County. The RPC's Data Center provides socio-economic data to businesses which are looking for new sites and expansion opportunities within the region. Staff has worked with regional tourism agencies to identify joint activities and to prepare promotional resources such as the Bike/ Hike Guide.

The Council prepares annual updates to the Regional Overall Economic Development Plan, which reports on emerging industries, industrial infrastructure needs, characteristics of agriculture and the wine and food industry, tourism and travel data, labor force, and income and population trends. The Plan is used by the federal Economic Development Agency to select projects for funding. The inclusion of the Batavia Industrial Park, with supporting information, led to federal funding for the Park in 1993-1994.

A regional Salary and Benefit Survey was completed in 1995 and updated in 1997, in cooperation with the Private Industry Council. The collection of information on employees' wage and benefit packages allows comparisons to be made between businesses in this region and those in other areas.

The Council prepared a Tourism Impact Analysis on behalf of the Tourism Promotion Agencies in the region. The Council monitors the number of jobs created, tax revenue generated, and the impact on the local economy from tourism-related activities. Strategies for furthering the role of tourism in the region, with an emphasis on more fully utilizing the region's resources and assets, are being explored.

Council staff also assisted Genesee County officials and the Chamber of Commerce in assessing costs and benefits of hosting an air show. A new effort is underway to evaluate the economic impact of the Genesee County Airport.

The G/FL-RPC also helps to prepare the Regional Economic Development Strategy (REDS). The Strategy was first prepared in 1985 and was updated in September 1996 by the Center for Governmental Research and G/FL-RPC for the Empire State Development Corporation. The Strategy provides the framework for administration of the Regional Economic Development Partnership Program (REDPP) and guides the prioritization of projects submitted to the REDS Council.

The REDS Council ranks projects before they are reviewed by the Empire State Development Corporation (ESDC). Types of assistance available from ESDC include:

- Business development assistance
- Business infrastructure assistance
- Infrastructure investment projects
- Tourism destination projects
- Child care assistance
- Regional revolving loan trust fund recapitalization
- Economic development assistance grants

In addition, the REDS Council:

- Helps to expedite and facilitate State agency assistance to local projects
- Identify local economic development opportunities which would benefit from State assistance
- Identifies, for the governor, State and local policy issues relating to economic development in the region
- Evaluates the impact of State policies and programs on the region's economy
- Assists the State in developing cooperative programs between the State and local businesses, labor unions, and communities in order to stimulate economic growth.

11. Rochester/ Finger Lakes Regional Development Corporation

The Rochester/ Finger Lakes Regional Development Corporation is comprised of economic developers, as well as representatives of utilities from the nine-county region. The Corporation markets the nine-county region at national trade shows, promotes trade with Canadian

businesses, and functions as a networking organization to facilitate infrastructure planning and services.

12. Empire State Development Corporation

The Empire State Development Corporation provides financial and technical assistance to businesses, local economic development groups, and other constituencies. It works cooperatively with regional groups to attract firms from outside NYS.

Formerly the Urban Development Corporation (UDC), the new ESDC absorbed the functions of the NYS Job Development Authority and UDC. A regional advisory committee was established to improve communication with businesses and coordination with local economic development efforts. A Strategic Plan was prepared in 1996 which summarizes the economic conditions in New York State and the programs that have been designed to improve these conditions for businesses.

Financing available through Empire State development includes loans, loan guarantees, and interest rate subsidies, as well as equity financing for technology-based start-up firms. Financial support is also offered for targeted technology development and commercialization projects.

Technical assistance, offered directly and under contract with consultants, includes training to help companies identify and implement productivity improvements, assistance in identifying and accessing new markets, and technical assistance for entrepreneurs.

Financial support is also available to local governments and not-for-profit organizations for planning and feasibility studies, industrial site improvement and/or development projects.

C. STATUS OF EXISTING AND RECENT PLANS

The following existing and recent plans affect Genesee County's economic development:

1. Business Expansion and Retention Study, 1997
2. Regional Overall Economic Development Program, 1995-1996
3. Finger Lakes Regional Economic Strategy Update, 1996
4. Town of Bergen Interchange Area: Development Potentials and Recommended Actions, 1996
5. Genesee 2000 - Economic Development Task Force Report (1989),
6. Genesee 2000 Update, prepared in 1994
7. Regional Agricultural Strategy Plan (RASP), 1989
8. Economic Adjustment Strategy for Genesee County, 1984.

1. Business Retention and Expansion Program

The Genesee County Industrial Development Agency, assisted by Cornell Cooperative Extension, Genesee County Chamber of Commerce, Genesee County Legislature, and Genesee County Farm Bureau, initiated the Business Retention and Expansion Program in the Fall of 1996. The purpose of the Program is to identify the concerns of manufacturers and agricultural businesses, develop strategies for local leaders to respond to these concerns, build a consensus on specific projects and implement these projects.

The Program includes an inventory of the needs of industrial and agricultural businesses, carried out by means of written surveys and personal interviews. Staff at Cornell University will analyze the data generated by the surveys and interviews and prepare a community development profile. A local task force will analyze the information and, with assistance from Cornell staff, develop recommendations and strategies to enhance economic development activities. The Program is expected to be completed during the Fall of 1997.

2. Regional Overall Economic Development Program

The Regional Overall Economic Development Program (OEDP) was initially prepared in 1978, and has been updated annually by the Genesee/ Finger Lakes Regional Planning Council. The original OEDP served as the basis for designation of the Region as an Economic Development District by the U.S. Department of Commerce, Economic Development Administration (EDA) in 1979.

The OEDP provides a description of the Economic Development District's organization, assesses past development efforts. It provides an overview of current economic conditions and potential for economic development, as well as review of social and economic trends such as population, employment, unemployment, income characteristic, agricultural characteristics, and the tourism industry. The document also sets forth goals and objectives for the District and descriptions of proposed programs and projects to occur during the next year.

The major goals presented in the 1995-96 OEDP are:

I. Retain and expand existing industries.

II. Help prepare the region's workforce to support the changing needs of industry.

III. Encourage small business development and entrepreneurship.

IV Develop tourism and recreation opportunities.

V. Strengthen the capacity of counties and local communities to undertake economic development activities and encourage sound planning of local development to be consistent with sound planning principles.

VI. Retain manufacturing employment.

VII. Strengthen agriculture and agri-business.

VIII. Attract new industry.

IX. Improve the infrastructure of the Region.

X. Strengthen regional cooperation.

The local priority projects identified for Genesee County are:

1) the County Comprehensive Public Water Supply Plan (which was completed in mid-1997;

2) recapitalizing the County Revolving Loan Fund;

3) Roof rehabilitation at the Genesee County Industrial Development Agency's Genesee Center for Industry; and

4) Updating the County's 1984 Economic Adjustment Strategy.

3. Finger Lakes Regional Economic Development Strategy Update

The 1996 Regional Economic Strategy Update for the nine-county Genesee/ Finger Lakes was prepared to establish priorities and identify actions to be taken by the REDS Council and Empire State Development Corporation. The Update includes a strategy for the Genesee Valley Subregion, consisting of Genesee, Livingston, Orleans and Wyoming Counties. The plan identified assets and liabilities, as well as strategies to preserve assets and overcome liabilities, and presented several priority initiatives. The Strategy Update also included recommendations for the nine county Genesee/ Finger Lakes Region.

Assets and Liabilities

The major assets of the Genesee Valley subregion include a strong agricultural base, available developable land, and a large, productive and accessible labor pool. Its location between two metropolitan areas provides access to interstate highways to markets, major international airports, and educational services. Liabilities include high taxes, lack of modern facilities and infrastructure, insufficient unified marketing, and insufficient preparation among high school graduates for today's "high tech" workplaces.

Cluster-based analysis was an important part of the economic development strategy proposed in this Plan. Economic "clusters" identified by the study for Genesee County include Travel and Tourism, and Food Processing (including farming).

The plan identified seven major goals, as well as actions recommended to realize the goals:

I. **Create a more favorable business climate,** by reducing taxes, eliminating duplication of municipal services, increasing use of outside funding sources, and lowering utility costs.

II. **Develop a Community Public Relations Plan,** to promote the region; identify and create awareness of the region's strengths and weaknesses; create a collaborative development plan addressing jobs, education, economic development, and land use; and recognize the tradeoffs needed to maintain economic base and jobs.

III. **Build a Strong Network between All Sectors,** by developing more focused regional communication and understanding, improving the business climate and sharing resources.

IV. **Provide training and increase public awareness of the need for advanced skills.** Recommended actions include: determine training needs and develop training programs based on the needs of businesses; better prepare the work force, and coordinate training providers.

V. **Preserve community banking and enhance the availability of capital.** Recommended actions include: encourage local banks to promote small business

start-up through consortiums; develop capital investment programs; recapitalize Revolving Loan Funds; establish Community Development Corporations; and increase access to start up capital for very small and seasonal businesses.

VI. **Enhance tourism development.** Recommended actions include: Utilize tourism as an economic development tool; increase tourism income; maintain existing infrastructure; increase development funding for infrastructure; and bring more money in from outside the region.

VII. **Develop better infrastructure.** Recommended actions include: match infrastructure to growth; increase funding for infrastructure; and improve existing infrastructure.

Overall regional priorities were to:

- Maintain and stimulate investment in workforce development, through strengthening core educational competencies, developing effective partnerships between schools and businesses, and linking workforce training to workplace needs.
- Streamline local public service delivery.
- Reduce the cost of doing business, through reforming the Workers' Compensation System, reducing the regulatory burdens, lowering utility costs, and lowering taxes through reduced spending and fewer mandates on local governments.
- Improve awareness of regional assets.
- Support existing clusters.
- Support export growth.

4. Town of Bergen Interchange Area: Development Potentials and Recommended Actions

In 1996, the Town of Bergen completed a study of the development potential of the area located adjacent to the intersections of NYS Routes 19 and 33 and Exit 2 of the I-490 Expressway. The Study examined the physical characteristics of the site, the potential to extend public utilities to the site, the economic climate, and potential for specific types of development. The Study also recommended a set of actions intended to further development of the site, including zoning amendments, sanitary sewer improvements, financial incentives, and marketing efforts.

5. **Genesee 2000 - Economic Development Task Force Findings and Recommendations Report - October 1989**

The Genesee 2000 Economic Development Task Force was one of three task forces created in 1989 by Genesee 2000. The group was charged with preparing a strategy to "develop the kind of economic environment which will enable Genesee County to provide for an improved quality of life for its residents and businesses."

The Task Force compiled and analyzed background information on the economy, prepared findings, identified key issues and recommended specific actions, including a timetable and designation of responsible agencies, to implement the strategies.

The Genesee 2000 Economic Development Task Force prepared recommendations in the following eight Focus Areas.

1. Develop excellence in education (including relationship between business and industry).
2. Continue support for planned development of current and emerging industries.
3. Develop and support entrepreneurial activity in the County.
4. Develop and market tourism as a viable industry.
5. Take advantage of Genesee County's geographic location in regards to local, regional and international markets.
6. Recognize and support retail business.
7. Recognize, support and promote agri-business and agriculture.
8. Improve quality of life for residents.

Analysis of these focus areas resulted in five major recommendations, which are summarized as follows. The current status of the recommended actions is indicated in *italics*.

<u>Cooperation between Business, Education and Agriculture</u>

The Task Force recommended establishing a committee which would include representatives from both educational institutions and local industries.

In response to this recommendation, the Business/ Education Alliance was formed in 1990 as a collaborative effort involving the Genesee County Chamber of Commerce, Genesee Community College, BOCES, school districts and the business community. The Alliance has encouraged the development of vocational training programs at Genesee Community College and BOCES that meet the needs of local industries.

The Chamber of Commerce also facilitated the creation of the Training Providers Committee to coordinate job training in local businesses and to interface with the Small Business Development Committee.

Unified Voice for Agricultural Industry

The Task Force recommended that an Agricultural Division be established within the Genesee County Chamber of Commerce.

In 1991, the Chamber of Commerce established an Agriculture Committee, which has led to increased involvement by agricultural businesses, including farmers, in the business community, and improved awareness within the County of the importance of agriculture to the local economy.

Unified Marketing Strategy for County Tourism/ Retail Businesses

The Task Force found that individual municipalities and local businesses rarely cooperate in promotions or advertising, and that within the City of Batavia and other municipalities, retailers do not work effectively together. The Task Force recommended that the Chamber of Commerce institute activities to assist the retail sector, including beautification projects within retail areas in the County, promoting free and convenient parking for customers, and installing signage to direct customers to public parking lots. The Task Force recommended that the County establish a "hotel occupancy" tax to raise funds for tourism promotion.

Genesee County has designated the Chamber of Commerce as its official Tourism Promotion Agency, in accordance with State guidelines. The Tourism Promotion Agency is funded primarily by a "hotel occupancy tax," which was instituted in 1995.

The Genesee County Chamber of Commerce established the Small Business Resource Center, in conjunction with other organizations working together as the Business Development Committee, to assist small businesses, including retail operations.

Unified Marketing Approach for County Industrial Development

The Task Force found that several entities are simultaneously involved in recruiting industries, and that information useful to potential clients is not centrally available. The Task Force recommended that the IDA and Chamber of Commerce develop a recruitment packet containing pertinent information about Genesee County, prepare a directory of individuals involved in economic development, and identify key people to conduct organized recruiting efforts ("GO TEAM.")

The Industrial Development Agency is the main source of centralized information about Genesee County, and has established itself as the key player in recruiting of major industrial prospects. "GO TEAMs" may be organized as needed, and should be coordinated through the IDA in order to avoid duplication of effort and to ensure consistent communication.

County Master Plan - Retain Prime Land for Agriculture

The Task Force found that "there is indiscriminate use of prime agricultural land for commercial or residential development." It recommended that municipal zoning plans be updated and that a countywide master plan be prepared which will protect prime land for agriculture while providing sufficient opportunity for other economic development.

The Genesee County Comprehensive Plan was initiated by the Genesee County administration in early 1996. The County Planning Department continues to advise local governments about land use regulations that protect agriculture. However, local decisions frequently must balance the demand for land for business or residential use against its value as farmland.

6. Genesee 2000 Update - July 1994

The Genesee 2000 Update, prepared in July 1994, recommended the preparation of a county comprehensive plan. Such a plan (of which this report is a part) was initiated by Genesee County in early 1996. In addition, preparation of the following technical studies was recommended:

1. Inventory of available land:
   - Resolve a growing controversy between those who want more development and those who want to protect agricultural land.

2. Service Provision Study: Identify the costs of coordination; the level of government most suited to providing the service; and the most effective and desirable level of service
   - Sewer and water service coordination
   - Hospital services
   - Education

3. Housing Demand Study

The report also recommended an expanded role for the County Planning Department in land use planning and coordination.

7. Regional Agricultural Strategy Program - 1989

A survey conducted for the Regional Agricultural Strategy Plan in 1989 reported that approximately 75% of agribusinesses in the nine-county region dealt primarily with other agricultural sectors located in their own county. In addition, 33% indicated that they conducted other major or significant portions of their business with farms and firms in adjacent counties outside the region. These statistics suggest that agribusiness dollars are for the most part spent within the region, and demonstrate the interdependence of farming and agricultural processors, suppliers and distributors.

The Report on the State of Agriculture determined that for each farm dollar spent, total local output increased by $1.47. For each million dollars of output, a total of 26 new agribusiness jobs are created. These ratios compare very favorably to those of the manufacturing sector.

This study also suggested that State and Federal regulations are perceived as serious problems for agribusiness. Approximately 44% of the respondents were of the opinion that State and County governments should prepare an economic development plan to promote the growth of agribusiness.

Employment in industries which are closely related to production agriculture, (i.e., agricultural services, food products manufacturing and food wholesaling) declined in Genesee County by 10% between 1976 and 1986.

While the Genesee/Finger Lakes Region cannot be described as a "farm-dependent" economy (i.e., 20% or more of labor and proprietors' income derived from farming), available measures confirm that the agribusiness system is a very significant component of the region's economy.

In 1987 personal income in the region totalled $13.6 billion. Of this total, $184 million was attributed to agriculture (including $138 million from farms and $46 million from agricultural services).

In 1987, the market value of agricultural products sold amounted to $482.5 million--a slight decline from the 1982 figure of $483.2 (reported in current, unadjusted dollars). In comparison, the total value of agricultural products sold in New York State increased by 1% between 1982 and 1987 (to $2.44 billion). During this period the total value of such products sold nationwide increased by approximately 3%, to $136 billion in 1987. As a result, it is apparent that the region did not keep pace with national and statewide growth rates.

The value of agricultural products sold can be compared with similar measures of the value of products in other sectors. In comparison, the value of manufactured products shipped was $16.5 billion (versus $483.2 million for agricultural products); retail trade sales were valued at $4.3 billion; taxable service industries' receipts were valued at $1.3 billion; and local governments spent $1.5 billion.

8. Economic Adjustment Strategy - 1984

In 1984, Genesee County contracted for the preparation of an Economic Adjustment Strategy, to address recent plant closings and identify steps that could be taken to bolster the economy. Recommendations for actions to be taken by the Genesee County IDA were:

1. Establish a revolving loan program, capitalized with approximately $1 million from EDA.

2. Expand equity loan program.

3. Construct a modern 25,000 to 50,000 sq.ft. incubator building.

4. Acquire 2 industrial parks: Bergen and LeRoy.

5. Build 2 industrial parks.

6. Continue promotional program and continue career development services.

Several of these recommendations have been implemented. The City of Batavia operates a revolving loan program for business expansion. An industrial park has been constructed in the Town of Batavia, north of NYS Thruway Exit 48. The Industrial Development Agency has continued to promote the advantages of Genesee County to various types of businesses. Privately operated incubator buildings have "grown" industries in Genesee County, and the number of small-scale manufacturers has increased steadily since 1984.

II. ANALYSIS OF ISSUES

This part presents an analysis of the economic development issues raised during the planning process, and the rationale for the Goals and Recommended Actions itemized in Part 3.

Three surveys were conducted to help determine the relative priority of identified needs: a written survey of all of the Focus Group members, a written survey of local government representatives, and a mail survey of a random sample of Genesee County residents. Each of these surveys will be referenced in the following discussion of issues, opportunities, constraints, agency and organizational roles, and priorities. The report from the Focus Group Survey and the graphic summary of results from the Local Government Survey are presented in Appendices B and C.

A. INDUSTRIAL DEVELOPMENT

Issues and Opportunities

Genesee County offers several advantages to industries, including excellent east-west highway access, proximity to markets, east-west rail access, a willing workforce with a variety of skills, competitive wage rates, and several available sites for additional industrial development. Genesee County is particularly suited to distribution and transportation-related businesses, such as truck depots and warehousing, as reported recently in a national publication.

Industries employ more than one-quarter of Genesee County workers, and pay relatively high wages to workers with moderate education levels. In addition, industries generate income and jobs at other area businesses as a result of the economic "multipliers."

Agency and Organizational Roles

Agencies involved in retaining businesses include the Genesee County Industrial Development Agency, Chamber of Commerce, Cornell Cooperative Extension, and local governments. Activities directed at retaining businesses include provision of public services and utilities, assistance in locating local suppliers and/ or markets, financing, technical assistance and information, training services, providing networking opportunities, and improving the quality of life in the County.

Marketing efforts related to industrial development include general marketing of Genesee County and the region, as well as targeted marketing of specific sites. The Genesee County Industrial Development Agency markets the strengths and advantages of Genesee County generally, as well as specific sites. As a clearinghouse for inquiries regarding economic development opportunities in Genesee County, the GCIDA matches potential businesses with available sites, and assists businesses with financing packages and local approvals.

The GCIDA is primarily responsible for the development and marketing of the Batavia Corporate Park in the Town of Batavia. The site is owned by the GCIDA, has been cleared and provided with utilities. Several businesses have expressed interest in establishing facilities at the site.

The Genesee County Chamber of Commerce is frequently one of the first points of contact for businesses seeking to locate in or start-up in Genesee County.

The Genesee/ Finger Lakes Regional Planning Council participates in trade shows and other regional promotions to market the nine-county region to businesses. Local governments also play a role, as many have local development committees active in promoting specific sites in their communities for industrial development, and land use planning and infrastructure improvements are frequently designed to accommodate new industrial development.

Priorities

Retain and Expand Existing Industries

The retention and expansion of existing businesses is considered "essential" by all Focus Group members, and by 61% of the local government respondents. Attracting new industries was rated as essential by 91% of respondents to the residents survey, while 90% of residents rated retaining existing industries as essential.

Respondents to the Residents Survey also identified the need to commute outside Genesee County for high-paying jobs and the lack of industrial jobs, to be the biggest obstacles to a higher standard of living among Genesee County residents.

Attract New Industrial Development

Attracting new industrial development was the second highest rated economic development priority among Focus Group members, and was also highly rated among local government officials.

B. AGRICULTURE

Issues and Opportunities

A viable agricultural industry requires sufficient amounts of quality farmland, minimizing conflicts between farming and neighboring uses (see also the Land Use Technical Report) and the availability of transportation and support services. Promotion of agriculture as an industry is important to maintain public support. Smaller producers benefit from opportunities for direct public sales, such as farm markets.

Many of the factors that affect the economic viability of farming are outside of the control of local entities. These include nationwide commodity prices, federal price supports, weather, and environmental and labor regulations. NAFTA and immigration policies will have an impact on

agriculture in Genesee County, in addition to tax and labor laws and policies. Factors that can be influenced locally include the availability of suitable land, public awareness of the importance of farming to the local economy, infrastructure improvements (including short line rail service), and support for agriculture-related industries.

Agency and Organizational Roles

Agencies that promote and assist continued agricultural production in Genesee County include Cornell Cooperative Extension, Soil and Water Conservation District, and the USDA Natural Resources Council (formerly Soil Conservation Service). Cornell Cooperative Extension provides training, information and other support to farmers. The Soil and Water Conservation District provides information and technical assistance on conservation techniques. The Natural Resources Council administers federal conservation and financial assistance programs and maintains information on soil capability and other programs.

The Genesee County Chamber of Commerce promotes "agri-tourism" and organizes and coordinates an annual "Agricultural Decision Maker Tour." Cornell Cooperative Extension, in association with the Chamber of Commerce, promotes annual Agricultural Days, Dairy Days, and other events to promote public awareness of agriculture and its importance in the County's economy and the rural character of the County and its communities. These activities help to promote the "image" of farming in the community, encourage youth to consider careers in farming, and help to reduce the potential for conflicts between farmers and residential neighbors.

The Genesee County IDA assists existing processors with expansion and works to attract additional industries, including agriculture-related industries, to Genesee County. In addition, the GCIDA and Cornell Cooperative Extension, in cooperation with other sponsors, are administering a Business Expansion and Retention Study, expected to be completed in Fall 1997, which will identify specific needs of existing businesses, including farms and agriculture-related industries.

Priorities

Support Agriculture (Farming)

Support for agricultural production was ranked as the highest rated priority activity by local government representatives, with two-thirds rating it "essential" and 28% "important." Two-thirds of the Focus Group members ranked such activities "essential," with the one-third rating them "important, but not a high priority." A total of 60% of the residents surveyed rated "encouraging agriculture and agriculture-related business" as "essential."

Three-quarters of the Focus Group members and 56% of the local government representatives indicated that public funds should be expended to support agricultural production (farming), with funds budgeted primarily at the State/Federal and County levels.

Retain and Expand Agriculture-Related Businesses

Support for agriculture-related industries, such as food processors, packagers and distributors, was rated "essential" by two-thirds of the Focus Group members, and "important, but not a high priority" by the remaining one-third. One-half of the local government representatives rated such activities "essential," while the other half rated them "important." Local government representatives were somewhat less supportive of "agriculture-related industries" than of industries in general. There may be some concerns among municipal representatives of odors or other impacts from food processing or packaging businesses.

C. RETAIL DEVELOPMENT

Issues and Opportunities

Retail development issues include the potential for additional retail development, support for existing retail businesses, and enhancement and expansion of existing retail areas. Retail development is currently concentrated in the City of Batavia, adjoining areas in the Town of Batavia, and certain Village business districts. Additional businesses are located at scattered sites elsewhere in the County.

Existing retail areas in the City of Batavia and certain villages have a particular charm that contrasts with the large-scale retail business districts outside of downtown areas. Physical amenities and the appearance of such downtown shopping districts must be enhanced in order to retain stores and shoppers.

Additional retail development is generally dependent upon a sufficient market area to draw a customer base. Recent large scale retail development has been concentrated immediately west of the City of Batavia. There may be opportunities to attract large-scale retail development to such areas as the Bergen or Pembroke interchanges. However, sewer and water services are not currently available at these sites.

The Residents Survey illustrated that most respondents shop for "big ticket" items such as furniture (45%) and motor vehicles (44%) outside the County, and that clothing is purchased outside the County by an even larger percentage of respondents (53%). Respondents who work outside Genesee County and residents of the eastern and western municipalities are most likely to shop outside the County. More than two-thirds of respondents (67%) indicate that they shop outside of Genesee County due to the greater selection of merchandise. The addition of more extensive retail opportunities in Genesee County may increase the proportion of retail spending from Genesee County residents that remains within the County. Increasing the proportion of Genesee County residents who are employed within the County may also help to support additional retail sales within the County.

Organizational Roles

The Chamber of Commerce supports member businesses involved in retail operations through its members services, such as seminars, networking, and other business support services. The GCIDA offers information on financing as well as other services.

Local governments and local Business Improvement Districts can be effective in making physical improvements and providing infrastructure to retail areas. Local merchants associations exist in certain municipalities, and typically coordinate advertising and promotions.

Priorities

Questions in the Focus Group and Local Government Surveys addressed encouraging additional retail development, assisting existing retail businesses, and enhancing existing retail areas. Focus Group members generally indicated that support for existing retail, encouraging additional retail development, and enhancing existing retail areas was "important, but not a high priority." Local government representatives were more supportive of such activities than Focus Group members were.

Encourage Additional Retail Development

A total of 50% of local government representative stated that to encourage additional retail development was "essential," compared to 17% of the Focus Group members. A total of 17% of the Focus Group members and 22% of the local government representatives indicated that such activities are "not at all important."

Assist Existing Retail Businesses

Providing assistance to existing retail businesses was considered "essential" by 44% of the local government representatives and 25% of the focus group members. Only 50% of Focus Group members and 56% of the local government representatives stated that public funds should be expended for such activities. Among Focus Group members, 58% indicated that such funds should be budgeted at the local level, while 28% of local government representatives stated that such funds should be budgeted at the County level.

A total of 39% of municipal representatives and 8% of Focus Group members indicated that enhancing existing retail areas is "essential," and most others rated such activities "important, but not a high priority." One-half of the local government representatives and 42% of the Focus Group members stated that public funds should be expended on such activities. Among Focus Group members, 58% indicated that such funds should be budgeted at the local level. A total of 39% of municipal representatives stated that such funds should be budgeted at the County level.

One Focus Group member commented, "It seems to me that there are a lot of retail operations currently. We need more manufacturing jobs to support retail environments." Other members stated that retail development merely divides further an already existing "pie," and that such

development is "a given if there are good paying jobs and a low unemployment rate in the County."

Enhance Existing Retail Areas

Nearly all (83%) of the Focus Group members indicated that enhancing existing retail areas is "important, but not a high priority." Only one member stated that such activities are "essential" while one rated them "not at all important." Among local government representatives, 39% rated such activities "essential," 39% "important," and 22% "not at all important."

A total of 50% of both the Focus Group members and the local government representatives indicated that public funds should be expended on enhancing existing retail areas. Most Focus Group members indicated that such funds should be budgeted at the local level. Local government representatives were most likely to suggest that such funds should be allocated at the County (39%) level, rather than the local (28%) or State/Federal (22%) levels.

D. TOURISM AND RELATED BUSINESSES

Issues and Opportunities

Tourism provides jobs (albeit, relatively low paying jobs) to area residents and brings income to a variety of local businesses. In addition, an active tourism industry can improve the overall quality of life in a community, as tourists help to support restaurants and other service businesses that could not be supported by residents alone.

Genesee County's most significant tourism destination is Darien Lake Theme Park. Other attractions include historic sites, natural resources, Batavia Downs harness racing, and the "Wings Over Batavia" airshow, scheduled for June 1997. Related businesses include motels and hotels, campgrounds, restaurants, and transportation providers.

The expansion of tourism requires continual marketing and promotion as well as support for individual travel-related businesses. Tourism development activities include encouraging conventions, conferences and bus tours, and providing support, in the form of coordinated advertising and marketing, to businesses involved in travel and tourism. Effective marketing is critical to a successful tourism industry.

Organizational Roles

Genesee County has designated the Chamber of Commerce as the official Tourism Promotion Agency, and provides funds through a "hotel occupancy" tax. The Tourism Promotion Agency's Marketing Plan focuses on establishing Genesee County as a tourist and conference destination, by means of cooperative advertising of tourist destinations.

The Chamber of Commerce provides a range of support services to its member businesses, many of which are involved in tourism activities.

Cornell Cooperative Extension provides some support to farmers interested in participating in "agri-tourism" to bring visitors to farms. In addition, farm markets and "pick your own" produce operations have the potential to be significant tourism generators.

Priorities

Promotion of tourism was seen as "important, but not a high priority" by a majority of Focus Group members and local government representatives. A total of 92% of the Focus Group members and 61% indicated that public funds should be expended to support tourism promotion, with the most support from both groups for such funding at the County level.

The Tourism Promotion Agency received favorable ratings from local government representatives (17% rated it "extremely" and 39%" "somewhat" valuable; 28% had no opinion) and Focus group members (42% rated it "extremely" and 58% "somewhat" valuable).

E. SMALL BUSINESSES

Issues and Opportunities

Small businesses are prevalent in all sectors of the Genesee County economy. Small businesses often need assistance in such activities as preparing business plans, finding appropriate financing, training employees, and marketing.

Organizational Roles

Resources to assist small businesses include education and training programs offered by SUNY Brockport's Small Business Development Center, BOCES and GCC. Cornell Cooperative Extension provides training and courses to agricultural producers in topics such as new technology, labor and environmental regulations, business practices, farming techniques and other issues. Information and networking assistance is available through the Chamber of Commerce. All of the programs and services offered by the GCIDA are available to small businesses. The City of Batavia's and Genesee County's Revolving Loan Funds also make resources available to small and "micro" businesses. Continual outreach and publicity are essential in order to make small businesses aware of available services and other resources.

Priorities

Technical Assistance to Owners/ Managers of Small Businesses

Among Focus Group members, 42% indicated that it is "essential" to provide technical assistance and training to owners and managers of small businesses. Only 33% of local government representatives indicated that such activities are "essential," and an equal number characterized such activities as "not at all important."

Among local governments, only 33% indicated that public funds should be expended on such technical assistance. A total of 17% indicated that such funds should be budgeted at the County level, and an equal number supported such expenditures at the State/ federal level. Among Focus Group members, 42% stated that such funds should be budgeted at the State/ federal level.

F. FINANCING

Issues and Opportunities

Financing is a critical component of business start-ups and expansions. Although financing is generally available from commercial sources, rates may not always be sufficiently attractive for industrial expansions or other businesses operating on a slim margin.

Providing information to companies in need of financing is a continuing need. Banks interested in lending money to local businesses need a comprehensive directory to assist them in marketing their services. (The IDA maintains a list of industrial businesses; and the Chamber of Commerce maintains a directory of its members.)

Organizational Roles

Businesses currently receive financing for new and expanded ventures from a variety of sources, including commercial banks, governmental agencies such as the Industrial Development Agency, and local development corporations. In many cases, governmental sources require a "match" from commercial lenders, as well as a demonstration that the needed funds are not available from a commercial source. Governmental financing sources are generally intended to supplement, and not to compete with, private commercial financing.

The Genesee County Industrial Development Agency, Chamber of Commerce and Regional Planning Council provide information about sources of financing.

Priorities

Provide Information on Financing to New or Expanding Businesses

Nearly all (83%) of the Focus Group members indicated that providing information on private financing and providing direct financing to new or expanding businesses is "important, but not a high priority." Among local government representatives, 50% stated that providing information on private financing is "essential" and 33% stated that providing direct financing was "essential." However, 28% of local government representatives indicated that providing direct financing is "not at all important."

Provide Direct Financing to New or Expanding Businesses

More than half of the local government representatives, and 83% of Focus Group members, indicated that public funds should not be expended to provide direct financing to businesses. The local government representatives generally preferred that such financing be provided at the State/Federal level (50%), while the Focus Group members indicated that such funds should be provided at the State/Federal (67%), County (58%) and local (58%) levels.

G. INFRASTRUCTURE - WATER, SEWER, TRANSPORTATION AND ELECTRIC

Issues and Opportunities

Services to Development Sites

Infrastructure drives new development. Sites with the greatest potential for intensive industrial, commercial or institutional development are served by both sewer and water services, have excellent highway access, and are free from potential environmental liabilities. Additional benefits of potential development sites, that may be of particular benefit to specific businesses, may include rail access, natural gas, low cost municipal electric or proximity to air transport.

Several sites in Genesee County may be appropriate for industrial development with regards to location and access, but lack water and/or sewer service. Examples are the interchange locations in Batavia, Bergen and Pembroke. These sites are difficult to market due to the lack of public utilities.

Utility extensions have recently been completed to the Batavia Corporate Park at Thruway Exit 48. This site is being marketed by the GCIDA.

Infrastructure improvements at the Airport site may result in future business development. Industrial development that may take advantage of proximity to the airport may be attracted by the availability of sewer and water.

Extension of Roads and Highways

The most visible highway extension issue in the County currently involves the extension of Veteran's Memorial Drive in the Town of Batavia to make additional land available for commercial development to the west of the City of Batavia. Most other land currently proposed for intensive industrial, commercial or institutional development has been so designated due to its location along existing State highways.

The construction of access roads is needed to develop large areas in the interchange areas. For example, new roads were constructed during the development of the Batavia Corporate Park. Access roads will be required in the Bergen Interchange area, and may be needed to develop land near the Thruway interchange in Pembroke.

Organizational and Agency Roles

Responsibility for providing sewer and water services and other public utilities to a site has traditionally been borne by the local government, with the potential for financial assistance from Federal, State or County agencies. Landowners or developers are often responsible for financing the extension of roads, sewer and water service and other utilities to development sites.

Extensions of water, sewer and roads cost significant sums. As Genesee County as well as local municipalities benefit from new development, the County may have a role in helping to finance such extensions, or to facilitate obtaining State or Federal funding.

Priorities

Extend Water and Sewer Services to Meet the Needs of Business

Two-thirds of the Focus Group members and 55% of the local government representatives indicated that it is "essential" to extend or improve water and sewer systems to meet the needs of business. The remainder of the Focus Group members and 39% of the local government representatives stated that such activities were "important, but not a high priority."

All of the Focus Group members and 83% of the local government representatives indicated that public funds should be used to extend sewer systems to meet the needs of businesses. Nearly as many stated that public funds should be extended to extend water service. One-half of the Focus Group members and 72% of the local government representatives stated that such funds should be budgeted at the State/Federal level. One-half of the local government representatives stated that such funds should be budgeted at the County level, and the same number indicated that local funds should be used.

Extend Roads and Highways to Meet the Needs of Business

Respondents to the Focus Group and Local Government Surveys found the extension of roads to be somewhat less of a priority for economic development than the extension of utilities. A total of 50% of the Focus Group members and 39% of the local government representatives indicated that such activities were "essential," while 50% of the Focus Group members and 44% of the local government representatives rated them "important, but not a high priority."

A total of 61% of local government representatives and 92% of Focus Group members indicated that public funds should be expended to extend roads and highways to meet the needs of businesses. Local government representatives were most supportive of State/Federal funding for such activities, while Focus Group members were equally supportive of County funding.

H. GENESEE COUNTY AIRPORT

Issues, Opportunities and Constraints

The Genesee County Airport, a general aviation airport which is available to corporate jets, is a significant resource for many businesses. The proximity of air transportation encourages certain industries to remain in Genesee County, and is an asset which may entice other businesses to locate in the County.

Agency and Organizational Roles

The Genesee County Airport is owned and operated by Genesee County.

Priorities

The Residents Survey results indicated that support for the airport is not rated as highly as other economic development activities; 37% of respondents stated that improving the airport is "not important" to the County's economic health. However, there is likely to be little awareness among residents of the value of the airport to specific businesses. The need for the airport may be documented more thoroughly by the current Business Retention and Expansion study.

I. LABOR FORCE QUALITY; TRAINING AND EDUCATION NEEDS

Issues, Opportunities and Constraints

The quality of the workforce, with regards to skills and education levels, is a significant factor in retaining and expanding businesses. As the skills needed by firms change with new technologies, many businesses require employees with basic skills who can be trained in specific areas. Partnerships between educational institutions and businesses are essential in order to enable the workforce to continue to maintain and improve skills as they become needed by area businesses. Training is needed both in specific skills and in basic employment skills.

Too many residents of Genesee County do not possess the basic skills needed to retain a job, such as dressing and speaking appropriately, showing up to work on time, and having a basic work ethic. This appears to be a problem among customers of the Job Development Bureau, which received relatively low performance ratings in surveys of Focus Group members, local government representatives, and residents. High schools may also be accountable for these deficiencies in the workforce.

The results of the Business Retention and Expansion Study may identify specific training needs that are not being met. Information from the Study is expected to be available in Fall 1997.

Organizational Roles

Several governmental agencies are involved in training workers in specific skills. The GLOW Private Industry Council is a network of business representatives which primarily addresses training needs. The Job Development Bureau trains "dislocated workers" for new careers. BOCES provides vocational training to high school students and adults. Genesee Community College offers courses relevant to local businesses' staffing needs.

The Business/ Education Alliance, a coalition of representatives from businesses and educational institutions, identifies the needs of businesses and suggests educational programs to meet training needs. The efforts of the Alliance have resulted in new educational programs at Genesee Community College and BOCES. The Alliance also helps to coordinate the grant-funded School-to-Work and Tech Prep programs.

Agencies involved in training in basic employment skills include the Job Development Bureau and, indirectly, BOCES and Genesee Community College. Some of the comments from residents indicated that school districts could be more helpful in preparing students for the workforce.

Priorities

Training in Specific Skills Needed by Area Employers

Focus group members indicated that activities to "provide training in specific skills needed by area employers" is essential (two-thirds) or "important, but not a high priority" (one-third). Local government representatives rated such activities "essential" (61%), "important" (17%) and "not at all important" (22%). Among Focus Group members, 56% indicated that public funds should be expended on such services, with funds budgeted at the State/federal (67%), local (50%) and County (50%) levels. Only 67% of municipal representatives stated that public funds should be spent on such activities, and indicated that funds should come from State/federal (50%) and County (44%) budgets.

Several comments noted that Genesee Community College should be involved in providing training to meet the needs of area employers. One member noted that there should be a coordinated effort between government agencies and corporations to provide on-the-job training.

Training in Basic Employment Skills

Focus group members indicated that activities to "provide training in basic employment skills for unemployed residents" is "essential" (42%) or "important, but not a high priority" (58%). Local government representatives rated such activities "essential" (50%) "important" (28%) or "not at all important" (22%). A total of 92% of focus group members and 78% of local government representatives stated that public funds should be expended for such activities, with such funds budgeted primarily at the State/Federal (61% municipal representatives, 58% focus group members) and County (42% focus group, 50% municipal) levels. One Focus Group member commented, "Providing training in basic employment skills is essential. I think this is the key ingredient. I continuously hear the private industry stating this -- people need basic

employment skills (showing up, working as a team player, being positive, dependable, honest, dressing appropriately.)"

The Residents Survey reported dissatisfaction with the Job Development Bureau's ability to train unemployed residents effectively for employment. The residents' dissatisfaction was higher among respondents who were familiar with the organization.

J. PUBLIC TRANSPORTATION

Issues, Opportunities and Constraints

An estimated 4,500 County residents depend on public transportation to travel to jobs. The need for public transportation to jobs is likely to increase as a result of welfare reform. However, the public bus system is not oriented primarily toward the needs of commuters, especially outside the City of Batavia.

Organizational Roles

The Batavia Bus Service is a subsidiary of Rochester/ Genesee Regional Transportation Authority.

K. COORDINATION OF ECONOMIC DEVELOPMENT EFFORTS

Issues, Opportunities and Constraints

One of the main issues raised during the planning process is the need to **coordinate** economic development efforts among local, county and regional organizations and agencies. This is an on-going need, as membership in these agencies and organizations changes periodically.

It is important that local and county economic development organizations do not overlap in their efforts to attract new industries, as such activities require consistent information and reliable communication.

Networking and exchange of information among businesses is also essential to enhanced economic activity in Genesee County. Currently, the Chamber of Commerce provides a forum for information exchange among its members, through its newsletter as well as the series of informal gatherings known as "schmoozers". The GLOW Private Industry Council consists of 28 public and private members who meet regularly to address training and education needs. The Genesee County Industrial Development Agency is preparing to launch a newsletter directed at businesses, government agencies, financial institutions and educational institutions.

Organizational Roles

The economic development agencies with the broadest charges are the Genesee County Industrial Development Agency (GCIDA) and the Chamber of Commerce. The IDA is primarily focused on industrial development, while the Chamber of Commerce serves its members, which include many retail businesses and other small business, in addition to industrial and agricultural firms. Although neither organization is ideally suited to a role as the single coordinating entity for economic development, the IDA is frequently looked upon to fulfill the need for coordination.

Currently, various committees bring together agencies and organizations to address specific issues of concern to businesses, such as education and training. Additional cooperation may need to be organized around such specific topics.

Local economic development committees need to coordinate with the Industrial Development Agency in recruiting industries. Potential conflicts and poor results may arise when local committees or representatives make contact with industries, independently of the IDA. There is potential for inconsistent communication, or lack of information.

As one of the functions of the Industrial Development Agency is to market the County to attract industrial development, and the Chamber of Commerce markets the County to potential tourists, there may be benefits to using some of the same "collateral materials." Local governments and merchants organizations would also benefit from sharing materials.

Priorities

One Focus Group member suggested that it would be useful to identify all existing economic development programs and service providers and catalog them in order to identify and then fill in the gaps of missing coverage. Several members suggested using the Industrial Development Agency and Chamber of Commerce in central coordinating roles, with the IDA focusing on financing and regulatory issues, and the Chamber focusing on marketing.

APPENDIX A

POLICY ISSUES IN RURAL LAND USE

Department of Agricultural,
Resource and Managerial Economics

Cornell Cooperative
Extension

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ECONOMIC MULTIPLIERS AND THE NEW YORK STATE ECONOMY

Editor's Note: This issue is the third in a series examining New York agriculture and the broader state economy. The first issue detailed the ongoing structural change in New York's agriculture and food sectors. We noted that with these changes it is necessary to consider alternative measures of the economic importance of the sector. In the second article, we considered one such approach — examining the size of New York's production agriculture and agricultural manufacturing industries in terms of total gross output and employment generated by the sector. A second, complementary measure of economic importance is the degree of structural interdependence between the agricultural sector and the rest of the state's economy. This measure is embodied in the idea of an economic multiplier, which will serve as the focal point of this issue.

Economic Multipliers

The economic multiplier is an important tool in regional economic impact analysis. The idea stems from *economic base theory*, which classifies goods and services sold outside the region's boundaries as "exports", and hence, *basic*. Conversely, goods and services produced by the *nonbasic* sector are consumed within the region's boundaries. Expansion of the *basic* sector of the economy necessarily entails added production in these support industries, particularly in terms of intermediate inputs, all of which adds to the overall development of a regional economy.

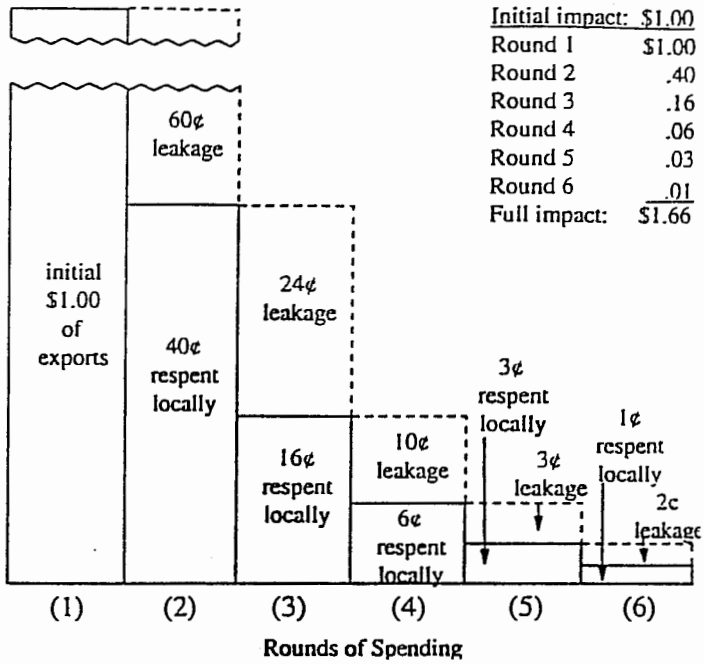
Over the years, economic analysts have refined *economic base theory* to account for how expansion of *final demand* for *basic* sector output – in the form of increased exports, sales to government, final investment, and consumption demand – translates into changes in the greater regional economy. The link is the economic multiplier.

The economic multiplier summarizes the cumulative (direct, indirect, and induced) effect of an initial change in final demand plus the resulting series of successive rounds of spending within the local economy. It is the ratio between the total change in spending and the initial change in final demand (or the income or employment implied by it).

This phenomenon is illustrated in Panel 1. In this simple economy, the firm producing the goods for export or delivery to other final demand sectors uses the proceeds to pay for labor, intermediate inputs, and the other costs of doing business. Of the revenue received, some proportion, say 40 percent, is spent by the business and local residents for goods and services (including local taxes). The remaining 60 percent, in a sense, "leaks out". This leakage, in the form of savings, tax payments to authorities outside the local region, and payments for imports, represents money no longer available for expenditure in the local economy.

Suppose the *basic* sector in this economy increases exports by $1.00. This $1.00 represents the *direct* change in final demand. Later rounds in the cycle produce less additional spending than earlier ones due to leakages. For example, during the second round of spending, 40¢ will be respent in the local economy generating additional business activity, and the other 60¢ will leak out. In the third round, 16¢ will be respent locally and 24¢ will leak out, and so on. After six

Panel 1. Multiplier concept of local respending patterns



rounds, the increment in local spending is less than 1¢. When the increment in additional spending approaches zero, the cycle is complete.

In this example, the cumulative effects of the initial (direct) increase in final demand ($1.00) plus the successive rounds of respending ($.66) within the local economy is $1.66. The economic multiplier for this economy is 1.66 ($1.66 ÷ $1.00).

Estimates of Economic Multipliers

For important sectors of New York's economy, we have calculated economic multipliers for two variables: **total income (TI)**, and **employment (EMP)**. Multipliers for TI report the change in the sum of employee compensation, proprietary income from self-employment, and other property income per $1 of direct increase in regional income or payrolls. EMP multipliers account for the total change in full-time equivalent (FTE) jobs associated with the direct creation of an initial job to produce output going to *final demand*.

Following procedures used earlier in this series, the New York economy is divided into nine broad sectors: agriculture; mining; construction; services; manufacturing; transport and utilities; retail and wholesale trade; finance, insurance and real estate (FIRE); and other industry, which is mostly government. In turn, the 12 industry groups within the agricultural sector were organized into production agriculture and agricultural manufacturing categories.

Panel 2 reports the economic multipliers estimated in this study.' The TI multipliers for both the production agriculture and agricultural manufacturing industries compare favorably with those of the nonagricultural sectors. For example, the highest TI multiplier for a nonagricultural sector (construction) is 1.66, while the median for the production agriculture industries and agricultural manufacturing is 1.66 and 2.03, respectively. The TI multipliers for the production agriculture industries tend to be highest of all. Also notable is that two of the three largest TI multipliers come from the dairy industry, reflecting its greater degree of integration within the overall New York economy.

With respect to EMP multipliers, the seven largest values are in the agricultural manufacturing industries. The median value for agricultural manufacturing industries is 2.10, while the medians for production agriculture and nonagricultural sectors are similar to one another at 1.45 and 1.51, respectively. Among the agricultural sector industries, the higher EMP multiplier values for agricultural manufacturing reflect the relatively higher labor intensity of processing activities compared with production agriculture. Also notable is the extremely large EMP multiplier value for dairy processing. At 3.53, it is almost twice as large as that for mining, the highest among the nonagricultural sectors.

Limitations of Multiplier Analysis

Multipliers are constructed based on a "snapshot" of a regional economy. That is, the feedstock for the economic multiplier is a pattern of economic transactions between firms and the final users of their products for a single year. This means that multipliers can go out of date as structural relationships between sectors change. Structural changes can emanate from technological developments, important shifts in relative prices, regional trade patterns, and several other sources.

Another, and closely related, concern with multipliers is that they best represent the effects of small or marginal changes in deliveries to final demand in any one sector. Large shifts in a regional economic system require a more detailed analysis before their effect on total income or employment can be measured.

Finally, our estimates rest on models utilizing local secondary data combined with coefficients from a national model. This procedure avoids the prohibitively high costs of conducting an exhaustive survey of transactions in a regional economy. However, reliance on this procedure requires the assumption that differences between the structure of the local economy and the national economy can be accurately measured. The restrictiveness of these assumptions are less severe as one progresses from a county-level economy to a state-level economy.

Panel 2. Economic Multipliers, by Sector, New York State, 1991

	Total income (TI)	*Employment (EMP)*
Production Agriculture Industries		
Dairy	2.29	1.52
Crops	2.28	1.51
Nursery and wood products	1.78	1.39
Poultry and livestock	1.64	1.37
Agricultural Manuf. Industries		
Dairy	2.61	3.53
Grains	2.16	2.58
Confectionery	1.72	2.11
Fruits and vegetables	1.67	2.09
Meat	1.65	1.99
Miscellaneous foods	1.49	2.00
Beverages	1.46	2.26
Bakery products	1.29	1.55
Other Economic Sectors		
Construction	1.66	1.57
Services	1.48	1.39
Other industry	1.42	1.33
Manufacturing (nonfood)	1.41	1.62
Retail and wholesale trade	1.40	1.30
Transport and utilities	1.31	1.48
Finance, insurance, and real estate	1.19	1.54
Mining	1.09	1.82

Discussion

This article has reviewed the use of the economic multiplier in applied analysis. Estimates of multipliers for total income and employment were reported for 12 agricultural sector industries and 8 other sectors within the New York economy.

Whether measured by TI or EMP multipliers, agricultural sector industries fared well relative to nonagricultural sectors. The largest TI multipliers were found among the agricultural manufacturing industries. Agricultural manufacturing industries also registered the highest EMP multipliers, although the rankings in the subgroups differ somewhat. These dual findings imply that a direct increase in income or employment in the agricultural sector will lead to larger total income and employment creation within the local economy than would a corresponding increase in nonagricultural sectors. Dairy processing was especially noteworthy as it had the highest overall multiplier values for both TI and EMP.

These findings add more perspective to New York's food and agriculture system. In our earlier analysis, we employed a conservative definition of what constitutes agriculture and found that, in 1991 New York's agriculture and food sectors generated an impressive $21 billion and employed about 140,000 workers. On a relative basis, this was approximately 2.8 percent of the state's $725 billion in total gross output and accounted for something less than 2 percent of its 9.5 million jobs.

Our multiplier estimates confirm the anecdotal evidence, which suggests that food and agriculture exerts a relatively large generative effect on the New York economy. Farm and food firms make relatively large proportions of total expenditures in-state, compared with other New York industries. This means that efforts to enhance production in these sectors produce relatively large secondary and tertiary benefits for industries linked to farm and food production.

Economic benefits associated with agriculture and food production need to be a key part of the ongoing public policy debate on rural land use. Economic and social forces, many at work for decades, have brought fundamental changes in the farm industry. But, as this 3-part series has helped demonstrate, the agriculture and food system remains an integral part of the larger New York economy. An understanding of these relationships is crucial if informed decisions are going to be made on the steps needed to sustain and grow the industry in the years ahead.

Footnote

[1] The multiplier estimates in this study are calculated by IMPLAN, a computer software program used to generate regional estimates based on national data and coefficients developed by the US Department of Commerce.

Contributed by Kevin Jack, senior economist, New York State Department of Labor, and Nelson Bills, and Richard Boisvert, professors, Department of Agricultural, Resource, and Managerial Economics.

Economic Development Technical Report

Part III: Goals and Recommended Actions

Several issues, needs and opportunities were discussed at the first Focus Group meeting, and are presented in Part 2 of the Technical Report. Following are the overall goals and recommended actions to address the issues.

This part represents the consensus of the Economic Development Focus Group. Members of the Focus Group, and their organizational affiliations, are identified in Table 8. The Economic Development Focus Group first met on August 29, 1996 to identify issues and to brainstorm about economic development needs and priorities in Genesee County. The second meeting was held on May 14, 1997.

"Vision" for economic development in Genesee County

Economic development activities focus on retaining and attracting high-paying industrial jobs. Technical assistance and other support is provided to production agriculture and related businesses in order to retain a viable agricultural industry. Promotions continue to market Genesee County as a destination for tourists. Retail and service businesses are also supported as essential elements of an integrated economy.

Existing businesses and "start-ups," including small businesses, are assisted with training and information regarding marketing, financing, and other government services. The workforce has the skills and education needed to obtain jobs in the community. Public transportation is available for those employees who cannot or choose not to drive. Upgraded facilities at the Genesee County Airport offer needed services to area businesses.

Local governments cooperate with County, regional and private agencies in recruiting businesses. Public and private economic development agencies continue to collaborate in marketing Genesee County's resources, and coordinate publicizing and delivering services to the business community. Local governments, private businesses and County agencies cooperate in extending sewer and water facilities to support economic development.

Goal A. Improve Coordination Among Economic Development Agencies

Recommended Actions

1) Hold periodic meetings (monthly or quarterly) of the principals involved in the economic development efforts of key local and County agencies. Participants should include members of the Chamber of Commerce's Business Development Committee, Genesee 2000, and local development committees. Genesee County Association of Municipalities should also be involved to ensure consistent communication between County and local agencies and committees.

   Responsible Agencies: GCIDA; Chamber of Commerce; local development committees; GAM

   Time frame: Short term

2) Prepare a policy statement at the County level to **designate the Industrial Development Agency as the primary entity to coordinate marketing of Genesee County and specific sites for industrial development.** Communicate this policy to local government economic development committees.

3) **Prepare a packet of descriptions of economic development agencies and their functions,** to be updated annually, and circulate it among all economic development agencies and committees.

   Responsible Agencies (2,3): County Legislature; GCIDA

   Time frame: Short term and On-going

4) Encourage continued collaboration and communication among economic development agencies.

   Responsible Agencies: GCIDA; Chamber of Commerce; local development committees; GAM

   Time frame: On-going

Coordinate Marketing

5) Continue to share materials prepared to market Genesee County among economic development organizations in the County.

   Responsible Agencies: GCIDA; Chamber of Commerce; Rochester/ Finger Lakes Regional Development Corporation

   Time frame: On-going

6) Update the "quality of life" brochure, which could be used to promote Genesee County for industrial relocations as well as tourism and other purposes.

Responsible Agencies: GCIDA; Chamber of Commerce; Rochester/ Finger Lakes Regional Development Corporation

Time frame: Medium term

Goal B. Increase Networking among Businesses

Recommended Actions:

7) Continue to hold small networking events, such as the Chamber of Commerce's "schmoozer" series. Encourage more focused gatherings, such as groups of manufacturers, food processors, or tourism businesses, which would meet occasionally for breakfast or lunch, perhaps tour each other's facilities and address common concerns.

Responsible Agencies: GCIDA; Chamber of Commerce; Cornell Cooperative Extension

Time Frame: On-going

8) **Establish a Business-to-Business Trade Fair** to encourage communication and trade among businesses in Genesee County. Such a forum would help local businesses identify local suppliers, or to cooperate in obtaining supplies or services from providers. Educational topics at such an event may include infrastructure, financing, labor force training, government regulations, and marketing. Such an event may be held in conjunction with, or modeled after, the JayCees Home Show.

Responsible Agencies: GCIDA; Chamber of Commerce; Rochester/ Finger Lakes Regional Development Corporation; Cornell Cooperative Extension

Time Frame: Medium term

Goal C. Encourage Small Businesses

Recommended Action:

9) Expand publicity to direct small businesses to the existing resources available. Utilize news articles, the Chamber of Commerce newsletter, the IDA newsletter, and other media.

Responsible Agencies: Chamber of Commerce; GCIDA; Cooperative Extension; Genesee Community College; local governments

Time Frame: Short term and On-going

Goal D. **Provide the Infrastructure Needed to Support Intensive Industrial and Commercial Development**

Recommended Action:

(10) Genesee County should **maintain a Capital Improvement Program** and identify sources of funding. Priorities should focus on industrial development that will result in long term job creation and retention. Other considerations may include the needs of existing residents, sales tax revenue, and property tax revenue.

Genesee County and local governments should consider dedicating a portion of the combined sales tax revenue to finance infrastructure improvements for industrial development.

Responsible Agencies: Genesee County Legislature; local governments

Time Frame: On-going

Goal E. **Train Potential Workers in Basic Employment Skills**

Recommended Actions:

11) Provide additional training in basic employment skills before placing customers in employment situations. Hold pre-employment workshops at high schools and BOCES.

Responsible Agencies: Job Development Bureau; BOCES; High Schools; Genesee County Business Education Alliance; GLOW School-to-Work; Tech Prep

Time Frame: Short term and On-going

Goal F. **Train Workers in Specific Skills Needed by Industrial Employers**

Recommended Action:

12) Enhance current activities which identify training needs and establish training programs at BOCES, Genesee Community College and other educational institutions.

Responsible Agencies: GLOW PIC; Genesee Community College; BOCES; Genesee County Business Education Alliance; GLOW School-to-Work; PIC; Tech Prep

Time Frame: Short term and On-going

Goal G. Provide Financing at Rates Sufficiently Attractive to Promote Economic Development

Recommended Actions:

13) Maintain a current list of available financing sources, including commercial institutions as well as government sources (GCIDA and Chamber of Commerce). Publicize the list through the IDA newsletter and other means.

Responsible Agencies: GCIDA; G/FL-RPC; Chamber of Commerce

Time Frame: Short term and On-going

Goal H. Support Continued Viable Production Agriculture

Recommended Actions:

14) Continue the program of technical assistance services offered to farmers.

Responsible Agencies: Cornell Cooperative Extension

Time Frame: On-going

15) Identify appropriate sites for direct marketing of farm products, that will attract customers and minimize conflict with neighboring businesses. Reassess the site of the Batavia farmers market.

Responsible Agencies: Cornell Cooperative Extension; City of Batavia and other local governments; Chamber of Commerce

Time Frame: Short term and On-going

16) Enhance the capacity for local processing of agricultural products, by supporting existing processors and encouraging new agriculture-related businesses.

Responsible Agencies: GCIDA; Cornell Cooperative Extension

Time Frame: On-going

17) Continue to promote awareness of agriculture as an industry, through school programs and media coverage.

Responsible Agencies: Cornell Cooperative Extension; BOCES; School systems

Time Frame: On-going

Goal I. Support Retail Development

Recommended Actions:

18) Enhance and expand existing retail areas, as appropriate to meet local needs. Provide County support when such activities have significant benefits. Utilize a combination of public and private efforts, involving local governments, business development committee and merchants associations.

Responsible Agencies: Local governments; County Legislature; local business improvement districts and committees

Time Frame: Short term and On-going

19) Enhance services such as technical assistance, financing and information that would benefit retail businesses (See also Issue 2. Small Businesses)

Responsible Agencies: Chamber of Commerce; GCIDA

Time Frame: Short term and On-going

Goal J. Enhance tourism

Recommended Actions

20) Continue to collect a "hotel occupancy" tax and apply the funds to tourism promotion.

Responsible Agencies: County Legislature; Chamber of Commerce (as Tourism Promotion Agency)

Time Frame: On-going

21) Continue to provide support services to tourism businesses, including assistance in preparing business plans, obtaining financing, and cooperative advertising.

Responsible Agencies: Chamber of Commerce, Small Business Resource Center; Small Business Development Center

Time Frame: On-going

22) Evaluate and promote opportunities for agri-tourism, including bed and breakfasts and farm markets.

Responsible Agencies: Cornell Cooperative Extension; Chamber of Commerce (as Tourism Promotion Agency)

Time Frame: Medium term

23) Provide infrastructure improvements for significant tourism destinations.

Responsible Agencies: County Legislature; GCIDA; Chamber of Commerce (as Tourism Promotion Agency)

Time Frame: Long term

Goal K. Public Transportation

Recommended Action:

24) Work with employers and customers of Batavia Bus Service to improve the ability of the public bus system in Batavia to meet the needs of commuters.

Responsible Agencies: Rochester/ Genesee Regional Transportation Authority (Batavia Bus Service); Job Development Bureau; Transportation Coordination Committee

Time Frame: Short term and On-going

25) Continue to convene the Transportation Coordination Committee

Responsible Agencies: County Legislature; County Planning Department

Time Frame: On-going

Goal L. Genesee County Airport

(See also Transportation Goals)

Recommended Action:

26) Expand facilities at the Genesee County Airport. Extend the runway at the airport to accommodate corporate jets.

Responsible Agencies: County Legislature; County Highway Department

Time Frame: Long term

Economic Development Technical Report

Attachment

Economic Development Focus Group Survey Report

Economic Development Focus Group Survey Report

Methodology

During the month of October, 1996, written surveys were sent to the 14 appointed members of the Economic Development Focus Group. The members and their affiliations are shown on the attached list. A total of twelve (12) surveys were returned, representing a response rate of 92%.

Graphic summaries of the responses are shown in the attached charts.

Priority Activities

The first question asked, "How important is each of the following economic development activities to the overall well-being of Genesee County residents?" The response was unanimous that to **assist existing industries** is "essential." **Attracting new industrial development** was rated "essential" by 83% of respondents, and "important, but not a high priority" by the remainder.

Support for **agricultural production (farming)** and **agriculture-related industries**, such as food processors, packagers and distributors was rated "essential" by 67% of the respondents, and "important, but not a high priority" by the remaining 33%.

A total of 67% of respondents indicated that providing **specialized training** in specific skills needed by area employers is "essential," while 33% stated that such activities are "important, but not a high priority." Providing **training in basic employment** skills for unemployed residents was considered "essential" by 42% of respondents, and "important" by 58%. One comment noted, "Providing training in basic employment skills is essential. I think this is the key ingredient. I continuously hear the private industry stating this -- people need basic employment skills (showing up, working as a team player, being positive, dependable, honest, dressing appropriately.)"

The **extension of water and sewer systems** to meet the needs of business was considered "essential" by 67% of the respondents. The remaining 33% rated such activities as "important, but not a high priority." One comment noted that the extension of services is needed to allow new manufacturers to exist. In contrast, the extension of roads or highways to meet the needs of businesses was considered "essential" by 50% and "important, but not a high priority" by the remaining 50%.

Providing **technical assistance and training to owners/ managers of small businesses** was rated "essential" by 42% of respondents, and "important" by 50%. One respondent had no opinion.

Support for retail development is less of a priority among Focus Group members. One quarter of the respondents indicated that to **assist existing retail** businesses is "essential," while 67% found such activities to be "important, but not a high priority," and one respondent rated it "not important." Only two respondents indicated that **encouraging additional retail** development

is "essential," while two found such activities to be "not important." The remainder rated them "important, but not a high priority." Only one respondent rated activities which "enhance existing retail areas" to be "essential," with one respondent rating them "not important." The remainder find such activities "important, but not a high priority." One comment noted, "It seems to me that there are a lot of retail operations currently. We need more manufacturing jobs to support retail environments."

Providing **information on private financing** and providing **direct financing** for new and expanded businesses were considered "essential" by only one respondent. A total of 83% found such activities to be "important, but not a high priority." One comment noted, "If public funds are to be utilized for funding new or expanding businesses, I believe assistance needs to be available on operating a successful business and persons screened for business procedure knowledge and referred to consultants for assistance to try and avoid bankruptcy and other potential problems."

Use of public funds

The second question addressed using public funds for each of the activities mentioned, and to attempted to determine the most appropriate level of government (County, local or State/ Federal) to provide such funds.

The use of public funds for extending or improving **water systems** to meet the needs of businesses was supported by 100% of the respondents. Three quarters indicated that State and/or Federal funds should be used; 67% indicated that County funds should be used; and 50% would support the use of local funds for water service expansions.

A total of 92% (11 out of 12 respondents) indicated that public funds should be expended to extend or improve **sewer systems.** Three-quarters of the respondents stated that State/Federal and County funds should be used for sewer systems; a total of 58% would support the use of local funds.

A total of 92% also support the use of public funds to extend **roads and highways** to meet the needs of businesses. A total of 83% indicated that County funds and State/Federal funds should be used for road extensions, while just 42% thought that local funds should be used for extending roads.

Comments addressing the extension of infrastructure noted that development should be targeted to make the most efficient use of existing as well as new infrastructure, and that all levels of government need to be involved in planning and financing, as "costs are the big road block."

Expending public funds to assist existing industries and attract new industrial development was supported by 92% of respondents. A total of 92% indicated that such activities should be funded at the County level, with 83% supporting State and Federal funding and 67% supporting local funding.

A total of 83% of respondents indicated that public funds should be used to support **agriculture-related industries**, while 75% indicated that public funds should be used to support **agricultural production (farming)**. For supporting agriculture-related industries, funds should be budgeted at the State/federal (75%), County (75%) and local (58%) levels. A total of 67% of respondents indicated funds should be budgeted at the State/ Federal and County levels (67%) to support farming, while only 33% indicated that such funds should be allocated at the local level.

One comment noted that agriculture-related industries should not be considered to be different from other industries. Another stated that jobs in agriculture-related industries "are higher paying than production (on the farm) jobs." Other comments noted, "Agriculture is big -- people need education on it. Development must be focused to protect agriculture," and "We must not lose focus on [agriculture as a] primary wealth generator."

A total of 92% of respondents support the use of public funds to provide **training in basic employment skills** for unemployed residents, while 83% support using public funds to provide **specialized training** in specific skills needed by area employers. State/Federal funding is endorsed by 58% for training in basic skills, and by 67% for specialized training. County funding is supported by 50% for specialized training, and by 42% for basic skills. A total of 50% would support using local funds for specialized training, while 33% would support local funding for training in basic skills.

Public funding to provide **technical assistance and training to owners/ managers of small businesses** was supported by 67% of respondents. Only 42% of respondents supported State/federal funding, and 17% indicated County and local funding. One comment noted, "Training has many audiences. They are all important. How you divide resources is another matter. Private sector has to be a full participant. Schools and BEA must also be involved."

The use of public funds to **promote tourism** was supported by 92% of respondents. A total of 83% indicated that such funds should be budgeted at the County level, 58% supported local funding, and 50% suggested State/Federal funding. One comment noted, "Tourism is a relatively easy way to bring in new money and create jobs (albeit, service jobs)."

A total of 83% indicated that public funds should be used to provide **direct financing** for new or expanded businesses. Funding should be budgeted at the State/Federal (67%), County (58%) and local (58%) levels. Using public funds to provide **information on private financing** was supported by 67% of respondents, with funding to be supplied at the Local (67%) and County (58%). One commenter noted the need for contributions from the private sector as well as government sources: "Direct loans, loan guarantees, revolving loan funds, private venture capital have to be available. Risk has to be accepted and used prudently in determining what gets done and what doesn't."

The respondents were least supportive of using public funds to encourage additional retail businesses (33%), assisting existing retail businesses (50%) and enhancing existing retail areas (58%). Respondents indicated that local funds were most appropriate for enhancing retail areas and assisting existing retail businesses (58%) and for encouraging additional retail development (42%).

Respondents' Top Priorities

The respondents indicated the top priorities of their organizations for the next three to five years. Agriculture and infrastructure were each rated as top priorities by four respondents. Three respondents stated that attracting and retaining industries was a top priority of their organization, and three others reported that training activities were among their organizations' top priorities. Two respondents will be involved in retail development, one reported that tourism is a priority, and one is most active in financing. Three respondents indicated that planning, coordination and miscellaneous economic development support activities were the current priorities of their organizations.

Interaction among organizations

Respondents were asked how often they contact various economic development organizations for information, assistance or other services.

The Genesee County Industrial Development Agency (IDA) was contacted most often, with four respondents making contact "often" (more than once per week), four "regularly" (1-4 times per month) and three "occasionally" (less than once per month.) Only one respondent reported "never" contacting the IDA.

A total of 50% of respondents reported contacting Genesee County Community College regularly or very often. The Genesee County Chamber of Commerce was contacted "occasionally" by 58% of the respondents, "often" by 25%, and "regularly" by 17%. More than 50% of respondents "occassionally" or "never" contact each of the other organizations listed – Genesee County Tourism Promotion Agency, Cornell Cooperative Extension of Genesee County, Job Development Bureau, GLOW Private Industry Council, and Genesee/ Finger Lakes Regional Planning Council.

Respondents were asked to rate the performance of various organizations in improving economic conditions in Genesee County. The organizations rated "extremely valuable" by a majority of the respondents were the Industrial Development Agency (83%), the Chamber of Commerce (67%), and Genesee Community College (58%). Except for one rating of "not at all valuable" for Genesee Community College, the remaining respondents rated these agencies "somewhat valuable." The predominant rating for the other agencies listed was "somewhat valuable."

Respondents were asked how they would allocate funding to support the economic development services of each of the listed organizations. The Industrial Development Agency received almost as many recommendations for increased funding (4) as for keeping the same level of funding (5). For the other organizations, respondents generally recommended that funding levels remain the same.

Respondents were asked, "How important is it for your organization to coordinate services with each of the following organizations?" Three-quarters of the respondents indicated that coordinating with the Industrial Development Agency is "essential." Coordination with the Chamber of Commerce was deemed "essential" by 42% and "somewhat important" by 50% of respondents. A total of 42% of respondents indicated that coordination with the Tourism

Promotion Agency is "not at all important." For the other agencies, respondents indicated that coordination "somewhat important" (42% to 58%).

One commenter noted:

> Organizations noted have come a long way in working more closely together... Six years ago there was limited interaction among all the groups. It is now common for economic survival, public policy, communication, and community identity reasons for all of us to share ideas, projects, and financial considerations. The County must interact with these organizations accordingly and be a leader in inter-governmental cooperation. Just make sure to listen closely to the needs of all sides. Fair play brings answers and cooperation – not parochialism.

Written comments regarding specific agencies included the following:

- Industrial Development Agency:
  County has paid a lot of money for the level of results produced to date (probably too much money).

- Chamber of Commerce:
  Has made great progress; needs to deliver more value and tangible results.

- Cornell Cooperative Extension:
  Not much impact up to now, but has much to offer.

- Job Development Bureau:
  Ineffective with current leadership and management.

- Genesee/ Finger Lakes Regional Planning Council:
  Non-existent presence or impact in Genesee County.

Coordination or delivery of economic development services

Focus Group members were asked to suggest ways to improve the coordination or delivery of economic development services in Genesee County. These responses may be grouped as follows.

Role of IDA

One member suggested utilizing the IDA as a central coordinator of economic development efforts, to reduce the number of small committees in each town that are duplicating services. Another noted that the IDA needs more direct dollars for marketing services, including public relations, advertising, and image and identity enhancement.

Improve communication between public agencies and private sector

One respondent indicated that agencies need to communicate more effectively to other organizations and to the private sector about new and on-going economic development activities.

Another stated that the County should be a catalyst in challenging the private sector to maintain its diversity and in supporting public private partnerships for the greater good.

One member noted that there should be a coordinated effort between government and corporations to provide on-the-job training, and that skills required for jobs should be part of Genesee Community College's curriculum.

Commitment among agencies to work together

Several members noted the need for better coordination among County agencies. Mechanisms suggested for improving communication include:

- regular meetings among involved parties, to review projects and activities or to address such issues as airport development, industrial park progress, service needs (sewer/ water), agriculture and business opportunities, labor and education needs, marketing and promotion (tourism and general);
- adoption of a Comprehensive Plan which would commit County agencies to a plan of action and establish the resources needed to implement the Plan; and
- creating an expectation from the County legislature that all County agencies and organizations will work together.

General Planning

General suggestions included the need to identify all existing economic development programs and service providers, catalog them, then fill in the gaps of missing coverage. One member stressed that infrastructure (water, sewer and roads) must be in place in the strategic areas of the County in order for development to occur. Another noted the need for more coordination between the County, City, towns, villages, and school systems.

"Vision" for economic development in Genesee County

Ten of the members articulated elements of a "vision" for economic development in Genesee County.

Focus on small businesses/ start-ups/ expansion of existing businesses

Three members mentioned the need to retain and expand existing businesses, and to encourage "start-ups." One suggested creating an "Entrepreneurial Assistance Center."

Take advantage of Genesee County's resources

Three members noted that Genesee County should take advantages of the resources in the County that would be attractive to business. These assets include Genesee County's location, including its suitability as a "hub" for distribution and its potential as a Canadian gateway for visitors and new business prospects.

In addition, the "small, friendly, and energetic" communities may be attractive to medium-sized and small companies. New employees and business owners, as well as commuters, may prefer to live in a smaller, safer city, or in rural areas. One member would support the extension of sewer and water facilities to support additional residential development.

One member suggested that Genesee County should develop a "business awareness" of marketing, including the notion that "you must sometimes spend money to make money." Economic development activities, including marketing, should take advantage of all the strengths and work to limit the weaknesses, and should address all facets of the economy: industry, commercial/ retail, agriculture, and tourism.

Focus on industrial development/ High paying jobs

Three members stressed the importance of retaining and attracting high-paying (one suggested $12/ hour plus benefits) industrial jobs. One member noted that "real" economic development requires the creation of a new product through the process of taking raw materials, adding value, and shipping from Genesee County. Another stressed the need for economic development that will provide long-term job security and good pay, including professional and corporate office buildings, agriculture-related industries (year round), research manufacturing and distribution centers.

Members stated that retail development merely divides further an already existing "pie. Such development is seen as "a given if there are good paying jobs and a low unemployment rate in the County."

Improve coordination and efficiency

Improved coordination and efficiency in economic development activities was mentioned by three members. One member suggested that the Industrial Development Agency and the Chamber of Commerce serve as "umbrella coordinating entities providing financing conduit/ planning (IDA) and marketing (Chamber) to active, dedicated local development groups in each community." One member encouraged combining agency resources, improving efficiency rather than increasing funding, in order to generate quality employment opportunities. Another stressed the need for a coordinated, collaborative effort among all the community organizations and agencies working toward improving economic opportunities.

Appendix E

Government Administration Technical Report

Genesee County Comprehensive Plan
Government Administration Focus Area

Technical Report

June, 1997

GENESEE COUNTY COMPREHENSIVE PLAN

Technical Report
Government Administration Focus Area

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GENESEE COUNTY COMPREHENSIVE PLAN

Technical Report
Government Administration Focus Area

I. INTRODUCTION

This report serves as a technical appendix to the Genesee County Comprehensive Plan and addresses Government Administration functions in Genesee County. The goal of the Comprehensive Plan is to identify the appropriate role for the County to take in the areas of its involvement. A particular focus is on the potential for increased coordination between the County and local municipalities or other agencies in order to reduce duplication of services and to identify opportunities to provide services more efficiently. Increased regional coordination (cooperation with other counties) was also investigated as a means of delivering services in a more cost-effective manner.

Government Administration was identified as one of nine specific areas of concern upon which to focus the preparation of the Plan. A Government Administration Focus Group, comprised of private citizens and public officials representing a broad spectrum of community interests, was assembled to provide input into the planning process. The Government Administration Focus Group includes representatives of the following County Departments and other organizations:

County Legislature
County Manager
Board of Elections
Buildings and Grounds
Central Services
County Clerk
Genesee Community College
Information and Communication Services
Personnel
Real Property Assessment Office
Records Management
Treasurer
Weights and Measures
Genesee County Attorney
City of Batavia
New York State Assembly
New York State Senate
State University of New York (Buffalo)
Genesee Association of Municipalities
Elba Central School
BOCES
Tonawanda Indian Nation Council of Chiefs*

* (no representative identified)

Background information on the roles and responsibilities of County Departments, local governments, and school districts was compiled to present a picture of how government administration is currently managed by these entities. The present level of coordination between County and local governing bodies was analyzed in order to identify opportunities for increased coordination. Additional background information was compiled on existing plans, demographics, budget allocations, and employment trends.

Issues facing the County with regard to government administration were identified based on the results of discussions with the Government Administration Focus Group and on written surveys of Focus Group members, municipal and school district leaders, and County residents. These issues served as the basis for the formulation of the goals, objectives and recommended actions related to government administration. A vision statement for the County to adopt with regard to its future role and direction in government administration was prepared with the input of the Focus Group and the Comprehensive Plan Steering Committee.

The report which follows presents the information described in the preceding paragraphs.

II. BACKGROUND INFORMATION

A. Statistical and Planning Information

1. Demographic Data for Genesee County

The population of Genesee County has been stable during the last several decades. Population statistics (see Table 1) indicate that the County experienced significant growth (between 8 and 13 percent) in the 1950's and 1960's, but has grown very slowly since the start of the 1970's (approximately 1 percent each decade). Since 1990, estimates indicate a similar rate of population growth has occurred. According to U.S. Census Bureau estimates, the population of Genesee County in July of 1996 was 61,206. This represents an increase of 1,146 people and a growth rate of 1.9 percent since the 1990 Census. This rate of population growth is consistent with recent trends in New York State.

The 1990 distribution of population between the city, towns and villages of Genesee County is shown in Table 2. Population is concentrated in the City of Batavia which accounts for approximately 27 percent of the County's population. The six villages, combined, account for 16 percent of the County's population.

Higher population densities are generally found in the County's central row of towns, partially due to the location of the Thruway and Route 5 through these communities. Growth is also concentrated along the east and west fringes of the County. This is due to the relatively easy commute to nearby cities, including Rochester (about 20 miles from the eastern County boundary) and Buffalo (about 18 miles from the western County boundary.)

Table 1

Population Change - Genesee County and New York State 1950 - 1990				
Year	Genesee County		New York State	
	Population	% Change	Population	% Change
1950	47,584	N/A	14,830,192	N/A
1960	53,994	13.47%	16,782,304	13.16%
1970	58,772	8.85%	18,241,266	8.69%
1980	59,400	1.07%	17,558,072	-3.75%
1990	60,060	1.11%	17,990,456	2.46%

Table 2

Population Changes for Genesee County and Municipalities 1980 -1990				
Municipality		1990	1980	% Change
Genesee County		60,060	59,400	1.1%
City	Batavia	16,310	16,703	-2.4%
Villages	Alexander	445	483	-7.9%
	Bergen	1,103	976	13.0%
	Corfu	755	689	9.6%
	Elba	703	750	-6.3%
	LeRoy	4,974	4,900	1.5%
	Oakfield	1,818	1,791	1.5%
Towns *	Alabama	1998	1926	3.7%
	Alexander	1,788	1,884	-5.1%
	Batavia	6,055	5,565	8.8%
	Bergen	1,691	1,592	6.2%
	Bethany	1,808	1,876	-3.6%
	Byron	2,345	2,242	4.6%
	Darien	2,979	2,950	1.0%
	Elba	1,704	1,737	-1.9%
	LeRoy	3,202	3,119	2.7%
	Oakfield	1,494	1,422	5.1%
	Pavilion	2,327	2,375	-2.0%
	Pembroke	3,477	3,727	-6.7%
	Stafford	2,593	2,508	3.4%
Tonawanda Indian Reservation		491	455	7.9%

* Note: Town population totals do not include Village population.
Source: U.S. Census of Population

2. Status of Existing and Recent Plans

Several plans and studies relating to government administration activities have been conducted in recent years. These include the Genesee 2000 Action Plan (June 1990), the Genesee Governmental Services Study (May 1992), and the 1994 Update of the Genesee 2000 Action Plan (July 1994). A brief overview of each study and its results is presented below.

a. Genesee 2000 Action Plan - June 1990

The Genesee 2000 Action Plan presents the results of the Genesee 2000 Action Plan Committee's study on the future development of the County. Following an overview of existing conditions in the County, the report outlines goals and strategies for the areas of study undertaken by each of three task forces - Housing, Economic Development, and Infrastructure. The development of a Genesee County Master Plan was one of the goals listed in the Economic Development report. Cooperation among municipalities and County agencies was stressed in all aspects of the Genesee 2000 Action Plan.

b. Genesee Governmental Services Study - May 1992

This report, written by the Genesee County Governmental Services Study Committee, examines ways in which local government services may be combined or shared for improved efficiency and economy. Existing cooperation between municipalities is documented. The following recommendations are set forth:

1. The formation of a Council of Governments, consisting of a single representative of each village and town, the city and county.

2. Local municipalities should be encouraged to pursue all means to consolidate or share services with others.

3. The Governmental Services Study Committee, with the support of the Genesee Community College, will start the cooperative process by sponsoring Information Seminars for county government elected and appointed officials.

4. A countywide study of public education, including costs and advantages of consolidations beyond centralization, should be undertaken promptly, perhaps under the auspices of the Board of Cooperative Educational Services or a citizens' group such as Genesee 2000.

5. A voluntary citizens' board or agency should be established outside the structure of government to work with and support county legislators and county government administrators in a continuous effort to contain and direct the course of county government services.

Areas identified in the study for potential consolidation among municipalities include assessment; planning, zoning and code enforcement; criminal justice; public works; purchasing; solid waste; and, water and sewer. Potential topics of training seminars for government officials include sharing of government services; Council of Governments - Circuit Riders; Budgeting and Mandates; and, Planning and Infrastructure.

c. 1994 Update of the Genesee 2000 Action Plan - July 1994

The 1994 Update of the Genesee 2000 Action Plan re-examined the issues evaluated in the 1990 Genesee 2000 report and identified changes that have occurred in the County since that time. The 1994 Update also explored the potential roles that the Genesee 2000 Action Plan Committee could take in the future, and how they may influence implementation of their goals.

3. Budget Allocations and Employment

This section explores how the County has managed its administrative responsibilities over time by analyzing changes in the number of County employees and budget allocations. 1990 is used as a base year and is compared with the most recent data available (employment through 1996 and the 1997 Budget)

a. Employment History

Overall County employment has dropped approximately 4.2% since 1990. In 1990 the County employed a total of 920 persons. This figure decreased by 39 to 881 in 1996. The lowest level of County employment during this time period occurred in 1992 when 864 persons were employed. The highest level of County employment was in 1990, and in no year since has the number of employees been more than 900.

The number of employees in County administrative departments has remained relatively stable. This stability has been maintained even following the reorganization of the County Clerk's office and Auto Bureau, and the creation of the Central Services Department.

More significant shifts have occurred in non-administrative departments. In departments with more than ten employees, significant increases in the number of employees are evident at the Sheriff's Department (22%), Genesee Community College non-faculty positions (17%), and the County Health Department (10%). Significant decreases in the number of employees occurred at Social Services (12%), the Office For the Aging (12%), and the Highway Department (10%). Employment at the Nursing Home decreased by 15%. It should be noted that the County establishes a gross number of work hours per week for licensed nursing personnel and nursing assistants which cannot be exceeded. The hours may be filled with any mixture of full and part-time employees.

In smaller departments, employment at the Parks department rose from 1 to 3 employees, and in the County Manager's office from 2 to 4 employees. Decreases in employment occurred at Veteran's Services (4 to 2 employees), Historian (7 to 3 employees), Environmental Control (3 to 1 employees), and Planning (8 to 5 employees).

b. Budget Allocations

In order to compare shifts in the composition of the County budget, the ten largest accounts from the 1997 budget were compared to those of the 1990 budget. These figures, shown in Table 3, are adjusted for revenues and thus represent the ten largest appropriations of local funds. The budget figures are also shown as a percentage of the total amount of revenue available to the County (via property taxes, sales taxes and miscellaneous revenues).

In general, the ten largest accounts have not changed greatly since 1990. Seven of the ten accounts appear on both lists, including funding for Medicaid (MMIS), the Road Fund, the Sheriff's Department, Physically Handicapped Children, Genesee Community College, the Jail, and Buildings and Grounds. In the majority of cases, the percentage of the County's total revenues associated with each of these accounts decreased between 1990 and 1997. This may, in part, be due to the fact that debt service occupied a larger percentage of available revenues in the 1997 budget than it did in the 1990 budget.

Funding as a percentage of available revenues increased most significantly for Medicaid (MMIS). Total appropriations of County funding for MMIS grew from $2.09 million in 1990 to $4.47 million in 1997, an increase of 114 percent. In comparison, the total amount of local funding budgeted for the operation of County government increased by approximately 44 percent during this period. As a result of this increase, Medicaid funding went from the second largest budget account in 1990 to the largest budget account in 1997. Expenditures for the Road Fund represented the largest budget account in 1990.

Debt service payments have increased between 1990 and 1997 as a percentage of the overall budget and of available revenues. While debt service ranked as the fourth largest account in 1997 at approximately $1.7 million, it did not even rank within the ten largest budget accounts in 1990. Rather, debt service ranked as the 15th highest budget figure in 1990, at approximately $360,000.

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Table 3
Ten Largest Budget Accounts - 1997 compared to 1990

1997			1990		
Account	**Budgeted County Funding**	**% of County Revenues**	**Account**	**Budgeted County Funding**	**% of County Revenues**
MMIS	$4,467,289	16.9	Transfer to Road Fund	$2,505,037	13.6
Transfer to Road Fund	$3,089,935	11.7	MMIS	$2,091,436	11.4
Sheriff	$2,638,970	10.0	Sheriff	$1,511,488	8.2
Debt Service	$1,734,069	6.5	Transfer to Capital	$1,244,450	6.8
Phys. Handic. Children	$1,120,482	4.2	Phys. Handic. Children	$1,046,803	5.7
GCC	$1,016,440	3.8	GCC	$860,000	4.7
Jail	$812,998	3.1	Jail	$703,773	3.8
Buildings & Grounds	$796,894	3.0	Social Services	$659,059	3.6
Aid to Dependent Child.	$719,230	2.7	Buildings and Grounds	$543,528	3.0
Communications	$623,549	2.4	Public Health	$519,658	2.8
Total	$17,019,856	64.2	Total	$11,685,232	63.5

Source: Genesee County Budget 1990 and 1997.

The County's total outstanding debt increased from approximately $7.2 million to $13.7 million between 1990 and 1997. However, the debt figures remain well below the County's statutory debt limit of approximately $115 million. The most significant projects for which the County has taken on additional debt since 1990 include the court facility currently under construction and the emergency radio system. The first payment on the new court facility accounts for approximately one-third of the debt service figure for 1997. The County is planning to use its share of the extra 1% sales tax revenue to reduce outstanding debt and to fund on-going capital projects.

B. Genesee County Departments and Agencies

The basis of Genesee County government is an elected 9-member Legislature and a County Manager appointed by the Legislature. A number of the County departments are also primarily involved with support or administrative functions related to the governance of the County. County departments which are primarily involved in government administrative functions include:

- County Legislature
- County Manager
- Board of Elections
- Buildings and Grounds
- Central Services
- County Clerk
- Genesee Community College
- Information and Communication Services
- Personnel
- Real Property Assessment Office
- Records Management
- Self-Insurance Program
- Treasurer
- Weights and Measures

The following narrative briefly summarizes the existing roles and responsibilities of each of these departments. Information from annual reports and mission statements of the various departments is included, as well as information to describe existing cooperative efforts between County administrative departments.

1. Roles and Responsibilities

a. County Legislature

The Genesee County Legislature is the body responsible for legislating, appropriating, governing and determining public policy for Genesee County. It is comprised of nine members elected every two years, and has three standing committees: Ways and Means,

Public Service, and Human Services. Regular monthly meetings are held on the second and fourth Wednesday of each month.

The Legislature is supported by an Administrative Office which provides continuity for the work of the Legislature by keeping legislators informed of the work of prior years. The Administrative Office also acts as the contact point for public interaction with the Legislature.

b. County Manager

The County Manager is appointed by the Legislature and is responsible to the governing body for carrying out the overall administration of County government. The Manager's specific responsibilities include the general direction and supervision of County Departments, and the preparation and control of the County Budget. Other programs directly overseen by the County Manager's office include HEAP Outreach, Physically Handicapped Children, STOP-DWI, and self-funded medical insurance.

c. Board of Elections

The Board of Elections is responsible for voter registration, the conduct of elections, and duties related to the fair and honest administration of the Election Laws of the State. The Board of Elections maintains voter registration records, and tracks voter participation and eligibility. In addition, the Board is responsible for providing information to prospective candidates, determining the validity of petitions, preparing the face of the ballot, receiving campaign financial disclosure statements, canvassing the vote and reporting the canvas to the State. The Board also provides training to election inspectors and voting machine custodians.

d. Buildings and Grounds

The Buildings and Grounds Department is responsible for the overall maintenance and upkeep of County-owned buildings and facilities, including County Buildings #1 and #2, the County Airport, the Record Retention Center, the Fire Training Center, the Courthouse, the Holland Land Office, the Highway Office, the Sheriff's Department, the Animal Shelter, and the Tourism Booth for the Chamber of Commerce. The completion of the new court facility will require additional support from Buildings and Grounds, including custodial and maintenance services. Services are also provided to several County departments or offices located in non-County buildings.

General responsibilities include boiler maintenance, heating and cooling systems, electrical and plumbing repair and remodeling, groundskeeping, and snow removal. The Buildings and Grounds Department also handles inspections, permits and other legal requirements to ensure that County facilities are in compliance with the New York State Uniform Fire and Building Code.

e. Central Services

The purpose of the Central Services Department is to administer and oversee purchasing functions for the County including procurement of materials, supplies, equipment and services at the lowest possible cost consistent with quality standards. Printing, forms design, postal requirements and courier service are also provided through Central Services, as well as the appraisal of County property for the purposes of fixed assets and insurance. The Central Services Administration was established in January 1996 to consolidate the departments of Purchasing and Central Printing and Mailing. The department also provides services to municipalities, school districts, and agencies.

f. County Clerk

The County Clerk is an elected position with two primary responsibilities:

1. To maintain the real property, civil and criminal court, and historical records, and

2. To provide service for functions within its authority such as motor vehicle licensing and registration, recording of documents, issuing of pistol permit transactions, administering of oaths, filing of business names, processing of passports, etc.

Recording and the Motor Vehicle Bureau are included within the Office of the County Clerk.

g. Genesee Community College

Genesee Community College is a unit of the State University of New York. As a comprehensive public college, its purpose is to meet the educational, career, and personal development goals of its students, and the needs of the institutions, professions, and industries in its service area. This service area includes Genesee, Orleans, Wyoming and Livingston Counties. Programs include the Associate in Arts Degree, the Associate in Science Degree, the Associate in Applied Science Degree, Certificate Programs, the Lifelong Learning Program, and Educational Support Services.

A facilities master plan was completed by the College in 1993 to plan for changes necessary to meet the space needs of the institution through the year 2000. An emphasis of the plan is the efficient re-use of existing facilities.

h. Information and Communication Services

The mission of the Genesee County Information and Communication Services (ICS) Department is to provide quality information and communication services to all County departments and employees. Within ICS, the Technical Services office is responsible for operating the mainframe computer and customer help desk; systems programming, including installation and testing of hardware and software; microcomputer support; and county-wide automation and integration. The Systems Development office, within ICS,

supports the County Financial, Public Safety, Infrastructure and Human Services teams in evaluating and acquiring new systems.

i. Personnel

The Personnel Department includes three areas of involvement: Civil Service, Personnel, and Labor Relations.

The Personnel Department administers the New York State Civil Service Law for all public employers in the County including towns, villages, City of Batavia, school districts, Genesee Community College, the Batavia Housing Authority, and the Genesee County Soil and Water Conservation District. This includes administering the civil service examinations, classifying all positions, certifying public employer payrolls, and reviewing applications for examinations and appointments.

The Genesee County Personnel Office develops and interprets policies and procedures addressing the personnel issues of all County employees. The office administers employee benefits and monitors the continued performance evaluation of employees. Other responsibilities include: maintenance of the computerized employee master file for payroll; implementation and monitoring of the Annual Affirmative Action Plan; orientation of new employees; and, maintenance of the employee handbook.

The responsibility for administering the County's labor relations programs also lies within the Personnel Department. Labor negotiations occur with four collective bargaining units (two CSEA units, one AFSCME unit, and the Deputy Sheriff's Association) and peripherally with two additional units at the Genesee Community College.

j. Real Property Assessment Office

The Real Property Assessment Office assists all municipalities within the County with their responsibilities to provide for a fair and equitable administration of the real property tax. Services include: coordination and training of required procedures; assessment related data processing services (assessment rolls and tax bills, appraisal documents, mandatory State reports, and public information reports); tax map services; and, provision of property tax and real estate information.

k. Records Management

Records Management maintains all official County records and archives and facilitates public access. Obsolete records are purged and current records are transferred for storage in the Records Center. Records Retention and Disposition Schedule Compliance Audits are performed for County departments to ensure the proper handling of records. Other functions include the preservation and/or microfilm storage of archival records.

l. Self-Insurance Program

The purpose of the Self-Insurance Program is to protect the County against accidental loss affecting personnel, property, budget or the ability of the County to continue to fulfill its responsibilities to taxpayers and to the public. The program is designed to prevent loss of life or major personal injury to County employees and the general public. The County is self-insured in the areas of Worker's Compensation, General Liability and Employee Health Benefits.

m. County Treasurer

The Treasurer, an elected County position, is the Chief Fiscal Officer of the County. This Department maintains all accounting functions including general ledger and subsidiary financial records; collects and records revenues; records and disburses all County expenditures; and maintains and disburses biweekly payroll for all County employees. The Treasurer also serves as tax enforcement and collection officer with the responsibility of tax foreclosure proceedings, and is required to have an investment policy to govern investment of idle cash.

n. Weights and Measures

The Weights and Measures Department administers, supervises and enforces the regulations regarding weight and unit standards. The Quantitative program inspects and tests all commercially used weighing and measuring devices for legal compliance. Packaged commodities sold by weight, measure or count, are randomly inspected, and related consumer complaints are investigated. The Qualitative program, concerning qualitative requirements for motor fuels, involves product identification and records inspection, sampling/evaluation of results, complaint investigation, and enforcement activities.

2. Coordination and Information Sharing

The results of the Focus Group Survey provides an indication of the level of coordination that currently occurs between County officials and their counterparts in municipalities, school districts, and neighboring counties. Fourteen (14) out of 20 Focus Group members stated that they meet regularly with their counterparts. Of the six who indicated that they did not meet regularly, two indicated that they meet on an as needed basis. Five of the six indicated that such meetings would be useful.

Methods used to share information and coordinate the delivery of services with other County departments, municipalities, private organizations and other counties were also indicated on the Focus Group Survey. Most Focus Group members rely upon the traditional methods of communication such as written correspondence, mail, fax, telephone contact, and meetings. Electronic mail (E-mail) was indicated by only two respondents. Other methods include: professional association activities; newsletters; meetings of the County Management Team, GLOW, or the Genesee Association of Municipalities; sharing equipment; joint training; annual reports; and the like.

C. Local Governments and School Districts

1. Roles and Responsibilities

a. City of Batavia

The City of Batavia is governed by an elected City Council. The Council appoints a City Manager to implement its policies and to oversee the day-to-day operation of the City government. Other administrative positions include a Clerk/Treasurer and Assessor. Departments include Public Works, Water and Sewer, Historian, Zoning Officer/Code Enforcement, Building Inspector, and Plumbing Inspector.

b. Town and Village Governments

There are 13 towns and 6 village governments in Genesee County. Each town is governed by a Town Supervisor in accordance with New York State Town Law. Other administrative positions in all town governments are the Town Clerk or Clerk/Tax Collector, and the Assessor.

Each village is governed by a Mayor in accordance with New York State Village Law. The Villages of LeRoy, Bergen and Oakfield have a full-time administrator to oversee the day-to-day administrative operation of the Village. Administrative duties are also carried out by the Village Clerk and/or Treasurer. Most villages also have a tax collector.

c. School Districts

Eight school districts exist within Genesee County, with boundaries that cross municipal lines. School district policies are established by an elected Board of Education and carried out by the Superintendent of Schools. Specific administrative functions are the responsibility of staff assigned for such functions as Personnel, Accounting, Buildings and Grounds, Transportation, etc.

d. BOCES

The Board of Cooperative Education Services (BOCES) provides technical training, continuing adult education, and special education services in Genesee County. BOCES works closely with existing school districts and educational institutions operating in the County.

e. Tonawanda Indian Nation

The Tonawanda Indian Nation is located in the Town of Alabama in the northwest portion of the County. As a separate nation, the Tonawanda Indian Nation is governed by a Council of Chiefs.

2. Coordination and Information Sharing

Insight into the level of coordination between towns, villages, school districts, the City of Batavia, and Genesee County is provided by the results of the Local Government Survey. In response to the question as to how well different groups work cooperatively together, the most effective cooperation is perceived to be between:

Towns and other towns,
Towns and villages,
Villages and school districts,
Towns and the County, and,
School districts and other school districts.

Local officials generally rated the interactions cited above as "very well." Cooperation between municipalities and school districts is generally limited to specific programs, such as fuel storage or service, and youth/recreation programs. The most common areas of cooperation among and between towns and villages involve road maintenance and snow/ice removal, public works projects, the sharing of large equipment, recreation programs, and public water systems. Road maintenance and snow/ice removal are also among the most common areas of cooperation between local governments and the County.

Most towns, villages and school districts indicate that they do not have an on-going working relationship with the City of Batavia. The Town of Batavia, the Town and Village of LeRoy, the Batavia City School District and BOCES, however, indicate that they cooperate to a moderate extent with the City.

The City of Batavia indicates that they have a moderate level of cooperation with nearby towns, villages, and the County, particularly in the areas of construction projects, the sharing of large equipment, and police and fire mutual aid. In addition, the City cooperates with the County in insurance coverage, youth and senior facilities and programs, tax assessment and collection, purchasing, and communications. The City and school districts generally do not coordinate services to a significant extent.

Table 4 presents a summary picture of the varying degrees of cooperation between the County and local municipalities and school districts as reported by individual local governments and school district officials.

Table 4
Local Municipalities's Ratings of the Extent of their Cooperation with the County

Local Entity	Very Well	Moderately Well	Not Well	Not Applicable
Towns	8	2	2	1
Villages	2	2	0	0
City of Batavia	0	1	0	0
School Districts	0	6	0	1

Source: Municipal Survey, Genesee County Comprehensive Plan.

As shown above, towns generally indicate a higher level of satisfaction with their cooperative relationship with the County than do school districts. Two villages rate their cooperation with the County as moderately well, and two villages rate it very well. The City indicates it cooperates moderately well with the County.

Examples of shared government services listed in the Genesee Governmental Services Study Committee Final Report include recreation facilities and programs, public safety, water/sewer services, solid waste, highways, and general services (zoning, code enforcement, personnel, purchasing, computer services, planning, civil service functions, and nutrition programs.)

Cooperation between municipalities also occurs through the Genesee Association of Municipalities (GAM), which is described in the following section. County officials also attend GAM meetings.

D. Roles of Other Agencies and Organizations

1. State and Federal Agencies and Departments

A number of State and Federal agencies influence governmental administrative activities in Genesee County. In the Focus Group Survey, respondents listed regulations of State agencies such as the Department of Taxation and Finance, the Department of State, the Department of Transportation, and the Department of Environmental Conservation, as impacting their activities. Specifically referred to was the Uniform Code, the Real Property Assessment Law, Wickes Law, the General Municipal Law, Local Government Records Law, NYS Election Law, and regulations regarding Workers Compensation, Weights and Measures, assumed names, courts, etc. Federal regulations under OSHA, Medicaid, Welfare, Pre-school/Handicapped Children, COBRA, and Passport Services were also noted.

2. Genesee Association of Municipalities (GAM)

The Genesee Association of Municipalities is comprised of the supervisors of the County's 13 towns and the mayors of the 6 villages. GAM's monthly meetings provide a forum for municipal leaders to discuss issues of mutual concern and to share future plans. Speakers are brought in to address issues or to provide information on pertinent topics. County or other agency officials often attend to gain insight into problems facing municipalities.

3. Regional Agencies and Organizations

Genesee County's Chief Executive Officer and Chief Administrative Officer have met with their counterparts in neighboring Livingston, Orleans and Wyoming Counties on a quarterly basis during recent years. These meetings are designed to allow top county officials to discuss areas of mutual concern and to identify potential areas for expanding the delivery of services or activities on a cooperative basis.

More formal regional agencies include the Genesee/Finger Lakes Regional Planning Council, GLOW (Genesee, Livingston, Orleans and Wyoming Counties) solid waste consortium, the Genesee Transportation Council, the Genesee/Finger Lakes Regional Development Council and the Rochester/Genesee Regional Transportation Authority. These agencies are primarily involved with overall planning matters or with issues that relate to their specific function. They are only indirectly involved with government administrative activities.

4. Genesee 2000 Action Plan Committee

The Genesee 2000 Action Plan Committee was a voluntary effort to investigate the existing state of Genesee County and to devise strategic options for its future development. The Committee was formed in 1988 upon the initiative of the Executive Director of Genesee County Industrial Development Agency and the General Manager of *The Daily News*. Three task forces were formed to focus on Housing, Economic Development, and Infrastructure. An Action Plan was developed by the Committee in 1990 and updated in 1994.

5. Genesee County Governmental Services Study Committee

The Genesee County Governmental Services Study Committee was established by the Genesee County Legislature in 1990 as an outgrowth of the Genesee 2000 study. The Committee's purpose was to examine ways in which local government services could be combined or shared for improved efficiency and economy. Staff support was provided by the Genesee County Industrial Development Agency, and a report was issued in May of 1992 (described in Section II.A.2).

6. Private Corporations

Most government administrative activities are carried out by local or County officials. Specific services of some County departments may be contracted to private firms. For

example, the County Real Property Office contracts tax map maintenance and tax bill processing. However, private corporations generally do not play a significant role in government administration.

III. ANALYSIS OF ISSUES, OPPORTUNITIES AND CONSTRAINTS

The most significant administrative issues facing Genesee County were identified in meetings with County and local officials and with the Government Administration Focus Group, as well as with surveys of the Focus Group, municipal and school district leaders, and County residents. Important issues include:

- Increased Coordination Among Governmental Agencies
- Privatization
- Technology and Computer Systems
- Effectiveness of County Agencies and Programs
- Joint Purchasing
- Federal and State Mandates
- Communication with the Public
- Sales Tax Distribution

Each issue is described below and documented with results from the surveys as appropriate.

A. Increased Coordination Among Governmental Agencies

Increased coordination among governmental agencies involves creating a partnership between the County, its municipalities and school districts, and possibly its neighboring counties, to improve the delivery of services. Increased coordination could reduce duplication and improve the efficiency of service delivery.

The Genesee County Governmental Services Study ranks New York State among 11 states with "maximum 'layering' of governments and jurisdictions: villages within towns, towns and cities within Counties, school and special use districts crossing municipal lines, and villages even crossing county lines." Of the 84,000 local governments/special districts in the United States, 12% are in New York. Nearly 100 elected and appointed municipal boards and agencies exist in Genesee County.

The present level of communication and coordination among County, town, village and school district officials was described in Section II.B.2 of this report. When presented with the statement, "County and local governments in Genesee County work well together," most respondents to the Residents Survey indicated that they partly agree (43%). Only 10% of respondents indicate that they agree with this statement, while 19% indicate that they disagree. More than a quarter of the respondents (28%) indicate that they do not know how well government officials work together.

These results indicate that County residents believe that there is more room for County and local officials to work together. This response is echoed by the survey results and comments from County and local officials as well. The suggestions repeated most often by County and local

officials regarding ways to improve the delivery and coordination of governmental services in the County can be summarized as follows:

- Coordinate services and eliminate duplication between the County, municipalities and schools, making the best use of the resources of each.
- Use technology (computers) to coordinate service delivery and increase efficiency.
- Establish common goals and direction.
- Increase and improve communication between the County, the public, and other levels of government. Institute regular inter-agency meetings.

Increased coordination among governmental agencies combines a number of issues, which are discussed below. The constraints and opportunities available to address these issues are also described.

1. Opportunities for Increased Coordination

The results of both the Residents Survey and the Municipal Survey provide insight into areas in which government agencies could further coordinate services or activities. The following areas were most frequently suggested for increased coordination:

Police/Sheriff
Highways/Road Maintenance
Fire and Ambulance Service
Purchasing/Financial/Administrative
Public Works and Equipment
Water Service and Distribution
Recreation, especially Youth Programs
Human Services
School Transportation/Vehicle Maintenance

Several of the topics in the list above were also identified in the 1992 Genesee Governmental Services Study Committee. Pursuant to its recommendation that "Local municipalities should be encouraged to pursue all means to consolidate or share services with others," the Committee identified opportunities for cost savings in shared highway maintenance, public works equipment, public safety services, emergency services, tax assessment, planning/zoning/code enforcement personnel, purchasing, solid waste, and water and sewer.

The results of the Residents Survey (question #89) are presented in Table 5. Question #89 reads as follows:

89. On the enclosed comment sheet, please indicate the services or facilities that you believe provide the best opportunity for governmental agencies to work together to improve the quality and efficiency of services.

(For example, fire departments, ambulance services, purchasing and other administrative services, zoning/code enforcement, police/ sheriff, streets and highways, etc.)

Table 5

Opportunities for Coordination of Government Services
(Responses of County Residents by Place of Residence)

Service	City of Batavia	Towns	Villages	Total
Police/Sheriff	21%	22%	23%	22.0%
Streets and Highways	14%	19%	22%	17.8%
Fire Department	15%	17%	19%	16.6%
Ambulance	10%	11%	13%	10.9%
Admin/Purchasing	9%	10%	7%	9.2%
Zoning/Code Enforce.	8%	7%	5%	7.1%
Local Governance	8%	4%	3%	5.1%
Water/Sewer/Storm.	2%	2%	2%	2.1%
Recycling/Solid Waste	2%	1%	0%	1.0%
All Services	11%	7%	7%	8.2%

Source: Residents Survey, Genesee County Comprehensive Plan, 1996.

As shown in Table 5 above, respondents were most likely to indicate essential services such as police, fire and ambulance protection, and streets and highway maintenance services. Services which involve greater issues of local control such as zoning/code enforcement, local governance, and administration/purchasing are suggested less frequently. Village residents voice the highest level of concern regarding maintenance of local control issues. The often deeply-rooted need to maintain local control may represent an obstacle to increased coordination and sharing of services between governmental agencies.

Local government and school district officials were also asked to specify areas in which additional sharing or cooperation among local and county governments would most benefit residents in their jurisdiction. The sharing of public works and large equipment was suggested most frequently by all respondents. Increased sharing and coordination of financial administration/purchasing, water production and distribution, recreation facilities and road maintenance responsibilities between local governments also received very high responses.

Sharing water supply with the City of Batavia was identified most frequently as an opportunity for greater cooperation with the City. Human services was also suggested for the City, and was one of the most frequent suggestions for cooperation with the County. Other services identified for greater coordination with the County included police/sheriff, public works, purchasing, water, fire training and recreation and youth programs.

Opportunities for greater cooperation with school districts included recreation and youth programs and transportation/vehicle maintenance. Food service and general maintenance activities were identified in meetings during the planning process. Other comments indicated a need for the schools and County agencies to work together on the PreSchool/Handicapped Children program and on issues related to physical or emotional abuse of delinquent children and juvenile delinquency. Social service agencies, law enforcement agencies and the schools need to consistently exchange information on children and families in need of services in order to assist families most effectively.

County officials identified the opportunity to increase coordination on a multi-County basis. Most counties face similar management tasks and challenges. As each county goes about meeting these challenges, programs or solutions which are especially effective have been discovered and implemented. Such solutions could serve as models and be shared among counties. The need to identify and share these solutions was recognized. A second example of the potential benefits associated with increased multi-county coordination would involve those services which are not critical to administer on a local basis. Joint administration of such services on a regional basis would increase efficiency and save costs.

Coordinating the delivery of services on a multi-county basis did not appear frequently among the suggestions and comments made by respondents to the Local Government Survey. When local officials were asked to rate the importance of multi-county coordination, only one respondent rated it as essential; 17 rated it as important, but not a top priority; 5 rated it not important; and 3 indicated don't know/no opinion.

Several constraints to increased coordination among government agencies were identified in survey responses and through meetings with Focus Group members and local officials. Constraints noted most often include:

- Turf issues (local control)
- Liability
- Determining which agency bears the responsibility and the cost of the administration of shared programs or services. "How do we encourage increased sharing if someone has to pay more?"
- Fear of job loss
- The need for more "user friendly" legislation that would make it easier for municipalities to work together
- Financial disparities between individual municipalities which results in a wide range of positions on issues

The need to evaluate the cost-effectiveness of sharing the delivery of services on a regular basis was also identified. This is important so as to be able to document cost savings and benefits. Although some services are already being shared, these efforts need to be publicized and shared with other governmental organizations. When asked to rate the importance of evaluating the cost effectiveness of providing services on a shared basis, 12 local government and school district officials rated this as essential; 10 rated it important, but not a top priority; and 4 rated it not important.

Finally, the need to investigate which agencies do what best was identified. This is important to be able to shift services in the appropriate directions. This is discussed further in the following section.

2. Shift in County and Local Roles

Directly related to increased coordination and sharing is how can the County's role be changed to provide needed services more efficiently. In which areas should the County play a greater role and in which should they play less of a role? How should County and local responsibilities be shifted to achieve greater efficiency in the delivery of services and the least duplication?

Focus Group members (mainly County officials) most frequently suggested that the County should assume an increasing role in the following areas (number of times suggested is also shown):

- Communication/technology (5)
- Law enforcement (5)
- Joint purchasing (4)
- Water (4)
- Highway maintenance (4)

Most local government and school district officials do not feel that the County should increase its current level of responsibility. Twenty (20) of 27 local officials (74%)

answered "no" to the question as to whether there are services which they currently provide which would be better provided by the County. Those who do feel the County should have an increased role in local services have identified the following areas (number of times suggested is also shown):

- Tax assessment (2)
- Fire service/training (2)
- Youth and senior services (2)
- Public employee services - insurance, personnel, payroll, purchasing, communication (1)
- Police dispatch (1)
- Ambulance (1)
- Building code enforcement (1)
- Court system (1)
- Emergency preparedness (1)

Law enforcement, communication and purchasing appear on both lists.

Focus Group members were also asked to identify those areas in which the County should have less of a role in the future. Furthermore, they were asked to identify an alternative provider for the service assuming that the County had a lesser role. The services most often identified for decreasing County participation are shown below, along with the number of times each was suggested:

Service	Preferred Provider
• Airport (5)	• Private or regional
• Highway maintenance (2)	• Private, municipal, or regional
• County Nursing Home (2)	• Private
• Department of Social Services (2)	• Regional or state
• Job development/training (2)	• Private or state
• Museum (2)	• Private

In most cases, respondents generally indicate that the services listed above would be better provided by the private sector or on a regional basis. (Privatization is discussed in the following section.)

It is interesting to note that highway maintenance appears both on the list of services suggested by Focus Group members for increased participation by the County and on the list of services suggested for decreased participation. Moreover, highway maintenance is consistently suggested by local government officials as an area of service currently provided by the County that would be better provided by local governments. One person comments "Except for bridge work/engineering, road maintenance should be consolidated between the towns." Further investigation into how the various tasks of highway maintenance could be best apportioned between the County and the municipalities appears to be warranted.

Overall, most respondents to the Local Government Survey (70%), particularly town and school district officials, indicated that there were no services currently provided by the County that would be better provided by local governments. The breakdown of responses to this question was as follows:

> "In your opinion, are there services currently provided by Genesee County that would be better provided by local governments?"

	Yes	No
Towns	3	11
Villages	3	1
City of Batavia	1	0
School Districts	0	8

Local control appears to be one obstacle, as stated by one respondent, "Individuals can have more involvement in local decisions."

3. Regular Forum for Government Leaders

There is presently no on-going forum where legislators and local elected officials meet on a regular basis to discuss common concerns and to exchange ideas to solve problems. The Genesee Association of Municipalities meets monthly, but was not established to include a comprehensive representation of County officials.

Focus Group members appear to favor regular meetings of government leaders and decision-makers to share information, exchange ideas, and facilitate coordination. Nineteen (19) out of 20 survey respondents checked yes to a direct question as to whether or not such meetings would be useful. Some type of "roundtable discussions" or "brainstorming sessions" for top officials was suggested by almost one-half of the respondents when asked how to improve information sharing and coordination. Several commented that such meetings would need a specific agenda of items which are relevant to most officials in order to be worthwhile.

Local government and school district officials are somewhat less supportive of a regular forum for government officials. About one-half of the survey respondents (12 of 25) rate this activity as important, but not a top priority; while 9 respondents rate it essential; and 4 rate it as not important. One town official commented that GAM presently serves this purpose.

B. Privatization

The issue of privatization involves the use of the private sector or joint public/private partnerships as potential alternatives to the County, municipalities or school districts for the delivery of services. Privatization can potentially reduce County expenses and the overall tax load on residents and businesses.

Opinions are divided on the issue of privatization, both among the Focus Group as well as local government and school district officials. Just more than one-half of the survey respondents from

each group reported that there were no services currently provided by government agencies that could be better provided by the private sector. Investigating privatization as an alternative means of service delivery had the highest number of "not important" ratings in the list of issues rated by local government officials. Eight (8) respondents rated it not important; while 10 rated it important, but not a top priority; 6 rated it essential; and 2 indicated don't know/no opinion.

Those supportive of privatization believe that benchmarking against the private sector is always useful and, if cost savings/efficiencies are demonstrated, sub-contracting the work should always be a consideration. Others feel that the County can provide some services at a lower cost than private or contract methods. In addition, it was stated that although privatization may improve efficiency, it would not necessarily improve the effectiveness of services.

Services suggested most frequently by County and local government officials to investigate for privatization are listed below along with the number of times each was suggested:

- Custodial maintenance (8)
- Airport (6)
- Vehicle maintenance (4)
- Information/communication/computer (4)
- Mental health (3)
- School bus transportation (3)
- Solid waste/Recycling (3)
- Highway construction/maintenance (3)

The primary obstacles to privatization were identified by Focus Group members as labor unions/contracts, employee opposition, State and Federal mandates or regulations, service and quality issues, and cost. Labor and contract issues accounted for almost one third of all responses. Other comments referred to the fact that laws and regulations which dictate how services are to be delivered would apply equally to private organizations and would therefore limit the cost savings or efficiencies that could be realized by privatization. Bureaucracy, lack of flexibility, and capital investment (status quo) were also noted, along with a perceived need to maintain direct control.

C. Technology and Computer Systems

The primary issue involved with technology and computer systems is the need for a more efficient communication system which allows the delivery of the right information to the right people in a timely fashion. An associated issue is access to the Internet and determining the appropriate County role in providing Internet access to residents.

Information from local government and school district officials indicate that computer technology is most frequently being used for financial management activities, including accounting, bookkeeping, billing, and payroll. Similarly, office functions, such as word processing, spreadsheets and databases, are common uses. In addition to the areas listed above, school districts report using computer systems for student services (transportation, student records, cafeteria), for student instruction, and for internal building services (HVAC, fuel, etc.).

The responses to the Local Government Survey suggest that there is a wide range in the extent and sophistication of the computer systems presently in place among municipalities. The offices within town or village governments which are most often reported to be computerized are the Town Clerk, the Assessor and the Court.

When asked to rate the importance of increasing the use of computer technology in daily operations, 11 local officials rated this as essential; 11 rated it important, but not a top priority; 3 rated it not important; and 1 indicated don't know/no opinion. More than one-half of the respondents to the Local Government Survey indicate a need for County help in expanding the use of computer technology. Most frequently suggested are training programs; shared computer programs and databases for purchasing, payroll or personnel services; cost sharing for computer purchases or expenses; and the development of a countywide network with common software and County support.

Potential uses of computer technology to improve coordination and the sharing of information was explored with Focus Group members. More than two-thirds of respondents (70%) identified the establishment of some sort of on-line network, such as the Internet, e-mail, an electronic bulletin board, or a web site, as a solution. It was suggested that such a network should include the municipalities, school districts and State agencies. Another frequent response was the standardization of computer systems and software, and the establishment of a common data base for financial information, purchasing, policy and procedure, etc.

A specific example of the implementation of a coordinated data base is the establishment and maintenance of a centralized list of government-owned equipment that would be available to all County, town, village, city and school district officials. The merits of establishing such a data base would be measured by the extent to which it would be considered useful to government officials and would encourage additional sharing and governmental coordination.

Survey responses overwhelmingly indicated that such a list would be used by government officials. Of the 20 Focus Group members responding, 18 indicated that they would use a centralized list of governmental equipment if it were available, and 2 were not sure. Twenty-five (25) of 28 local government and school district officials indicated that they would use a centralized equipment list. It was noted in comments that the Genesee County Training Equipment list compiled in 1994 was helpful, and an update is needed.

When asked to rate the importance of maintaining a list of government owned equipment, this issue was most often rated as important, but not a top priority, by local government and school district officials. Eight (8) respondents indicated maintaining a list was essential; 13 indicated it was important, but not a top priority; 4 indicated it was not important, and 1 indicated don't know/no opinion.

Local efforts to increase the coordinated use of on-line systems are constrained by the fact that there are five different phone companies operating in the County. While Batavia and most of the surrounding municipalities are served by NYNEX, municipalities such as Bergen and LeRoy, Pembroke and Corfu, Darien, and Byron are all served by different telephone companies. The existing situation results in higher routing and user costs.

For example, while most municipalities access property assessment information from the County through dial-up (modem) systems, communities such as Darien and Bergen have to pay long-distance telephone rates for such access. Moreover, the capacity of dial-up systems to handle the demand of County financial databases or geographic information systems is limited. This curtails the use of such data by local municipalities. The alternative of adding a leased line that would provide direct access between the County and an outlying municipality at all times is cost-prohibitive. As multiple phone companies are involved, such lines cannot be routed directly between municipalities, but rather must follow circuitous routes based on the area served by each company. The longer routing of lines exerts a dramatic impact on costs. As an illustration, a direct connection between County offices in Batavia and the Village of LeRoy would cost $2000 per month.

The fact that local municipalities are affected differently by the existing operation of multiple telephone companies is reflected by the results of the Local Government Survey. When asked to rate the importance of creating a centralized/integrated telephone system within the County, this issue was rated as essential by 6 local officials; important, but not a top priority by 9; and not important by 7.

Respondents to the Residents Survey also expressed frustration with the number of local telephone companies serving the County. Specifically, residents' comments focused on the size of local calling areas and the need for technical upgrades to the telephone system, including improved access to the Internet.

Many of the constraints associated with the multiple telephone companies operating in Genesee County will likely be alleviated by deregulation under the federal 1996 Telecommunications Act. However, it may be several years before more reasonable cost structures for telephone service by different providers are realized.

D. Effectiveness of County Agencies and Programs

The effectiveness of County and local administrative agencies involves both the means of evaluating the effectiveness of programs or services, and the need for additional training of government administrative officials.

The effectiveness of County administrative agencies and programs, as perceived by local government and school district officials, is revealed in the results of the Local Government Survey. All agencies are generally rated well by respondents. Good information is not available about Buildings and Grounds, Records Management, and Weights and Measures, as one-half to three-quarters of responses in these cases were "Don't know." Purchasing, Self-Insurance and the Historian also had a high percentage of "don't know" responses.

Real Property Tax Services, the County Treasurer, and the County Clerk were given the highest number of "very well" ratings (more than 60% of responses). Not one of these departments received a single "not well" rating. Comments were made such as "Real Property Tax Services is always responsive and helpful."

The Election Commissioner, Genesee Community College, the County Historian, and Self-Insurance were rated very well more often than moderately well. However, the Historian also

had 4 "not well" ratings, and one comment suggested the need for greater interaction between the Historian and the schools.

Purchasing and Personnel had lower ratings compared with other departments. Although 11 respondents indicated they did not know how well Purchasing meets their needs, 5 respondents indicated not well, 6 indicated moderately well, and 4 indicated very well. Seven (7) local officials indicated Personnel met their needs very well, 8 indicated moderately well, 5 indicated not well, and 6 indicated that they don't know.

Local government and school district officials generally measure the effectiveness of programs or services they provide through public comments and cost-effectiveness/annual budgeting. County officials also indicate reliance upon the budgeting process or annual review mechanism to measure their effectiveness. In addition, County officials rely upon periodic reporting to State/Federal agencies or outside organizations, comparison of costs with private sector, and community feedback.

The majority of local officials (15 of 22) said that they would be interested in having measures available to help evaluate program effectiveness. Six (6) of seven Focus Group members who currently do not have evaluation measures in place indicated that they would be interested in having measures made available to them. One commented that it would be helpful to know which services are most important to citizens. A reliable means of converting qualitative data to quantitative data was identified as an obstacle to measuring effectiveness, along with inadequate staffing of full-time employees.

The adequacy of current training programs is also an issue. The need for additional training for public employees and officials is felt more strongly at the County level than on the local level. Approximately two-thirds of local government and school district officials indicate that the current level of training is adequate, while County officials are evenly divided on the issue (50% believe training is adequate, and 50% do not). When asked to rate the importance of providing additional training for government officials/employees, most local officials (14) rate it important, but not a top priority; while nearly equal numbers rate it essential (6) and not important (5).

Both County and local officials frequently identify the need for training in computer/advanced technology. Training for public officials or board members is a common suggestion from local officials, while County officials specify the need for training in such areas as planning, zoning, SEQR, and code enforcement. Other areas requiring further training for both County and local officials include public relations/customer service, public safety/emergency drills, and management skills. Specific comments were made to improve access to training by making training programs more accessible (nights and weekend options, regional locations) to allow participation by part-time government officials or persons that cannot easily travel. GCC tele-conferences were also suggested as a good way to cut down on travel time and costs.

The recommendations of the Genesee Governmental Services Study Committee address the need to provide additional training for governmental officials. This report recommends information seminars for County government elected and appointed officials sponsored by the Governmental Services Study Committee in cooperation with Genesee Community College. Examples of training topics include Sharing Government Services, Council of Governments - Circuit Riders, Budgeting and Mandates, and Planning and Infrastructure.

E. Joint Purchasing

The Joint Purchasing issue involves how the County's purchasing function can be managed most effectively.

The Purchasing Department has undertaken a number of initiatives in recent years to become a more centralized purchasing operation. Genesee County has taken the lead role in coordinating joint purchasing for the four county GLOW Region (Genesee, Livingston, Orleans and Wyoming Counties). As a result of these cooperative purchasing efforts, Genesee County has purchased office supplies at a discounted rate of approximately 56%, compared to an earlier discount rate of 20%. The joint purchasing program is currently being investigated for possible expansion to include Sheriff's vehicles, waste disposal and computer equipment.

The County's Purchasing Department is also a central source for purchasing information for the towns, villages, and some school districts within the County, and for the distribution of State contracts. Most of the municipalities in the County take advantage of the volume discount on office supplies, paper products and printing. In addition, the County typically participates with the Village of LeRoy and City of Batavia in a cooperative bidding process for police vehicles. The Purchasing Department would like to extend cooperative purchasing to include BOCES and all of the school districts.

The Purchasing Department has also undertaken increased responsibilities and activities with regard to Insurance, Highway purchasing, Nursing Home bids, RFP's, property appraisals, preparation of bid specifications, request for quotes, contract awards and negotiations. Staffing limitations have, however, curtailed the amount of time available to initiate new joint purchasing efforts.

About one-half of local government and school district officials are aware of the County's efforts to implement a more centralized purchasing operation and almost all (16 of 17 respondents) would be interested in receiving more information about the availability of such services.

Most suggestions for improvements to centralized purchasing came from the Focus Group Survey. The suggested improvements and the number of times they were indicated are shown below:

11	Coordinate purchase of generic goods and services; joint solicitation, unified vendor contracts, critical mass pricing; include all municipalities and County departments
5	Current system meets needs/use current system to full capacity
3	Training on current system/communication - need staff available at all times to answer questions
2	GLOW regional purchasing coop
1	Reduce paperwork

Local government and school district officials were asked to rate the issue of expansion of the centralized purchasing operation to include neighboring counties. Three (3) respondents rated this essential; 14 rated it important, but not a top priority; 7 rated it not important; and 1 checked don't know/no opinion. This issue received one of the highest number of "not important" ratings compared to other issues rated in the Local Government Survey. Table 6 provides the breakdown of responses by local entity.

Table 6
Responses by Local Officials Regarding Expansion of the Central Purchasing Operation

	Essential	Important, but not a top priority	Not Important	Don't know/ no opinion
Towns	2	7	3	1
Villages	0	2	3	0
City of Batavia	0	0	1	0
School Districts	1	6	0	0

Source: Local Government Survey, Genesee County Comprehensive Plan, 1996.

F. Federal and State Mandates

Federal and State mandates affect all aspects of County government, including administrative programs. Mandates were identified as a major constraint in the County's financial picture by the County Manager in his introductory memo to the 1997 Budget. In this memo the problem was described as:

> the ongoing imposition/continuation of State and Federal mandated programs that are also providing or will be providing fewer dollars to fund these mandates.

Eighteen (18) of 19 Focus Group members indicated that their daily operations were affected by Federal or State regulations and mandates. Examples included regulations established by State agencies such as the Department of Taxation and Finance, the Department of State, the Department of Transportation, and the Department of Environmental Conservation. Specific references were made to the Uniform Code, the Real Property Assessment Law, Wickes Law, General Municipal Law, Local Government Records Law, NYS Election Law, and regulations regarding Workers Compensation, Weights and Measures, assumed names, courts, etc. Federal regulations under OSHA, Medicaid, Welfare, Pre-school/Handicapped Children, COBRA, and Passport Services were also noted. Comments on the Focus Group Survey stated that mandates are "the County's achilles heel" and have a direct impact on those services which are to be delivered.

The concern with respect to government administration primarily involves how much flexibility County and local entities have in responding to mandates, particularly with regard to program content and eligibility requirements. Issues include:

What are the cost implications of Federal and State mandates and how do they affect the local tax situation?

What assumptions can be made or directions foreseen in the continued availability of State and/or Federal aid and how can these changes be offset by modifications in mandated programs?

Is new legislation needed to make it easier for governmental agencies to work together?

These issues are explored in the following sections.

1. Cost Implications

As State and Federal mandates specify the amount and type of services to be delivered and/or the number of persons eligible for these services, they have a direct impact on County and local budgets and consequently the tax burden. The importance of determining the cost implications of State and Federal mandates received one of the highest ratings from local government and school district officials compared to other issues. More than one-half of the local officials (15 of 26) rated this issue as essential; 9 rated it as important, but not a top priority; and 2 rated it as not important.

Some insight into the cost implications of Federal and State mandates on County programs is provided by a review of the changes in the budget allocations during the last decade (see also Section II.A.3). Several mandated programs rank within the ten largest accounts of both the 1990 and 1997 budgets, including MMIS, Physically Handicapped Children, Aid to Dependent Children, and other programs administered by the Department of Social Services.

Moreover, the percentage of the County's total budget represented by some of these programs has increased substantially over time. For example, in 1990 Medicaid and other allocations under MMIS required approximately 11% of the total revenues available to the County and was the second highest allocation of local resources. In 1997, MMIS required approximately 17% of the total revenues available to the County and was the single highest allocation of local funds. Although total County revenues increased by approximately 44% during this time period, local funds budgeted for MMIS increased by approximately 113%.

Other human service programs, including Physically Handicapped Children and Aid to Dependent Children, did not experience trends similar to MMIS. Although budget allocations for these programs increased between 1990 and 1997, the proportion of the County's available revenues allocated to these programs decreased or stayed the same.

2. Trends in Federal/State Funding and County Control of Mandated Programs

The issue of changes in the level of State or Federal funding for mandated programs was also examined. For each mandated program or service provided by the County, the proportion of costs actually funded by State or Federal agencies was estimated by County departments, at the request of the County Manager's office. Given the complexity of how

mandated programs are structured and funded, detailed information was not always available on the exact number of programs/services mandated and the actual proportion of funding received. For example, some programs are not mandated unless the County accepts State or Federal aid, at which time program and eligibility requirements are mandated. In other cases, certain County positions, such as the Treasurer or the Sheriff, are required by State law but are not specifically funded by the State. The following information summarizes the available data, and provides an overall picture of the County's status with regards to funding and control of mandated programs/services.

As previously stated, the majority of County departments report that some or all of the programs/services they provide are mandated by State or Federal laws and regulations. The only County entities which report having no mandated programs are Information and Communication Services, Parks and Recreation, the Highway Department, the District Attorney, Central Services and the County Museum. A total of 88 specific programs or services were reported to be mandated to some degree, along with all or most of the programs/services of the Health Department, the Nursing Home, the Sheriff's Office, the County Treasurer, the Veteran's Service Agency, Weights and Measures, and the Youth Bureau.

Information on the percentage of program costs actually funded by State and/or Federal monies was provided for the majority (90%) of the programs/services. Of the programs for which information was available, approximately 40% received little or no State and/or Federal funds (the portion funded ranged between 0 and 10%). At the other end of the spectrum, about one-third of the programs/services (33%) received more than 80% of their funding from State and/or Federal agencies. The remaining programs/services (27%) received State and/or Federal funds at levels between 11% and 80% of actual program costs.

The percentage of program costs actually funded by Federal and State agencies has changed over time for more than half of the programs/services reported. Overall, County departments and agencies estimate that 38% of mandated programs/services provided by the County received a decreasing percentage of their funding from State and/or Federal sources in recent years. Only approximately 12% of mandated programs/services received an increasing percentage of their funding from State and/or Federal sources, while 50% reported that State and/or Federal funding was relatively stable. It should be noted that programs which have never received State or Federal funding or reimbursement are included in the "stable proportion of funding" category.

Based on the data above, Genesee County has experienced an overall trend toward decreasing funding for State and Federally mandated programs and services in recent years. It can reasonably be assumed that such a trend will continue into the foreseeable future. A related issue then becomes how can program or service delivery be changed in response to mandates and the trend toward decreasing Federal/State funding. For example, to what extent can or do County agencies involved in providing mandated services determine how or which services are to be provided and who is eligible for such services?

County agencies were asked to characterize how their level of control over the content or eligibility requirements of each mandated program has changed in recent years. For the large majority (83%) of programs/services, County departments and agencies report no significant change in the amount of control they have over program content or eligibility requirements. Some level of increased control was reported for approximately 14% of County programs and services. Almost no departments or agencies reported a decreasing level of control over the programs and services they administer.

The results of these inquiries indicate that although State and Federal funding has decreased for many programs, the amount of control the County has over how and to whom the services should be provided has remained the same for most programs. In many instances, the County has less money to spend, but no flexibility in how to spend it most effectively. As one Focus Group member commented, "Mandates make it impossible for our department to implement any time or cost saving changes we might like."

3. Cooperative Working Relationships between Government Entities

State and Federal regulations and mandates may also interfere with the establishment of cooperative working relationships between and among local and County officials. Local government and school district officials rate the elimination of barriers to make it easier for governmental agencies to work together as one of their highest priorities. Fourteen (14) officials rate this issue as essential and 12 cite it as important, but not a top priority. This was the only issue on the list that did not receive a single "not important" rating.

The majority of Focus Group members, however, do not believe that State regulations make it difficult for them to cooperate with other agencies in the delivery of services. Twelve (12) of 19 survey respondents indicate that regulations do not make cooperation difficult. Those who do feel that regulations affect their ability to cooperate cite the bureaucratic nature of the regulations and approval processes, or the lack of funding (inadequate/delinquent payments from the State) as the major problems with which they have to contend.

G. Communication with the Public

This issue involves the adequacy of the current level of communication between government agencies and the public. Many local government and school district officials would like to see improved communication with the public on governmental concerns/activities. Eleven (11) respondents rated this issue as essential and 13 rated it as important, but not a top priority. One respondent rated it not important; and one respondent indicated don't know/no opinion.

About two-thirds of the members of the Focus Group meet or share information with the public on a regular basis. Several of those who indicated that they did not share information with the public specified that it was not appropriate as they were primarily a support service to the County or its employees. Methods to share information with the public include public meetings or meetings open to the public, radio, press releases, newsletters, annual reports or budgeting, legal notices, and publications.

Problems with the news media, such as inappropriate editing, lack of coverage in Rochester or Buffalo papers, and the fact that *The Daily News* is not well read, were identified by some Focus Group members as factors that hamper the ability to share information with the pubic. Cost was also named as a factor.

The fact that the County's orientation is "split" between Buffalo and Rochester is believed to add to the difficulty of communicating effectively with residents. There is no single source or location to get information out to the public in a timely and cost-effective manner. However, three-quarters of the Focus Group members responding to the survey indicated that the split does not affect their ability to serve the public. In fact, several see the County's location between the two large urban areas as a benefit.

The results of the Residents Survey (question #87) indicate that *The Daily News* is the preferred source of information about County government actions, programs and activities. A total of 79% of survey respondents identified *The Daily News* as the principal source that they would prefer to use to find out about County activities. The Rochester/Buffalo daily newspapers, indicated by 27%, appear to be less of a source of information than publications such as the Pennysaver, Shoppers Guide, etc. (indicated by 50% of respondents). Approximately 48% would prefer to find out about County activities over the radio, followed by 31% who indicate cable television, 17% who indicate word of mouth, and 9% who indicate the Internet.

H. Sales Tax Distribution

The sales tax rate in Genesee County increased from 7% to 8% in 1995. One-half of the sales tax, or 4%, is retained by New York State, while the other 4% is divided between the County and its municipalities. Sales tax revenues generated by businesses in the City of Batavia are evenly split between the County and the City. Sales tax revenues generated in the remainder of the County are evenly split between the County and the towns and villages. The distribution of the sales tax revenues to towns and villages is based on their relative assessed value of property.

Table 8 shows the distribution of sales tax revenues between the County, towns, villages and the City of Batavia for 1990 and 1995, the most recent year for which such data is available. It should be noted that 1995 was the first year that the extra 1% sales tax was collected. At that time, the extra 1% sales tax revenue was not distributed to local governments. The County currently distributes the additional 1% sales tax in the same manner as it distributes the original 3%. The increase in sales tax revenues received by each entity is shown in dollars and as a percentage over the five year period.

The current method of sales tax distribution impacts land use and development opportunities and inhibits increased sharing. As retail businesses have moved out of Batavia, the City's share of local sales tax revenue has decreased. Table 8 shows that the City had the smallest percentage increase in sales tax revenues between 1990 and 1995, compared to towns, villages and the County. (It should be noted that a direct comparison of the City's actual share of sales tax revenues during this time period cannot be accurately shown as the formula for the distribution of sales tax revenues differed in 1990 and 1995.) Despite decreasing sales tax revenues, the City continues to function as the central hub of the County and provides services to all County residents, especially to residents who work in the City but live in nearby towns and villages.

Towns in Genesee County do not provide the level of services required of the City. As a result, these governmental units incur lower costs. In some cases, the availability of sales tax revenues has been used by some towns to eliminate the need for any local property tax. As a result of a combination of sales tax revenues, investment strategies and the like, two towns (Batavia and Darien) currently have no local property tax, according to the County Real Property Assessment Office. The availability of increased sales tax revenues has enabled several towns to make significant reductions in their local property tax.

Local government and school district officials are divided on whether the existing distribution of sales tax revenue should be re-evaluated. Twelve (12) respondents indicate yes, 13 indicate no, and 2 indicate that they don't know. Twelve (12) of the 13 "no" responses are from town officials, although two town officials indicate yes. The City and almost all school districts and villages support the re-evaluation of the sales tax distribution. Three school districts comment that the schools should be included in the sales tax distribution.

Genesee County Comprehensive Plan
Table 7

Genesee County Sales Tax Distribution 1990 and 1995				
	1990	1995	Increase 1990 - 1995	
Government Entity	Sales Tax Rev.	Sales Tax Rev.	Dollars	Percentage
Towns	$3,034,010	$3,731,156	$697,146	23%
Villages	$757,593	$909,412	$151,819	20%
City of Batavia	$2,672,008	$2,883,762	$211,754	8%
Genesee County	$6,447,550	$11,456,008	$5,008,458	78%
COUNTY TOTAL	$12,911,161	$18,980,338	$6,069,177	47%

IV. GOALS AND RECOMMENDED ACTIONS

This section presents the County's goals and recommended actions for Government Administration which have been identified based on the opportunities and constraints defined in the previous section. The responsible agency and timeframe for each action were identified by Focus Group members and confirmed by the Steering Committee.

The following Vision Statement reflects the County's overall mission with regard to Government Administration:

Vision Statement

> The vision of Genesee County government administration is to facilitate communication both among County agencies and with municipalities, schools and neighboring counties to promote an optimum level of cooperation and coordination. Regular meetings of policy-makers will promote sharing of facilities, equipment and resources, and policy efforts will be designed to improve the delivery of administrative functions in a cost-effective manner. A fair and equitable distribution of sales tax revenues is crucial to intergovernmental cooperation and sharing. Coordinated computerization will provide easy access to information and program data and insure that officials have complete and accurate information on a timely basis.

A. Increased Coordination

Goal: Improve communication in order to facilitate a greater level of intergovernmental cooperation.

Actions:

(1) Establish a forum for County, local and school district officials to meet on a regular basis to discuss common problems, issues and concerns and to work together to serve the needs of the community more effectively. Policy makers should attend these sessions and participate in the identification of priorities and the establishment of the proper mechanisms to implement proposed actions.

Responsibility: County Manager, County Legislature
Timeframe: Short-term

(2) Schedule interagency meetings on a regular basis to address technical issues, to improve opportunities for coordination and to facilitate the sharing of resources, ideas and solutions. These technical meetings should be organized to respond to priorities identified by the policy makers.

Responsibility: County Manager, County Department Heads
Timeframe: Short-term

(3) Initiate discussions with area municipalities and school districts to coordinate the development of computer systems and to maximize the benefits associated with the expenditure of public dollars for electronic systems and other commonly used stock items and equipment.

Responsibility: Information and Communication Services
Timeframe: Short-term

(4) Create a County-wide network on a County computer server to connect County, local and school facilities through E-mail, browser, and internet/intranet capability.

Responsibility: Information and Communication Services
Timeframe: Intermediate

(5) Increase existing efforts to communicate with the public. Utilize *The Daily News* and other media to "reach out" to the public.

Responsibility: County Department Heads
Timeframe: On-going

(6) Prepare, maintain and circulate a centralized list of government-owned equipment. Indicate the potential availability of such equipment for use by area governments.

Responsibility: Central Services (Purchasing)
Timeframe: Short-term

(7) Broaden the distribution of the County newsletter to include area libraries as well as local governments, school districts and employees. The newsletter should contain information about County departments and services, issues of concern to governmental entities and important meeting dates.

Responsibility: County Manager, County Department Heads
Timeframe: Short-term

Goal: Explore additional opportunities for the County to work cooperatively among its departments and with local governments and school districts.

Actions:

(8) Re-distribute highway maintenance responsibilities between County and local governments, delegating more routine maintenance activities to municipalities (i.e. snow removal, paving, mowing, etc).

Responsibility: Highway Department, Local government officials
Timeframe: Intermediate

(9) Increase the County's role in the training of public safety and emergency management personnel and police dispatch.

Responsibility: County Sheriff, Emergency Management Services
Timeframe: Intermediate

(10) Re-evaluate the existing rental price structure for County equipment to competitively present costs to municipalities and to encourage increased sharing of resources.

Responsibility: Highway Department
Timeframe: Short-term

(11) Public schools, social service agencies, and law enforcement agencies should continue to work together and to build on the accomplishments of the Juvenile Justice Coordinating Committee. These efforts, which emerged from the Youth Collaboration Group (YCG), are vital to maximize the use of available resources and to deal more effectively with children and family issues.

Responsibility: Sheriff, Probation, Social Services, Youth Bureau, Juvenile Justice Coordinating Committee, Youth Collaboration Group, School officials
Timeframe: On-going

(12) The County should assist municipalities in solving existing water supply and distribution problems.

Responsibility: Genesee County Sewer and Water Agency (GCSWA)
Timeframe: Short-term

(13) Increase coordination with local governments and schools to improve the delivery of administrative functions in a cost-effective manner.

Responsibility:	Central Services (Purchasing), Information and Communication Services, Personnel, Insurance Services, Real Property Assessment Office, Buildings and Grounds, Vehicle Maintenance
Timeframe:	On-going

(14) Document successful cooperative efforts between County departments and with local municipalities and school districts, including information on cost-savings. Communicate results through methods described under communication initiatives.

Responsibility:	County Manager, County Department Heads, Local officials
Timeframe:	On-going

(15) Continue to investigate additional opportunities for increased cooperation between the County, local municipalities, and schools. The following areas appear to offer potential for either shared facilities/resources, improved services or more cost-effective delivery of services through the development of additional cooperative efforts:

Police/Sheriff Dispatch Services
Highways/Road Maintenance
Fire and Ambulance Service
Public Works and Equipment
Water Service and Distribution
Recreation, especially Youth Programs and Facilities
Human Services

Responsibility:	County Department Heads (Sheriff, Highways, Emergency Management Services, Building and Grounds, Planning, Parks, Youth Bureau, Social Services), Local and school officials
Timeframe:	On-going

(16) Continue to meet with representatives of adjacent counties to discuss areas of common concern, to identify successful delivery models and to evaluate the potential establishment of regional or inter-county delivery systems.

Responsibility:	County Manager
Timeframe:	On-going

B. Privatization

Goal: Develop appropriate public/private partnerships to improve the efficiency of service delivery without sacrificing service quality or sensitivity to the needs of County residents.

Action:

(17) Consider potential opportunities for the selective out-sourcing of governmental services. A representative sample of areas that may be considered for such approaches include:

- Custodial maintenance
- Airport
- Vehicle maintenance
- Information/communication/computer
- Social services
- School bus transportation/rural transportation
- Solid waste/Recycling
- Highway construction/maintenance

Responsibility: Highway Dept./Airport, Information and Communication Services, Building and Grounds, Planning, Social Services, GLOW and School officials
Timeframe: Intermediate

C. Technology and Computer Systems

Goal: Expand the role of Information and Communication Systems.

Actions:

(18) Provide computer network or web site to increase communication, as previously described.

Responsibility: Information and Communication Services
Timeframe: Intermediate

(19) Create, maintain and circulate a centralized list of government-owned equipment, as previously described.

Responsibility: Central Services (Purchasing) Department Heads
Timeframe: Short-term

(20) Provide computer training and cost-sharing programs for computer hardware and software to local governments and school districts.

Responsibility: Information and Communication Services
Timeframe: Intermediate

D. Effectiveness of County Agencies and Programs

Goal: County departments should expand existing outreach to the public, to other County departments and to local governments and school districts.

Actions:

(21) Evaluate existing programs that would benefit from increased cooperation with local government and school district officials. Increase the level and frequency of communications with local and school district officials and continue to explore opportunities for closer coordination.

Responsibility: Department Heads
Timeframe: On-going

(22) Enhanced opportunities for interaction between the County Historian and the public school systems could occur to the extent that personnel and resources are supplemented or increased.

Responsibility: County Historian
Timeframe: Short-term

(23) Improve the responsiveness of the Central Services (Purchasing) and Personnel Departments to inquiries or requests for assistance. Additional staff or re-organization may be necessary to insure maximum efficiency.

Responsibility: Central Services (Purchasing), Personnel
Timeframe: Short-term

Goal: Provide additional training programs.

Actions:

(24) Organize and coordinate the delivery of additional training of County, municipal and school district officials in the following areas:

Computer/Advanced Technology
Public Officials and Board Members
SEQR, Planning, Zoning, and Code Enforcement
Public Relations/Customer Service
Public Safety/Emergency Drills
Management Skills

Responsibility: Information and Communication Services, Planning, Emergency Management Services
Timeframe: Intermediate

(25) Maximize training opportunities by offering courses at nights and on weekends. Coordinate activities with GCC, especially through the tele-course program and with BOCES.

Responsibility: County Department Heads, GCC
Timeframe: Intermediate

(26) Develop measures to assist County departments as well as local officials and school district personnel to evaluate the effectiveness of existing programs and services.

Responsibility: County Manager
Timeframe: On-going

E. Joint Purchasing

Goal: Expand joint purchasing activities.

Actions:

(27) Increase outreach and education of County departments, local governments and school district officials about the availability, potential use and cost savings associated with participation in shared/joint purchasing programs.

Responsibility: Central Services (Purchasing)
Timeframe: Short-term

(28) Establish a fully integrated system within the County.

Responsibility: Central Services (Purchasing)
Timeframe: Short-term

(29) Investigate joint purchasing with BOCES and the school districts.

Responsibility: Central Services (Purchasing), BOCES, School districts
Timeframe: Short-term

(30) Expand GLOW's regional purchasing coop.

Responsibility: Central Services (Purchasing)
Timeframe: Intermediate

(31) Expand joint purchasing activities with Livingston, Orleans and Wyoming Counties.

Responsibility: Central Services (Purchasing)
Timeframe: Intermediate

F. Federal and State Mandates

Goal: Reduce the impact of unfunded or under-funded Federal and State Mandates on County and local costs.

Actions:

(32) Commission a study on the cost implications of Federal and State mandates.

Responsibility: County Legislature
Timeframe: Short-term

(33) Lobby State and Federal agencies to fully fund mandated programs or provide County agencies with increased discretion in making programmatic decisions and/or establishing eligibility requirements.

Responsibility: County Legislature and County Manager
Timeframe: On-going

(34) Initiate Legislative review to identify laws that inhibit increased cooperation between local governments, school districts and County government. Lobby State representatives to revise existing laws that inhibit cooperation.

Responsibility: County Legislature
Timeframe: Short-term

G. Communication with the Public

Goal: Establish regular programs to improve communication with the public.

(35) Although *The Daily News* has been identified as the principal means residents prefer to use to learn about government activities, continue to publish County information in the Pennysaver, Shopper's Guide, etc. which have widespread distribution throughout the community.

Responsibility: County Manager's office, Department heads
Timeframe: On-going

(36) Expand the use of other media (i.e., radio, cable television, etc.) to "reach out" to the public.

Responsibility: County Manager's office, Department heads
Timeframe: Short-term

(37) Begin to use electronic media (i.e., E-mail, Internet/Intranet, etc.) to communicate with the public and to distribute information, once County system is operable.

Responsibility: Information and Communication Services
Timeframe: Intermediate

H. Sales Tax Distribution

Goal: Ensure a fair and equitable distribution of sales tax revenues.

Actions:

(38) Evaluate the impact of changes in sales tax legislation being considered by the State Legislature on the County, its municipalities and school districts.

Responsibility: County Legislature, County Manager
Timeframe: Short-term

(39) Evaluate the current method of distributing sales tax revenues. In this evaluation, consider such factors as:

- Changes in State Tax Legislation
- Financial Need
- Parity
- Service Responsibilities
- Availability of Other Revenue Sources
- Development Opportunities/Issues

Responsibility: County Legislature, County Manager
Timeframe: Short-term

Appendix A

Focus Group Survey Results

Government Administration
Focus Group Survey Results
Summary Report

February 5, 1997

This report provides a summary of the results of the Government Administration Focus Group Survey. This survey was mailed to the 25 Focus Group members on November 1, 1996, with responses due on November 15, 1996. Surveys were returned by 20 members for a response rate of 80%. Follow-up calls were made on December 6, 1996, to all members who had not returned surveys. This report summarizes the responses to the survey.

Most respondents share information and coordinate services via traditional methods of written correspondence, telephone calls, meetings, and professional association activities. E-mail is only mentioned by two respondents. However, respondents overwhelmingly indicate that E-mail or å central repository of electronic information for the County (such as web sites, Internet) would be useful. Almost all respondents indicate that they would use a centralized list of government equipment if it were available.

Respondents appear to favor regular meetings of government leaders and decision-makers to share information, exchange ideas, and facilitate coordination. Nineteen (19) out of 20 respondents checked yes to a direct question as to whether or not such meetings would be useful. Some type of "roundtable discussions" or "brainstorming sessions" for top officials is suggested by almost one-half of the respondents when asked how to improve information sharing and coordination. Several commented that such meetings would need a specific agenda of items which are relevant to most officials in order to be worthwhile.

Meetings presently occur between organizations/agencies in the County and their counterparts in neighboring counties, school districts and municipalities. Fourteen (14) out of 20 indicate such meetings take place on a regular basis, and five of the remaining six indicate that such meetings would be useful.

About two-thirds (13) of respondents also indicate that they regularly share information with the public, generally through meetings, newsletters, radio, press releases, and annual reports. The ability to communicate with the public is limited by cost, inappropriate editing by newspaper staff, or lack of coverage in the more-widely read Rochester and Buffalo newspapers. Several respondents indicate no need to communicate with the public, as they are primarily a support service to other County departments or agencies.

The primary areas in which respondents suggest that the County should assume an increasing role in the future are:

- Communication/technology
- Law enforcement
- Joint purchasing
- Water
- Road maintenance

The areas in which respondents feel the County should have less of a role and their preference for the level at which services should be provided are:

Service	Preferred Provider
• Airport	• Private or regional
• Highway maintenance	• Private, municipal or regional
• County Nursing Home	• Private
• Department of Social Services	• Regional or state
• Job development/training	• Private or state
• Museum	• Private

In most cases, respondents indicate that the services listed above would be better provided by the private sector. Privatization is also recommended as a more cost-effective means of providing the following County services:

- Custodial, building maintenance
- Vehicle maintenance
- Information/communication/computer
- Mental health
- Accounting/billing/payroll/insurance
- Solid waste/recycling
- Road construction/transportation
- Human Services/Youth Services

The primary obstacles to privatization are identified as labor unions/contracts, employee opposition, State and Federal mandates or regulations, service and quality issues, and cost. Eighteen (18) of the 20 respondents indicate that State and Federal mandates affect the operation of their agencies, but slightly more than one-half (12) feel that such regulations do not hamper their ability to cooperate with other agencies.

Most respondents (14) indicate that a mechanism is in place to measure the effectiveness of existing programs and services at their agency. An annual review or budget process is the evaluation mechanism cited most frequently. Respondents are evenly divided on whether adequate training is available for public employees and officials (10 yes, 10 no). Additional training is most often recommended in computer skills/use of advanced technology and public relations/customer service.

Fifteen (15) of the 20 respondents feel that the fact that the western area of the County is drawn to Buffalo and the eastern area to Rochester does not affect the delivery of services by their agency. Several remarked that such a split often benefits the County.

Finally, suggestions have been made to improve the delivery and coordination of governmental services in the County. The elimination of duplication between the County and municipalities or school districts, and making the best use of the resources of each, is most frequently suggested. Increased communication and regular interagency meetings are also emphasized. Several respondents note that the procurement of goods and services should be coordinated to obtain the lowest price, and County departments or accounting units should be consolidated.

The following section of the report provides more detailed information on survey responses.

Government Administration
Focus Group Survey Results

February 5, 1997

Notes: *Surveys have been returned by 20 of 25 Focus Group members: 80% response. Follow-up calls were made in first week of December 1996, to all members who did not return surveys.*

Responses and comments are summarized from surveys and do not represent exact quotes, unless indicated as such.

For any response or comment mentioned more than once, the number of times it was mentioned is shown.

1. Please describe methods you presently use to share information and coordinate the delivery of services with other counties, county departments, municipalities and private organizations.

13	Written correspondence/Interoffice mail/Fax
11	Telephone contact
9	County/regional/statewide face-to-face meetings
7	Regional/statewide professional association activities
3	Newsletter
3	Personal contact
2	E-Mail
2	County Management Team meetings
2	GLOW Chairs/Administrators/Managers meetings
2	Genesee Association of Municipalities
	Annual report
	Serving on Board of Directors
	Share equipment, services and knowledge
	Joint training and mutual aid
	Local contracts for services
	Strategic Plan "Road Shows" to municipalities & organizations
	Legislature Chair's six month Pass-In-Review
	Genesee County Government Week
	Genesee County Plan-of-the-Month
	Genesee 2000
	Intercounty Association of Western New York
	Genesee Association of Magistrates and Peace Officers
	POETS Human Service/Job Development meeting
	Genesee County Assessor's Association monthly meetings
	File of County Directories
	None of the above necessary communication due to staff and time limitations

2. **Please provide any specific suggestions that you have to improve the sharing of information and to improve coordination between Genesee County, its municipalities, the school districts and BOCES?**

9 Periodic meetings of government leaders/key-decisionmakers to share information and facilitate cooperation; brainstorming sessions; roundtable discussions (monthly, quarterly, semi-annually)

"Sometimes the best suggestions/resolutions come from those not directly involved in an issue."

4 Increase computer access and communication among all entities in County

2 Face-to-face meetings and sharing of strategic plans for each of the following: Genesee Association of Towns and Villages Meetings, County Government-Student Government sessions, 4-H government intern program

2 County Newsletter

Computerized list of equipment, County contracts (Internet)

Combined calendar of events and meetings

Combine shared services (purchasing, personnel, etc.)

Identification of roles for each dealing with the same client

County-wide or intercounty organization of Building and Grounds Depts.

3. **Would it be useful for the chief elected officials and administrators of the various governmental units and school districts to meet on a regular basis to discuss common problems, to exchange ideas and to work toward the solution of mutual concerns?**

19 Yes 1 No

Several comments as follows: Meetings on relevant items with a specific agenda is necessary.

4. **Does your staff have regular meetings with their counterparts in neighboring counties, school districts and municipalities?**

14 Yes 6 No

Examples: Town Clerks Association, Highway Superintendent Association

Principally on managerial level

5. **If No, would such meetings be an effective method of exchanging information and helping to solve mutual operational problems?**

5 Yes 1 No

Comments: Any exchange of information is helpful.

6. **How can the County use computer technology to improve coordination and the sharing of information?**

14 E-mail/Central Informational Communication System/Electronic bulletin board/Internet/Web site:
include municipalities, schools, State
publish Legislative Meeting Agenda

3 Standardize computer systems and software; Common data base for financial information, purchasing, policy, procedure

Public information access through libraries

Provide computer services (software, equipment training) to municipalities

Fiber optics, phone linkages

7. **Would you use a centralized listing of governmental equipment if it were available?**

18 Yes 0 No 2 Not Sure

Comments: Genesee County Training Equipment list compiled in 1994 by Management Training Committee; an update would be helpful

Initially would not anticipate any significant need for equipment in our function.

8. **How can centralized purchasing be expanded/improved to better meet your needs?**

10 Coordinate purchase of generic goods and services; joint solicitation, unified vendor contracts, critical mass pricing; include all municipalities and County departments

5 Current system meets needs/use current system to full capacity

2 GLOW regional purchasing coop

2 Training on current system/need staff available at all times to answer questions

Reduce paperwork

9. **Do you have a mechanism in place to measure the effectiveness of existing programs/services currently provided by your agency?**

14 Yes 6 No

If Yes, please describe

6 Annual review mechanism/budget process

2 Periodic reporting to State/Federal agencies or outside organizations

2 Comparison of costs to private sector costs

2 Community feedback, news media

Flow chart analysis, cycle time reductions

Feedback from other departments

Regular attendance at meetings of organizations we serve

Managerial training

Monthly reports

Increase in voter registrations

Contemplating use of brief evaluation card

Service request process with project management within current staffing allocations

If No, would the availability of such measures be useful to you?

6 Yes 1 No

Please explain:

Need to know what services are important to citizens during tight budget times

Need a reliable means of converting qualitative data to quantitative data

Judge by number of complaints; problem is too much work and not enough help

Until office is staffed by full time employees, time-based studies and measurements of existing services do not provide accurate picture.

Use of evaluation card would provide direct response.

10. **Do you meet/share information with the public on a regular basis?**

13 Yes 7 No

If Yes, please describe current methods and format

8 Meetings with public or open to public

6 Radio

6 Press releases, working with news media

5 Periodic newsletter

3 Annual reports/budgeting process

Seeking ways to improve access to records/publications

Legal Notices

Publications

If No, would such sharing be useful and what factors preclude your ability to communicate with the public:

2 Primarily are a support service to other County Depts. and Agencies

Batavia Daily not well read, and coverage in Rochester paper is minimal

Inappropriate editing of information by newspaper staff

Cost

11. **If you are representing an agency that provides direct services to residents, could any of the services currently being provided by your agency, be provided more efficiently on a regional basis or by a private contract?**

6 Yes 8 No 6 N/A

If No, please explain.

2 County can provide service at lower cost than private or contract methods.

Need detailed cost studies to ascertain.

Different rules and regulations by County; turf and political issues

Most services are County-specific

By law, election operations must be implemented on local level by elected Commissioner

Provision of services are dictated by State or local law which would still apply if provided regionally or privately

If Yes, please identify specific services.

Teacher certification
Social services
Mental health
Purchasing
Airport
Economic development
GCC outreach campus
Busing
Food service - schools

12. **Please identify those services for which you believe the County <u>should assume an increasing role</u> in the future. Please list by order of priority.**
*(Note: * indicates that this concern was listed as a first priority)*

5	Communication/technology/information services ***
5	Law enforcement *
4	Joint purchasing **
4	Water **
4	Road maintenance/highway *
	Care for elderly *
	Waste management/recycling
	Culture
	Tax collection
	Infrastructure
	Utilities
	Equipment maintenance and repair
	Coordinating projects
	Consolidating government entities
	Public relations
	Personnel
	Economic development/tourism
	Public health
	None

13. **Please identify those services for which you believe the County <u>should have less of a role</u> in the future. Next to each service designate the preferred provider for the particular service as either: regional, municipal, private or the service should no longer provided.**

	<u>Service</u>	<u>Preferred Provider</u>
5	Airport	Private or regional
2	Highway maintenance	Regional, municipal or private
2	County Nursing Home	Private
2	Museum	Private
2	Dept. of Social Services	Regional, state
2	Job development/training	State or private
	Purchasing	Regional
	Home health care	Private
	Youth services	Private
	Mental health	Private
	Waste/Recycling	Private
	Communications	Private
	Infrastructure	Private or municipal
	Motor vehicles	State
	Sheriff computers	Info & Communication Services
	Pre-school/Handicapped children	Schools

14. **Recently, much has been made of privatization as a means of providing some services on a more cost-effective basis. Please identify those services that appear to offer the best potential to be provided by private entities.**

7	Custodial/maintenance
4	Vehicle maintenance
4	Information/communication/computer
3	Mental health
3	Airport
2	Accounting/billing/payroll/insurance
2	Solid waste/Recycling
2	Road construction/transportation
2	Human services/Youth services
2	Nursing/Health care
	Snowplowing
	Busing
	Nursing Home
	Jail
	Printing (Central Services)
	Job training

15. **What obstacles preclude the opportunity for privatization.**

9	Labor unions/contracts
4	Employee opposition, fear of losing jobs
3	State and Federal regulations and mandates
3	Service and quality issues
3	Cost
	Conflict of interest
	Lack of flexibility
	None - only requires County Legislature/management investigation and decision
	Bureaucracy
	Investment in equipment/systems
	Lack of direct control
	Local government would not want to give up control of operations

16. **Is the daily operation of your agency impacted by Federal and/or State mandates?**

18 Yes 1 No 1 No response

If Yes, please describe and be as specific as possible.

3 Real property assessment law
2 Wickes Law
2 Local Government Records law
Court system/binding arbitration
School law
Arts & Cultural Affairs law
Social services
Mental health
Welfare
Health - Environmental review
Medicaid
Pre-school/Handicapped Children program
OSHA
Uniform Code
Workers Compensation
SEQR
Weights and Measures regulations
COBRA
FMLA
FLSA
Motor Voter law
State cleanliness standards
Computer changes (hardware and software)
US Passport Services
NYS Dept of Taxation and Finance regulations
NYSDEC licensing requirements
Dept. of State regulations re: Notaries Public, UCC's, Corporations, Assumed names
Office of Court Administration regulations
DOT regulations

17. **Do State regulations make it difficult for you to cooperate with other agencies in the delivery of services?**

7 Yes 12 No 1 N/A

If Yes, please explain.

3 Bureaucratic regulations and approval process

2 Delinquent or inadequate payments from State/lack of funding

Lack of flexibility

State regulations should be customized by location - downstate vs. upstate; rural vs urban etc.

Inability to draw long-term binding contracts with other municipalities State agency couldn't buy as part of regional purchasing coop

Response to requests for information is not timely

Some regulations have more impact on some areas because of interest group focus

18. **Is the present level of training for public employees/officials adequate?**

10 Yes 10 No

If No, please identify those areas for which additional training would be helpful to improve the quality and efficiency of service delivery. Please be specific.

5 Computer/advanced technology

3 Public relations/customer service

Communications

Planning/Zoning/Code enforcement/Public meetings

SEQR

Public procurement

Management skills for Legislators (teamwork, decision-making, problem-solving, diversity)

New cleaning techniques and boiler technology

19. **Does the fact that the western area of the County is drawn to Buffalo and the eastern**

area to Rochester affect the delivery of services by your agency?

5 Yes 15 No

If Yes, please explain.

2 Its a benefit. Vendors, contractors from each area compete for lowest price. County functions as a central meeting place. Airport is central. Serves as a business incubator for larger metro areas.

Different costs for services on each side of County.

Shopping malls attract retail sales out of Genesee County.

Providing health insurance.

Growth in Rochester, commuter traffic to/from Rochester.

Difficulty in effectively communicating and providing information to entire County - changes in requirements and state laws cannot be effectively transmitted on a timely and cost-effective basis

20. **Please indicate in the space below your comments and suggestions regarding ways to improve the delivery and coordination of governmental services in Genesee County:**

9 Eliminate duplication between County and municipalities/schools, make best use of resources of each, consolidate services and personnel with technology, follow common goals/direction

7 Better and more open communication between County, public and other levels of government; regular interagency meetings

2 Coordinate procurement to obtain goods and services at lowest price

2 Consolidate County departments/accounting units

Create on-going task force to review where services can be improved

Regional drainage districts

Metro police

Local calling area throughout County

Better response from State and Federal agencies

Divest non-essential County services

Implement Comprehensive Plan objectives

Focus on County's Strategic Plan, completing goals and objectives

Management training for employees

Management and employees (unions) and Legislature has to work as a team to provide the most cost-effective service without fear of job loss, and award employees who achieve this goal.

Focus on providing needed services that are cost-effective with minimum impact on taxpayer

Disparity among financial conditions of municipalities result in a wide range of positions on issues and inability to cooperate

Information and Communication Services must be given more authority and responsibility for computers, information systems, and telecommunication to integrate systems through County and municipal governments

Appendix B

Local Government Survey Results

GENESEE COUNTY COMPREHENSIVE PLAN
LOCAL GOVERNMENT SURVEY - GOVERNMENT ADMINISTRATION

Summary of Responses

Notes: *Responses from 28 of 29 municipalities and school districts, including:*

13 of 13 Towns,
5 of 6 Villages,
1 of 1 City, and
9 of 9 School districts *(Note: 1 school district received Focus Group Survey and responses do not directly correlate.)*

Responses and comments are summarized from surveys and do not necessarily represent exact quotes.

The number of times each response or comment was made is shown.

1. How would you rate the extent to which your municipality/school district works cooperatively with the following entities.

		Very Well	Moderately Well	Not Well	Not Applicable
a.	Towns	15	11	0	2
b.	Villages	13	6	0	6
c.	City of Batavia	0	6	1	17
d.	Genesee County	10	11	2	2
e.	School Districts	14	8	1	2

2. **Please identify the specific areas in which you currently work together or share facilities, equipment or services with other governmental entities.**

a. Towns

15	Road maintenance/personnel/equipment
6	Youth recreation
4	Public works projects/large equipment
4	Police and fire services/dispatch
3	Fuel storage/service
3	Water
3	Property assessment/taxes
3	Zoning\Code Enforcement
2	Share building space
1	Hospital insurance
1	Library
1	Grant center
1	Economic development
1	Health and safety
1	Waste disposal
1	Sanitary sewer
1	GAM
1	Voting

b. Villages

9	Road maintenance/snow plowing
4	Public works projects/large equipment
3	Fuel storage/service
3	Water
3	Recreation facilities
2	GAM
2	Police and fire service/dispatch
2	Zoning and code enforcement
2	Property assessment/assessor
1	Health and safety
1	Library
1	Recycling
1	Cemeteries
1	Building Space

c. **City of Batavia**

2	Youth programs
2	Recreation
2	Police and fire service
2	Water service
1	Equipment sharing
1	Wastewater treatment facility
1	Transfer station
1	Landfill closure
1	Ambulance service

d. **Genesee County**

8	Road maintenance/Highway dept./snow removal		
5	Police/Sheriff		
3	Public works projects/large equipment		
3	Tax assessment/collection		
2	Communications	1	Fire training
2	Planning	1	Civil Service Office help
2	Insurance	1	EMS
2	Social services	1	Dog control
2	Pre-school and handicapped education		
1	Office space		
1	Youth and senior programs/facilities		
1	Purchasing		
1	Clerk		
1	Worker's Compensation		
1	Legislature support, communications		

Comments:

City and Town of Batavia account for the majority of shared services "Often cheaper to work with private vendors than the County."

e. **School Districts**

6	Recreation facilities and equipment
5	Fuel and road salt storage
3	BOCES
3	Snow removal, ice control
3	Construction equipment
2	Water/sewer
1	Youth programs
1	Parking lots
1	Shared bus garage
1	Curriculum
1	Voting machines/facilities

3. Please identify the specific areas which have the most potential to benefit residents in your jurisdiction if there was additional sharing or cooperation among local and county governments and school districts.

a. Towns

5	Public works projects/Large equipment
4	Water production and distribution
3	Road maintenance
2	Financial services
2	Recreation facilities
2	Maintenance facility
1	Sales tax revenue
1	Fire service
1	Building inspection
1	Fuel distribution
1	Human services
1	Purchasing
1	Tax collection
1	Shared facilities
1	Fuel depot
1	Vehicle maintenance
1	Sanitary sewer
1	Court facilities

b. Villages

3	Shared equipment/manpower/facilities
2	Financial services
2	Recreation programs/facilities
2	Purchasing
1	Sales tax revenue
1	Water production/distribution
1	Fire service
1	Building inspection
1	Public works projects
1	Maintenance facility
1	Fuel distribution
1	Tax collection
1	Government (consolidate with Town)
1	Legislation

c. City of Batavia

4	Water supply
1	Human services

d. **Genesee County**

3 Human services/DSS
3 Police/Sheriff
2 Public works projects
2 Purchasing
2 Water
2 Fire training (if County pays for it)
2 Youth programs/recreation
1 Senior programs
1 Road maintenance
1 Financial services
1 Tax collection
1 Cooperative health efforts
1 County vehicles
1 School bus garage
1 Computer/communication

e. **School Districts**

2 Youth services/recreation
2 Transportation/vehicle maintenance
1 Joint projects
1 Fuel depot
1 Promotion of public access to school facilities

Comments:

Would like to see money for (school) operation come from state rather than real estate taxes. Real estate is being overburdened with taxes.

The technological capacity available today, if properly planned and implemented, would enable a broader use basis to be readily available, whether we're talking about equipment, records, training programs, etc. Until we are properly networked, we cannot use economy of scale. Some headway has been made with libraries, but the surface has not yet been skimmed.

4. **In your opinion, are there services currently provided by Genesee County that would better be provided by local governments.**

Yes 8 No 19

If yes, please identify each service.

6 Road maintenance/snow plowing/ice removal/mowing

1 Schools could be used for offices, substations

Comments:

Except for bridge work/engineering, road maintenance should be consolidated between the Towns.

Gov't - individuals can have more involvement in local decisions.

5. **In your opinion, are there services that you currently provide that would be better provided by Genesee County?**

Yes 7 **No** 20

If yes, please identify each service.

2 Tax assessment
2 Fire service/training
1 Police dispatch
1 Youth services
1 Senior services
1 Public employee services (insurance, personnel, payroll, purchasing, communication)
1 Building code enforcement
1 Court system
1 Ambulance
1 Disaster preparedness

6. **In your opinion, are there services currently provided by governmental entities (municipalities, Genesee County, school district) that may be more effectively provided by private organizations.**

Yes 11 **No** 14

If yes, please identify each service.

3 County airport
2 School bus transportation
1 Solid waste disposal
1 Maintenance
1 Health
1 Bridge building
1 Wastewater treatment facilities

Comments:

"Privatization would improve efficiency not necessarily the effectiveness of services"

Cost-effectiveness must be a constant goal and benchmarking against private sector is a useful tool.

Sub-contracting should always be a consideration

We have looked at other ways to provide support services but have not found more cost-effective/efficient ways that do not also involve loss of control

Based on cost savings/efficiency

Some municipal operations in smaller municipalities are clearly ripe for privatization, through retirement and job restructuring.

7. **Are there services or assistance that Genesee County could provide that would enable you to improve the delivery or effectiveness of the services you currently provide?**

Yes 9 **No** 14 (Don't Know 1)

If yes, please identify how Genesee County may be of help to you.

3 Information/Communication/Computer
2 Planning
2 Water Distribution for entire County and/or from Great Lakes
1 Economic Development
1 Purchasing
1 Legal assistance
1 Computerized tax collection system
1 Road maintenance/snow removal

1 Social services - more interaction with schools
1 Engineering

Comments:

Planning Dept. is great help.

Current support by the Genesee County Planning Department is greatly appreciated. The issue of water needs to be collectively addressed throughout the County.

8. **How do you measure the effectiveness of programs/services that you currently provide? Please describe.**

7 Public feedback/user comments
6 Cost-effectiveness (budget vs. expenditures, cost vs. revenues)
2 Achievement tests (students)
2 Industry standards/benchmark data
2 Time and/or cycle analysis
1 Number of persons served
1 Board of trustees
1 Regular evaluation of staff and program goals
1 Managerial skill training

9. **Would you be interested in having measures available to help you evaluate the effectiveness of service delivery.**

Yes 15 **No** 6 **(NA** 1)

10. **Please identify the extent to which you currently use computer technology to improve the efficiency of your daily operation.**

12 Financial management/accounting/bookkeeping/billing
8 Office functions/word processing/spreadsheets/databases
6 Town clerk's office
4 Assessor's office/tax rolls
4 Court system
3 Student services (transportation, student records, cafeteria, etc.)
2 Student instruction
1 Internal building services (HVAC, fuel, etc.)
1 Records management
1 Dog licenses
1 Telemetry controls for water system

11. **Do you have suggestions as to how the County could be of help to you in expanding the use of computer technology?**

Yes 15 **No** 10

If yes, please identify.

6 Training programs/facilities
3 Computerized purchasing/payroll/personnel
2 Cost sharing for computer expenses
2 Develop area-wide network to improve communication/County supported/common software
1 County-wide GIS
1 Planning, zoning and codes
1 Highway
1 Computer hardware and software
1 Operation and maintenance

12. **Would you use a centralized listing of government-owned equipment if it were available?**

Yes 25 **No** 1 **(Not sure** 1) **(NA** 1)

If no, please explain.

No cost to use listing should be involved.

13. **Are you aware of the County's efforts to implement a centralized purchasing operation?**

Yes 14 **No** 13

If yes, do you have suggestions to improve the existing system?

Better communication.

Potential local vendors for purchasing collectively, state bids provide this service but what good is this hardware without local service and support.

If no, would you be interested in receiving information about the availability of such services.

Yes 16 **No** 1

Comments: (from a School District) probably more sense in use joining with other school districts

14. **In your opinion, is the present level of training available for public employees/officials in your organization adequate?**

Yes 18 No 9

If no, please identify those areas in which additional training would be helpful to improve the quality and efficiency of service delivery. Please be as specific as possible.

5 Training for public officials/board members
2 Computer technology
2 Public safety/civil emergency drills
1 TQM/customer service
1 Service delivery
1 Management training
1 Education

Comments:

More tele-conferences scheduled at GCC - eliminate much of cost for NYC conferences.

Training should be re-scheduled for nights and weekends to allow part-time government officials to attend.

Regional training is necessary as so many cannot or will not travel to participate in necessary training and growth.

Training is a constant for us - internally and through programs provided to others.

15. **In general, how well do the services currently provided by the following County Departments meet the needs of your constituents.**

	Very Well	Moderately Well	Not Well	Don't Know
County Treasurer	16	5	0	5
Election Commissioners	12	6	1	7
Historian	9	4	4	8
Buildings and Grounds	2	6	0	18
Records Management	4	6	0	15
Weights and Measures	5	6	1	14
County Clerk	16	5	0	5
Genesee Community College	12	9	0	5
Purchasing	4	6	5	11
Personnel	7	8	5	6
Real Property Tax Services	18	6	0	2
Self-Insurance	8	6	2	9

Please provide comments in the space below

Real Property Tax Services are always responsive and helpful.

Funding methods for self insurance for fire departments need drastic changes.

No interaction between schools and County historian.

Some difficulties with interaction with Personnel.

16. How important is it for the County to initiate the following activities to assist municipalities and school districts in providing governmental services.

		Very Important	Somewhat Important	Not at all Important	No Opinion
a.	Provide a forum for governmental officials to meet on a regular basis	9	12	4	1
b.	Expand the centralized purchasing operation to include neighboring counties	3	15	7	1
c.	Maintain a list of government owned equipment	8	13	4	1
d.	Evaluate the cost effectiveness of providing services on a shared basis	12	10	4	0
e.	Increase the use of computer technology in daily operations	11	11	3	1
f.	Determine the cost implications of State and Federal mandates	15	9	2	0
g.	Eliminate barriers to make it easier for governmental agencies to work together	14	12	0	0
h.	Provide better communication to the public on governmental concerns/ activities	11	13	1	1
i.	Investigate the delivery of services on a multi-county basis to improve efficiency	1	17	5	3
j.	Investigate privatization as an alternative means of service delivery	6	10	8	2
k.	Strive to create a centralized/integrated telephone system within the County	6	9	7	4
l.	Provide additional training for government officials/employees	6	14	5	1

17. **In your opinion, should the existing distribution of sales tax revenue be re-evaluated?**

12 **Yes**
13 **No**
2 **Don't know**

Comments:

All government acts should be re-evaluated from time to time.

(3 comments from school districts): Schools should receive some of this money.

Please use the space below to provide comments or additional steps the County could take to improve the quality or efficiency of governmental services.

Since County has been run by legislators the Town governments are not as well informed. That is we do not have contact with other towns. It would be good if County Legislators and Town Supervisors would have 3 or 4 meetings a year. Our representative has three towns, but because of scheduling conflicts does not attend any of our meetings.

Appendix F

Law Enforcement & Emergency Management Technical Report

Genesee County Comprehensive Plan
Law Enforcement and Emergency Management Focus Area

Technical Report

July, 1997

GENESEE COUNTY COMPREHENSIVE PLAN

Technical Report
Law Enforcement and Emergency Management Focus Area

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GENESEE COUNTY LAW ENFORCEMENT, CRIMINAL JUSTICE, AND EMERGENCY MANAGEMENT DEPARTMENTS AND AGENCIES

INTRODUCTION

The purpose of this report is to both describe the existing law enforcement, criminal justice, and emergency management services provided in Genesee County and to identify opportunities for improving or otherwise enhancing the services provided as well as to identify any constraints to such efforts.

The first part of this report provides a description of the existing agencies that are involved in law enforcement, criminal justice, or emergency management services. Although a great many are Genesee County agencies, many are not. Genesee County, New York State as well as municipal agencies within Genesee County are involved to varying degrees. County agencies are described in greater detail than State or municipal agencies. Almost all of the law enforcement, criminal justice, and emergency management services in which the County are involved, with very few exceptions, are State mandated. Moreover, the County does not have the option of providing these services by outsourcing (subcontracting with a private service provider).

Also contained in this report is a discussion of how the various law enforcement, criminal justice, and emergency management services interact with each other and the efforts they make to improve service coordination and delivery. The agencies covered in this report are so interrelated that changes made by one agency will ripple through and impact all of the other agencies to varying degrees depending on the nature of the changes. As a result, coordination and collaboration between agencies are very important, and their success or failure affects each individual agency's ability to provide effective and efficient service.

A portion of this report is dedicated to summarizing and interpreting the information garnered from the various questionnaires administered to a random sample of Genesee County residents, to the municipalities and school districts in Genesee County, and to a Focus Group comprised of representatives of several of the law enforcement, criminal justice, and emergency management agencies. In some instances the information provided by the questionnaires was relatively easy to interpret because the patterns that emerged from the responses demonstrated a consensus among the respondents. In other instances interpretation was difficult or not possible because survey responses were diffuse and no consensus was evident.

The final section of this report contains goals and objectives that have been proposed based on an analysis of the information collected through the questionnaires. These proposed goals and objectives served as the basis for Focus Group discussion and the goals and objectives reflect the thinking of the Focus Group.

As stated above, the Focus Group had representatives from a number of agencies. The Focus Group consisted of 15 members. Each of the members and the agency he represented is listed below:

Focus Group Members Name	Agency Affiliation
Edgar Hollwedel, Chairman	Magistrates Association
Frank Ciaccia	STOP-DWI
Gary Clark	Probation
Charles Graney	Family Court
Fred Holmes	Village of LeRoy
Gary Horton	Public Defender
Roger Lander	Emergency Management Services
Gary Maha	Sheriff's Office
Robert Noonan	District Attorney
Pedro Perez	NYS Police
Mark Robinson	Batavia Police Dept.
Sam Steffenella	LeRoy Police Dept.
Bill Wagner	Fire Advisory Board
Michael Welsh	County Legislature
Dennis Wittman	Victims Assistance

GENESEE COUNTY LAW ENFORCEMENT, CRIMINAL JUSTICE, AND EMERGENCY MANAGEMENT AGENCIES

SHERIFF'S OFFICE

The Genesee County Sheriff's Office is the County agency responsible for law enforcement throughout Genesee County. The Sheriff's position is an elected position and the Sheriff serves as the chief law enforcement official of the County. NYS law also designates the Sheriff as an officer of the court. All other positions within the Sheriff's office are appointed by the Sheriff. Two of those positions, i.e., the Undersheriff and the Confidential Secretary to the Sheriff are Civil Service exempt positions with the remainder being Civil Service competitive positions. The Sheriff's Office is comprised of four bureaus, i.e., Police, Jail, Civil, and Community Services/Victim's Assistance and is responsible for six program activities. Each of the Bureaus and the program activities for which each is responsible is identified described below.

Police Bureau

The Police Bureau has responsibility for carrying out the department's mission to enforce laws and provide police services to County residents. The Police Bureau is subdivided into the Road Patrol Division, the Investigation Division, the Juvenile Section, the Communication Section, and the Animal Control Section. The Patrol Division, as its name implies, is responsible for providing police patrols throughout Genesee County. This is accomplished by assigning Sheriff's deputies in patrol vehicles to various areas (zones) within the County. The County is divided into two, three, or four zones depending on the number of Sheriff deputies assigned to patrol duty per shift. In addition to enforcing laws and apprehending violators, the Road Patrol

Division is responsible for the initial investigation of suspicious and criminal activities, prisoner transports, crime prevention, maintaining public order, preserving public peace, and regulating human conduct consistent with its police role.

The Investigation Division augments and supports the work of the Patrol Division. The work performed by the Investigation Division requires specialized training and skills and includes: investigating criminal and noncriminal incidents; obtaining information and evidence relating to incidents; testifying in court proceedings; recovering stolen property; drug enforcement; and, apprehending and arresting offenders. The Sheriff's Office participates in the county-wide Drug Task Force.

The Juvenile Section supports both the Patrol Division and the Investigation Division. The activities performed by the Juvenile Section are very similar in nature to the work the Investigation Division performs, except that the Juvenile Section deals exclusively with juveniles. The Juvenile Section investigates criminal and noncriminal incidents, gathers information and evidence, recovers stolen property, testifies in court proceedings, and arrests or petitions offenders. Additionally, the Juvenile Section runs the in-school drug education program (DARE) within the County.

The Communication Section of the Sheriff's Office is a specialized unit which provides centralized public safety communications (dispatching) to participating police, fire, and emergency medical agencies within Genesee County. The Communication Section is responsible for the administration of the County's 800 MHz radio communication system, the County's Public Safety Communications Center, for the maintenance of the E-911 emergency telephone system and for answering all telephone calls coming into the Sheriff's Office and redirecting the calls accordingly.

The Animal Control Section is responsible for operating the County's animal shelter as well as for investigating and enforcing the NYS Agriculture and Markets Laws, Public Health Laws, and any other laws pertaining to animals. Stray animals caught and sheltered at the animal shelter are fed and watered until such time as they are adopted, redeemed by their owners, or destroyed.

Jail Bureau

The Jail Bureau is responsible for operating the County Jail so as to provide the proper care, supervision, discipline, and correctional programs for all persons committed to the Sheriff's custody. Persons can be committed to the Sheriff's custody for various reasons such as for safekeeping, examination or trial, as a witness, for an imprisonment sentence, or for contempt of court. The County jail also houses State and Federal prisoners on a temporary basis until they can be transferred to suitable State or Federal facilities.

Civil Bureau

The Civil Bureau is responsible for executing all legal processes in the County referred to the Sheriff's Office. These legal processes include: wage attachments, evictions, court judgements, seizure orders, and civil arrests and other summons.

Community Services and Victims Assistance Services

Community Services offers alternatives to incarceration to persons who have been tried and found guilty of a legal infraction. Community Service provides an avenue for offenders to make restitution to the community by providing their labor for projects and activities that improve the community. Examples of the types of activities performed under Community Services include: construction, repair, or maintenance work for community organizations such as churches, not-for-profit corporations, and governmental agencies. If the offender has a particular talent or skill he or she may be required to performed specialized work using that talent or skill.

In addition to providing a way for offenders to make retribution to the community for their misdeeds, Community Service also provides the Courts with a mechanism for saving Genesee County money. If offenders were incarcerated, the County would incur costs for housing those offenders in the County Jail. By not incarcerating these offenders, the County not only avoids these costs, but has an opportunity to increase revenues by temporarily housing Federal inmates. This revenue source will be discussed in greater detail in a later section of this report.

The Victims Assistance Program is a victim advocacy service operated by Genesee County. Through Victims Assistance, the victims of crime receive support services to assist them to come to terms with being victimized and to overcome the trauma. This is accomplished in a number of ways including: conducting outreach interviews at victims' homes; providing counseling and group support; providing information about the criminal justice system and how it operates; assisting with compensation claims; providing court accompaniment and witness preparation; helping to secure orders of protection; monitoring offender sentences; etc. For victims who are children, the Victims Assistance program provides more intensive services to promote and protect children's welfare.

DISTRICT ATTORNEY'S OFFICE

The District Attorney's Office is responsible for the court prosecution of persons who have been accused of committing crimes within Genesee County. The District Attorney position is a full-time elected position and the District Attorney is an officer of the court. In addition to prosecuting criminal cases in court, the District Attorney's Office also assists police agencies with pre-arrest investigations, making application for search warrants and eavesdropping warrants, legal research and the preparation of pre-arrest documents.

The District Attorney's Office also prepares all felony cases for presentation to the Grand Jury for consideration for indictment. This includes examining both victims and witnesses. After Grand Jury indictment, the District Attorney's Office appears at all subsequent proceedings pertaining to the case, prepares all legal documents for the case, negotiates pleas, selects juries, and prosecutes cases in court trials. The District Attorney is responsible for preparing legal briefs and making arguments in the appeals court having jurisdiction over the case. Additionally, the District Attorney's Office is responsible for seeking restitution for victims who have sustained losses.

Felony criminal cases are not the only type of cases prosecuted by the District Attorney's Office. The District Attorney is also responsible for prosecuting all misdemeanor cases in the 18 Town and Village Justice Courts within Genesee County. Probation violations also fall within the

District Attorney's prosecutorial domain.

PUBLIC DEFENDER'S OFFICE

The Public Defender's Office is responsible for providing legal defense in court proceedings to persons who cannot afford to provide their own legal defense. This would include providing defense services to persons charged with felonies, misdemeanors, and violations under the Penal Law, with felonies and misdemeanors under the Vehicle and Traffic Law, or with probation violations. The Public Defender's Office is also responsible for representing prison inmates at parole hearings if they are eligible for such assistance. Also, the Public Defender represents eligible persons in certain classes of Family Court proceedings. The Public Defender is a part-time appointed position. The County Legislature is the appointing authority. Defendants' eligibility for the Public Defender's services is determined by the courts.

In situations in which providing representation to a person would result in a conflict of interest for the Public Defender's Office, outside counsel is assigned. The Genesee Legal Assistance Corporation, a not-for-profit corporation formed by the Genesee County Bar Association, has responsibility for maintaining a pool of names of attorneys who are willing to serve as assigned counsel and for making the actual assignments.

PROBATION DEPARTMENT

The Probation Department provides several services which assist and benefit the various courts in Genesee County. In addition, the Probation Department assists District Attorney's Office, State and Federal prisons, State Parole Board, the County Jail, defense attorneys, and the victims. The Probation Department's services involve the Department in both pretrial as well as post trial work tasks. Similar to Community Services, the Probation Department provides the courts with an alternative to incarceration. Not all of the work performed by the Probation Department involves criminal activity. Much of the work performed on behalf of Family Court involves working with families to resolve family disputes. The various services and functions of the Probation Department are described below.

Intake-Family Court Diversion

The Intake-Family Court Diversion service is provided to persons experiencing family problems and are in need of assistance. This service is offered on a walk-in basis. The Probation Department reviews, in detail, the problem(s) the person is experiencing and the family situation to determine if the problem(s) can be informally resolved with the assistance of the Probation Department or if Family Court needs to become involved. If the Probation Department determines that it cannot resolve the problem then Family Court is petitioned to hear the case.

The typical types of family problems the Probation Department encounter include, but are not limited to family offenses, custody and visitation issues, modifications of divorce decrees, juvenile delinquency, and persons in need of supervision issues. This intake and Family Court diversion service is mandated by NYS Law and it serves to reduce the work load of Family Court.

Investigation

The Probation Department conducts investigations and provides information to the courts in order to assist in rendering decisions. The investigative work performed by the Probation Department is not strictly for criminal case matters. With regard to noncriminal matters, the Probation Departments provides the courts with information pertaining to issues such as parent visitation, child custody, child adoption, etc. In criminal matters, the Probation Department provides the courts with information regarding the defendant's past criminal history, education, and work history. Additionally, the Probation Department will provide the courts with victim impact statements and sentencing recommendations. In cases in which a person is incarcerated, the Probation Department will also provide a copy of the investigation report to the facility in which the person is confined.

The Probation Department also assists the courts, through the Pretrial Release Program and the Community Alternatives Program, by providing information which is used to determine whether or not to release pretrial defendants. These services also assist the Sheriff's Office in managing the inmate population of the County Jail which frees jail space that can be used to generate revenue by temporarily housing Federal prisoners. The investigations the Probation Department conducts are mandated by law.

Supervised Probation

Supervised probation offers the courts an alternative to incarceration. When a person is sentenced, the court will often impose specific conditions with which the probationer must comply. The Probation Department is responsible to supervise and monitor the probationer to ensure that he or she complies with these conditions. The Probation Department is responsible for reporting noncompliance to the courts in which case the probationer may be incarcerated.

Family Court, which has jurisdiction over Juveniles, may place youth from the ages of seven through fifteen on supervised probation for periods of time not exceeding 18 months. Criminal courts, which have jurisdiction for persons 16 years of age or older, may place a person convicted of a crime on probation for a time period as determined by law. The Probation Department is also responsible for supervising persons who have been charged with a crime and released by the courts, pending appearance at their trial. The Probation Department also provides supervision for persons released by the Conditioned Release Commission. The supervision the Probation Department performs is mandated by law.

Collection of Fines and Restitution

Finally, the Probation Department has responsibility for collecting fines and restitution which have been ordered by the courts. In the case of restitution, the Probation Department not only collects the restitution, but also issues restitution payments to victims.

OFFICE OF EMERGENCY MANAGEMENT SERVICES

The Office of Emergency Management Services (EMS) is headed by the Emergency Management Coordinator, a full-time position appointed by the County Legislature. The Office of Emergency Management Services is responsible for the coordination of emergency services provided in response to natural and man-made emergencies and disasters that involve more than one EMS agency or jurisdiction. The EMS Coordinator, however, does not assume incident command responsibility in those incidents. Incident command responsibility remains with the agency which has initial jurisdiction. The EMS Office is responsible for ensuring that the resources (equipment, materials, and manpower) necessary for an appropriate response to the emergency are made available.

The EMS Coordinator's responsibility extends beyond coordinating emergency response and mitigation. The EMS Coordinator's other responsibilities include: planning, training, fire prevention, and medical assistance. Two advisory boards assist the EMS Coordinator. These are the Mutual Aid Fire Advisory Board and the Emergency Medical Services Board. In conjunction with local duties, the Coordinator also serves as a representative for New York State Emergency Management Office in the various areas of disaster preparedness. Additionally, the Coordinator serves as the chairman of the Local Emergency Planning Committee and as the Hazardous Mitigation Coordinator. The Coordinator also assists local schools and nursing homes with emergency response plan activities including drills.

Generally, the EMS Office provides no direct response or mitigation service in most emergency situations. The EMS Office's principal responsibility is to provide support to the EMS agencies that do have direct response and mitigation responsibility. However, in two very specific types of circumstances, the EMS Office has assumed response and mitigation responsibility after the agency having jurisdiction requests assistance. One of the circumstances is when a hazardous material is released or spilled. The other circumstance is when specialized rescue is required. The Hazardous Materials Response Team and the Technical Rescue Team were created for such circumstances. Both of these response teams are comprised of volunteers from the various fire departments within the County who have specialized training.

The EMS Office also maintains a Fire Investigation Team which investigates fires to determine if the cause of the fire was accidental or incendiary. If the Fire Investigation Team determines a fire incendiary, the Fire Investigation team works with the appropriate police authorities since it then becomes a crime scene.

STOP-DWI

The STOP-DWI is a local option operated by Genesee County. The program is a funding program for various activities designed to reduce incidents of driving while intoxicated. The Assistant to the County Manager serves as the coordinator for the program. The STOP-DWI Advisory Board assists the Assistant to the County Manager in determining priority activities to be undertaken each year. Activities eligible for funding include: education and promotion, enforcement, rehabilitation, and prosecution. Both governmental and nongovernmental agencies are eligible for STOP-DWI funding and must go through an annual application process. Funding of the program will be discussed in another section of this report.

CORONERS

Coroners are elected officials who are responsible for investigating unattended deaths occurring in the County. Coroners decide if autopsies are needed to determine the cause of death. If the death occurred under suspicious circumstances or if the Coroner determines that a death appears to have occurred as a result of a homicide, the Coroner will order an autopsy to be performed by a forensic medical examiner for the purposes of determining the cause of death. Genesee County contracts with Monroe County for services of the forensic medical examiner.

OTHER NON-COUNTY GOVERNMENTAL CRIMINAL JUSTICE AND EMERGENCY AGENCIES

LAW ENFORCEMENT

In addition to the County Sheriff's Office, four other law enforcement agencies provide police service within Genesee County. Three are municipal police departments and the fourth is the New York State Police.

City of Batavia

The City of Batavia, the County seat and the only city in Genesee County, provides its own police services. The City's Police Department exists by authority of the City Charter. The City Police Department is a full-time, full-service general purpose police agency. The Batavia Police Department provides traditional patrol services, with supportive records, communications (dispatch), criminal investigative units, and juvenile officers. Additionally, the City's Police Department provides animal control and parking enforcement.

The Batavia Police Department also provides several specialized services which include: emergency response (Special Weapons and Tactics), in-school drug education, bicycle patrols, community neighborhood meetings, crime prevention education, and volunteer parking enforcement patrol. The Batavia Police Department participates in the county-wide drug task force which was discussed above under the Sheriff's Office.

Village of LeRoy

The Village of LeRoy also provides its own police services to both the Village and to the Town of LeRoy. Police services are provided to the Town of LeRoy through a contractual agreement. The LeRoy Police Department is also a full-time, full-service general purpose police agency providing patrol along with the supportive services of records, communications (dispatch), and criminal investigations. The Department also operates an in-school drug education program and participates in the county-wide drug task force.

Village of Corfu

The Village of Corfu has a part-time police department. The Corfu Police Department's principal service is traffic control and enforcement. Traffic control is of particular concern to the Village of Corfu because of its close proximity to Darien Lake amusement park which draws very large crowds not only for the amusements, but also for music concerts. Apart from providing its own

traffic control and enforcement services, the Village relies on the County Sheriff's Office and the New York State Police for all other police services.

New York State Police

Genesee County is one of eight counties that fall within the jurisdiction of Troop A of the New York State Police. The State Police maintain two stations in Genesee County. The main station is located approximately one mile north of the City of Batavia. The State Police also has a satellite station in the Village of LeRoy.

The State Police provides full-time, full-service general purpose police services as well as specialized services. In addition to routine patrol services, the State Police has units to address specialized law enforcement needs. These include: a Forensic Identification Unit, a Community Narcotics Enforcement Team, hostage negotiators, a SCUBA Team, Canine Units, and a helicopter.

Although the State Police has jurisdiction throughout New York State, the State Police tend to focus their efforts in the rural and suburban areas outside of municipalities that provide their own police departments. Within municipalities that have their own police departments, the State Police generally provides backup and support assistance of a specialized nature upon request of the police department in the municipality.

The New York State Police also provide traffic enforcement on the NYS Thruway (I-90). This traffic enforcement, however, is not handled by Troop A, but by another Troop specifically assigned to the Thruway.

EMERGENCY SERVICES

FIRE DEPARTMENTS

Fire protection in Genesee County is provided by 17 different fire departments. All of these fire departments are volunteer departments except for the City of Batavia Fire Department which is a full-time, paid department. The volunteer fire departments are generally incorporated as not-for-profit corporations and provide fire service to the towns and villages through contractual agreements.

AMBULANCE/RESCUE SQUAD

Genesee Memorial Hospital and St. Jerome Hospital, both located in the City of Batavia provide emergency ambulance service throughout Genesee County. Each hospital has two ambulances, but each hospital generally staffs only one its ambulances for emergency responses. Genesee Memorial also operates a fly-car staffed by a paramedic who responds to emergency calls in addition to the hospital's ambulance. Although both hospitals provide emergency ambulance service, they also use the same ambulances for non-emergency medical transports to and from each other as well as to and from hospitals outside of Genesee County generally in either the Buffalo or Rochester metropolitan areas. Consequently, the hospital ambulances are not available to respond to emergency situations for significant amounts of time.

In addition to the hospital ambulance service, most of the fire departments also provide either ambulance or rescue squad service within their respective jurisdictions. The distinction between the two services is that rescue squads cannot transport patients. The City of Batavia provides ambulance service within the City of Batavia. The City of Batavia also provides ambulance service to the Town of Batavia through a contractual agreement. The South Byron Fire Department does not provide ambulance service directly, but contracts with the Byron Volunteer Fire Department for the service. In the Village and Town of LeRoy, ambulance service is provided by the LeRoy Volunteer Ambulance Company, a corporation separate and distinct from the fire department.

COURT SYSTEM

New York State's Office of Court Administration has responsibility for overseeing and administering the court system in Genesee County and throughout the State of New York. The judges and justices who serve in the court system are elected officials. All judges must be licensed as attorneys in the State of New York. Town and village justices need not be licensed attorneys, but they must complete a specialized training course provided by the Office of Court Administration. All of the other court related staff are appointed positions. All court operating costs are the responsibility of New York State. Localities, however, are responsible for providing suitable buildings for the courts. Not all courts deal with criminal matters; some deal strictly with civil matters. Others deal with both criminal and civil matters. Each of the courts and its respective responsibilities are identified below.

Supreme Court

The Supreme Court is exclusively responsible for civil matters. For civil matters to be tried in Supreme Court, the dollar amount involved in the case must reach or exceed a threshold of $15,000. If the civil matter involves an amount less than $15,000 the case is generally handled by a lower court, i.e., City Court, or Town or Village Justice Courts. The Supreme Court does not handle criminal matters.

County Court

County Court is the court with jurisdiction over criminal matters involving felonies. The District Attorney is responsible for determining if a case will be tried as a felony in County Court or tried as a lesser offense in one of the lower courts. Felony cases require a Grand Jury indictment in order to be tried in County Court and the District Attorney must present the case to the Grand Jury in order to obtain an indictment.

Family Court

Family Court has jurisdiction over family matters involving issues such as child custody, parent visitation rights, restraining orders, and domestic violence. Although Family Court does not have jurisdiction in criminal matters, Family Court is responsible for court proceedings involving juvenile delinquent offenses that would be considered criminal if the person committing the offense were an adult instead of a juvenile. Juveniles are persons 15 years of age or younger.

Batavia City Court

The Batavia City Court is considered a lower court under the County Court and Supreme Court. The Batavia City Court has jurisdiction within the City of Batavia and handles both criminal and civil matters that do not qualify to be heard in either County Court or Supreme Court. Batavia City Court hears criminal cases involving violations and misdemeanors, civil matters involving amounts up to $15,000, building and zoning code violations, and traffic infractions.

Town and Village Justice Courts

Within Genesee County there are 13 Town Justice Courts, one for each of the 13 Townships, and five Village Justice Courts. The Town Justice Courts are mandated in New York State Law. Village Justice Courts are optional depending on each Village's preference. The Justice Courts have jurisdiction within the town or village in which it is located. If a Village Justice Court exists within a Town, the Town Justice Court has jurisdiction only within the area of the Town outside of the Village. Town and Village Justice Courts are equivalent to the Batavia City Court and hear the same types of cases as those described above under Batavia City Court.

FUNDING FOR CRIMINAL JUSTICE AND EMERGENCY MANAGEMENT SERVICES AGENCIES

Budgetary information relating to the various criminal justice and emergency management services is contained in Tables 1 and 2. Table 1 contains information by describing the relative size of each criminal justice and emergency management agency (based on budget appropriations). Table 2 shows the total amounts appropriated for each department or agency and the line item breakdown for various functions within these agencies. Table 2 also shows a breakdown of the source of funding for each department or agency.

Table 1 demonstrates that the Sheriff's Office, which includes the police bureau, the jail, animal control, communications, the juvenile division, and Community Services/Victim Assistance, is the largest of the criminal justice emergency management agency funded by the County. The Department accounts for more than 70 per cent of the total funds appropriated for the criminal justice and EMS. The next largest Department is the Probation Department which accounts for 11 per cent of total criminal justice and EMS appropriations. The District Attorney's Office accounts for approximately 6 per cent of total criminal justice and EMS appropriations while the Public Defender's Office accounts for about 4 per cent. It should be pointed out that the Public Defender's Office has no control over the appropriations for assigned counsel which has a separate budget. The EMS Office accounts for less than 3 per cent.

The budgets for all of the criminal justice and EMS agencies total $7,650,755 (Fiscal 1997) and they account for about 15 per cent of the County's total budget appropriations. This represents only a small portion of the County's total General Fund budget. By way of comparison, the combined health and human services agencies budgets account for almost 60 per cent of the County's General Fund budget.

TABLE 1

GENESEE COUNTY COMPREHENSIVE PLAN

LAW ENFORCEMENT AND EMERGENCY MANAGEMENT SERVICES

BUDGET APPROPRIATION BY DEPT./AGENCY-ACTIVITY/PROGRAM

Budget Account Number	Dept./Agency-Activity/Program	Total Dept./Agency Appropriation	Budget Line Item Appropriation	Departmental Income	Intergovernmental Charges	Interfund Revenue	Fines and Forfeitures	Use of Money and Property	Miscellaneous Sources	State Aid	Federal Aid	Local Revenue
A-1180	**Justice Courts**	**$1,200**		$0	$0	$0	$0	$0	$0	$0	$0	$1,200
A-1165	**District Attorney's Office**	**$512,002**		$0	$0	$92,166	$0	$0	$0	$7,750	$0	$412,086
A-3640	**Emergency Management Services Office**	**$204,556**		$0	$0	$0	$0	$0	$13,500	$13,000	$15,000	$163,056
A-3140	**Probation Department**	**$858,604**		$19,493	$0	$0	$0	$0	$0	$312,999	$0	$526,112
A-1170	**Public Defenders Office**		$320,569	$1,000	$0	$0	$0	$0	$0	$0	$0	$319,569
A-1141	Assigned Counsel-Family Court		$63,000	$0	$0	$0	$0	$0	$0	$0	$0	$63,000
A-1171	Assigned Council-Criminal Court		$87,500	$0	$0	$0	$0	$0	$0	$0	$0	$87,500
	Public Defender Subtotal	**$471,069**										$407,069
	Sheriff's Office											
A-3110	Road patrol, Investigations, and Civil Bureau		$2,675,039	$70,050	$40,309	$28,100	$0	$0	$0	$167,610	$0	$2,368,970
A-3510	Animal Control		$83,828	$0	$0	$0	$0	$0	$0	$0	$0	$83,828
A-3020	Communications		$787,557	$0	$50,000	$0	$0	$19,200	$94,808	$0	$0	$623,549
A-3150	Jail Bureau		$1,541,698	$557,700	$0	$0	$0	$15,500	$0	$145,000	$10,500	$812,998
A-7311	Juvenile Section		$119,444	$0	$0	$5,400	$0	$0	$0	$10,935	$0	$103,109
A-3151	Community Services and Victims Assistance		$201,258	$0	$0	$0	$0	$0	$0	$201,258	$0	$0
	Sheriff's Office Subtotal	**$5,408,624**										$3,992,454
A-3315	**Stop - DWI**	**$184,000**		$0	$0	$0	$184,000	$0	$0	$0	$0	$0
A-1185	**Medical Examiner/Coroner**	**$10,500**										$10,500
	TOTAL	**$7,650,755**		**$648,243**	**$90,309**	**$125,666**	**$184,000**	**$34,700**	**$108,308**	**$858,552**	**$25,500**	$5,564,977
	PERCENTAGE	**100.00%**		**8.47%**	**1.18%**	**1.64%**	**2.40%**	**0.45%**	**1.42%**	**11.22%**	**0.33%**	72.74%

TABLE 2

GENESEE COUNTY COMPREHENSIVE PLAN
LAW ENFORCEMENT AND EMERGENCY MANAGEMENT SERVICES

BUDGET ACCT. NO.	DEPT./AGENCY-ACTIVITY/PROGRAM	TOTAL APPROPRIATION	BUDGET LINE ITEM APPROPRIATION	PERCENT OF ALL CRIMINAL JUSTICE APPROPRIATIONS WITHIN GENERAL FUND ONLY	PERCENT OF GENERAL FUND BUDGET	PERCENT DERIVED FROM LOCAL FUNDS
A-1180	Justice Courts	$1,200		0.02%	0.00%	100.00%
A-1165	District Attorney's Office	$512,002		6.69%	1.05%	80.49%
A-3640	Emergency Management Services Office	$204,556		2.67%	0.42%	79.71%
A-3140	Probation Department	$858,604		11.22%	1.76%	61.28%
A-1170	Public Defender's Office		$320,569	4.19%	0.66%	99.69%
A-1141	Assigned Counsel-Family Court		$63,000	0.82%	0.13%	100.00%
A-1171	Assigned Council-Criminal Court		$87,500	1.14%	0.18%	100.00%
	Public Defender Subtotal	$471,069		6.16%	0.96%	86.41%
	Sheriff's Office					
A-3110	Road patrol, Investigations, and Civil Bureau		$2,675,039	34.96%	5.48%	88.56%
A-3510	Animal Control		$83,828	1.10%	0.17%	100.00%
A-3020	Communications		$787,557	10.29%	1.61%	79.18%
A-3150	Jail Bureau		$1,541,698	20.15%	3.16%	52.73%
A-7311	Juvenile Section		$119,444	1.56%	0.24%	86.32%
A-3151	Community Services/ Victims Assistance		$201,258	2.63%	0.41%	0.00%
	Sheriff Office Subtotal	$5,408,824		70.70%	11.08%	73.81%
A-3315	Stop - DWI	$184,000		2.40%	0.38%	0.00%
A-1185	Medical Examiner/Coroner	$10,500		0.14%	0.02%	100.00%
	TOTAL	$7,650,755		100.00%	15.67%	72.74%

TOTAL GENERAL FUND	$48,834,039

Table 2 indicates that the largest source of revenue for the criminal justice departments and agencies is derived from local sources . Local sources account for more than 72 per cent of the total revenue for law enforcement, criminal justice and EMS. State aid is the next highest source of revenue, but it accounts for only a modest 11.2 per cent. Departmental income is the next largest source of revenue accounting for almost 8.5 per cent.

Of particular note are the County Jail, the STOP-DWI Program, and the courts. The Jail Bureau is projected to have departmental income totalling $557,700 in 1997. This figure represents more than one-third of the revenue needed to operate the jail. The source of this departmental income is derived principally from the temporary housing of federal prisoners in the County Jail. Space availability in the jail is attributable in large part to the work of both the Probation Department and the Community Services Program. The Federal Government pays Genesee County a per diem fee for holding Federal Prisoners. This fees exceeds the cost of housing prisoners in the County Jail. These fees subsidize the County Jail's operation and reduces the amount of local funds to operate the jail. Genesee County can only house federal prisoners, however, if space is available in the County Jail. Therefore, the use of alternative sentencing by the courts, i.e., community services and probation, instead of incarceration impacts the size of the jail population and the ability of Genesee County to raise departmental income by housing Federal prisoners.

Another factor that may in the future impact the County's ability to derive revenue from housing Federal Prisoners in the future is the new U.S. Immigration and Naturalization Service (INS) holding facility that is scheduled to open in the Town of Batavia in 1998. Although the facility is intended to be used for temporarily housing illegal aliens, it is not certain whether or not the Federal Government will utilize the INS holding facility to temporarily house Federal inmates as an alternative to the County Jail. If such a change should occur it will have a dramatic adverse fiscal impact on the County Jail which stands to lose close to one-half million dollars.

A closely related issue is the temporary housing of State inmates in the County Jail. After an offender has been tried, convicted, and sentenced to a State penitentiary, that inmate becomes the responsibility of the NYS Department of Corrections. However, due to over crowding in the State prison system the NYS Department of Corrections, has been unable to take timely custody of these State prison inmates. As a consequence, County Jails are forced to hold these State inmates for extended periods of time. Although the State pays Counties a per diem fee for holding these prisoners, the fee is substantially below the County's cost of housing inmates. Moreover, the County is responsible for all of the inmates' medical expenses while in the County's custody. The State provides no reimbursement for these costs.

The STOP-DWI program also has a unique source of revenue. All of the funding for the program comes from traffic fines assessed against persons convicted of drunk driving violations in the various courts within Genesee County. Consequently, drunk drivers themselves are paying for this program and is not dependent on tax dollars. These fines are collected by the Probation Department which collected $68,000 in DWI fines in 1996. In 1997 approximately 30 per cent of the DWI budget was allocated for DWI enforcement, 20 per cent for education, 20 per cent for the courts, 14 per cent for rehabilitation, and 17 per cent for administration. District Attorney's office will receive $29,340 of STOP-DWI funds and the Sheriff's office will receive $28,100 of STOP-DWI funds.

Earlier in this report it was stated that the operation and administration of the Court System is the responsibility of NYS Office of Court Administration (OCA), not Genesee County. This fact is illustrated in Table 1 which shows no appropriations for the court system except for a very small appropriation of $1,200 for the Justice Courts. As was also stated earlier in this report, the localities do have the responsibility to provide appropriate court facilities. In order to comply with a State Law enacted in 1987 Genesee County must provide new court facilities to meet OCA standards as it was impossible to meet the OCA standards by renovating the existing court facilities. At the time of this writing, a new court facility is being built that will house not only the various County Courts, but the Batavia City Court as well. Occupancy is slated for the summer of 1997.

Genesee County and the City of Batavia have worked out an agreement involving the use of sales tax revenues to pay for the construction of the new court facility. The cost for constructing the new court facility is $9 million and construction costs will be financed through the issuance of bonds. Payments to amortize the debt will appear in the County's Debt Service Fund, not in the General Fund. In order to finance the project, Genesee County obtained authorization from New York State to increase the local sales tax by one cent. One-half of the sales tax proceeds go to Genesee County and the other one-half are divided among the municipalities within Genesee County.

One final arrangement that provides some funding for the Sheriff's Office is worthy of mention. Although the Sheriff's Office is legally responsible to provide law enforcement throughout Genesee County, there is no State mandated level of service. Communities desiring higher levels of law enforcement services have two options, either to provide their own police departments or to contract with the County for higher levels of service. Both the Village of Oakfield and the Village of Bergen have a contract with the Sheriff's Office for enhanced levels of service. These contracts provide the Sheriff's Office with approximately $40,000 annually.

INTERAGENCY COORDINATION AND NETWORKING

Much coordination, collaboration, networking, and sharing of information and services occurs among the various agencies involved in law enforcement, criminal justice or EMS services. Some of the interaction is formalized while some is provided on an informal basis. As a result of the high degree of networking and the sharing of information and services, the law enforcement agencies, the criminal justice system agencies and EMS system agencies in Genesee County work extremely well with each other to provide efficient and effective services. The various methods used to network, collaborate, and share services and information are identified below.

The Criminal Justice Advisory Council

The Genesee County Criminal Justice Advisory Council (CJAC) is a 24 member committee comprised of representatives of virtually every law enforcement and criminal justice agency operating within Genesee County as well as many human service agencies. The CJAC membership includes representatives from the following agencies:

County Sheriff's Office
County Jail
County Community Services/Victims Assistance

County Probation Department
Family Court
County Court
Batavia City Court
District Attorney's Office
Public Defender's Office
Batavia Police Department
LeRoy Police Department
New York State Police
Magistrates Association
The Bar Association
Department of Social Services
Department of Mental Health
The Youth Bureau
County Conditional Release Program
NYS Division of Parole
Genesee Council on Alcohol and Substance Abuse
County Legislature
County Administration
STOP-DWI

The CJAC brings all of these agencies together on a monthly basis to discuss mutual issues and concerns. This forum serves a very useful function as the programs and activities of each agency impacts on the others to varying degree. The forum allows the participants to work together to develop uniform and consistent approaches to issues and problems and to advise each other about changes in programs or activities that may affect the other agencies. It should be pointed out that although the judges and magistrates participate in the Council, their participation is limited so as to maintain their impartiality in court. NYS promulgates very strict guidelines defining what a judge or justice may or may not do.

In addition to the sharing of information through discussion, CJAC also compiles statistical information provided by the various participating agencies. This information is compiled both in table and chart form to allow CJAC representatives to track incidents and activity of participating agencies and to identify trends. Monitoring the jail population is one example of the activity of the CJAC.

Law Enforcement Agencies

Although few formal agreements exist among the existing law enforcement agencies, a high degree of informal cooperation/coordination/networking occurs on a regular basis. This cooperation and interaction exists not only among the heads of the law enforcement agencies, but also among the subordinate officers within the agencies. This allows for effective and efficient operations and also contributes to a higher quality of service. The following is a list of the joint activities in which law enforcement agencies participate and the resources they share.

Joint Activities:

1. County-Wide Drug Enforcement Task Force
2. Justice for Children Team
3. Criminal Justice Advisory Council
4. YWCA Domestic Violence Project
5. TRIAD S.A.L.T. Committee
6. County Traffic Safety Committee
7. Youth at Risk Focus Group
8. Criminal Investigations

Shared Resources:

1. 800 MHz Radio System (County System)
2. Forensic Identification Unit (State Police)
3. Community Narcotics Enforcement Team (State Police)
4. Hostage Negotiators (State Police)
5. SCUBA Team (Sheriff's Office)
6. Canine Units (State Police)
7. Helicopter (State Police)
8. Emergency Response Team (Batavia Police Department)
9. Firearms Range (County)

In addition, each law enforcement agency routinely provides backup support to the law enforcement officers in each of the other law enforcement agencies upon request. Outside of the City of Batavia and the Village of LeRoy, the Sheriff's Office and the State Police utilize the closest car concept for dispatching officers to respond to citizens' calls for assistance. The Sheriff's Deputy or the State Trooper closest to the origin of the call for service is dispatched, regardless of whether citizens call the Sheriff's Office or the State Police barracks.

Emergency Management Services

The principal function of the Genesee County Emergency Management Services Office's is to coordinate manpower, equipment, and supplies whenever a natural or man-made emergency occurs that involves more than one agency. The role of the EMS Office was described earlier in this report and need not be recounted in detail here. The EMS Office facilitates much cooperation and collaboration among the various emergency agencies within the County.

Formal mutual aid agreements exist among all of the fire departments within Genesee County. Under the mutual aid agreement, fire departments provide both manpower and equipment to other fire departments when mitigation exceeds the capacity of the fire department in whose jurisdiction an incident occurs. The mutual aid agreement covers both fire and medical incidents.

ANALYSIS OF ISSUES OPPORTUNITIES AND CONSTRAINTS

A 15 member Focus Group comprised of representatives from various law enforcement, criminal justice, and emergency agencies operating within Genesee County served as the vehicle for identifying issues and concerns relating to the law enforcement, criminal justice and EMS services. After the Focus Group identified various potential issues and concerns, questionnaires were developed which contained questions relating to these issues and concerns as a way of determining the relative significance and importance of these issues and concerns. Three separate questionnaires were prepared, i.e, a detailed questionnaire for the Focus Group members, a Local Government Survey questionnaire for municipalities and school districts and a general questionnaire for a random sample of Genesee County residents. The following narrative summarizes the issues and concerns identified in each of the questionnaires.

Law Enforcement

The questions contained in this section of the Focus Group survey asked about: ways to improve the efficiency and effectiveness of agencies through sharing of services; the effectiveness of the STOP-DWI Program; and, about additional services that should be provided.

Focus Group members were asked if increased sharing of services would result in improved efficiency and effectiveness of law enforcement agencies. Of the 11 members responding to this question ten expressed the opinion that increased sharing of services would indeed enhance law enforcement effectiveness and efficiency.

Focus Group members who responded affirmatively were then asked to identify the services they thought, if shared, would improve efficiency and effectiveness. The most frequent responses were for interdepartmental training (9 responses), centralized dispatching (7), and group purchasing (5 responses). Computer networking received 4 responses and consolidated records management received 3 responses. It is not clear at this time whether Focus Group members consider computer networking and consolidation of records management as being synonymous or if they view these as separate and distinct.

Based on the foregoing, it appears that there may be some merit in pursing interdepartmental training, centralized dispatching, and group purchasing. Incident command was an issue identified as an interdepartmental issue, but only by a couple of respondents. As such it is unclear if this is an important issue and if those who think that interdepartmental training was important assumed incident command training to be included under interdepartmental training. Genesee County was identified most frequently as to which agency should take the lead role in pursuing increased sharing of services.

The responses to the Local Government Survey tended to mirror the Focus Group's responses. Municipalities and school districts indicated that centralized dispatching and interdepartmental training were viewed as the two most important services that should be shared. Consolidated record management was ranked as the third most important service that could be shared. Municipalities and school districts overwhelmingly said that Genesee County should take the lead role in pursuing shared services.

Focus group members were also asked if it would be better to have formal or informal agreements underlying interagency cooperative efforts. Of those responding to this question, eight members thought that formal agreements would be better while two members thought that informal agreements would be better. One of the Focus Group members stated that law enforcement agencies were currently working on a mutual aid agreement. There appears to be a basis for recommending that interagency agreements be formalized. The Local Government Survey responses indicated that municipal and school officials viewed having formal agreements among law enforcement agencies as very important.

Responses to questions about the effectiveness of the STOP-DWI Program reveal that all nine Focus Group members responding to this question think the program has been effective and has changed the behavior of citizens. One Focus Group member thinks a question should be asked about what other STOP-DWI activities should be implemented. This is a question the Focus Group can address at its next meeting. Based on the response to the STOP-DWI question it appears that this program should be continued.

Finally, responses to a question to identify other law enforcement programs or services agencies that may be provided that were not currently being provided were inconclusive. Focus Group members provided a host of responses but no patterns or consensus emerged.

Both the resident survey questionnaires and the Local Government Survey contained questions about the adequacy of law enforcement services in Genesee County. The Resident Survey revealed that a large majority are of the opinion that existing law enforcement services adequately meet their needs. The Local Government Survey responses indicate that the overwhelming majority think the current law enforcement services are adequate.

Criminal Justice Agencies

Although this section of the Focus Group questionnaire dealt with the Probation Department, Community Services/Victims Assistance, the District Attorney's Office, and the Public Defender's Office, the majority of the questions were about the Probation Department. As so many Focus Group members abstained from responding to these questions the results were not conclusive. Based on the Focus Group members who responded to these questions, the sentiment seemed to be that the Probation Department's in-take screening activities and Community Alternatives Program are adequate and effective. Suggestions mentioned for improving the in-take screening process included using a multi-disciplinary team for assessing cases at the end of the screening process and establishing maximum case loads. It should be noted, however, that these suggestions represent responses from only two members.

Questions were also asked about what enhancements, if any, should be made to the Family Court diversion process, to pre-sentence investigations, and to the Community Alternatives Program. Suggested improvements to the Family Court diversion process included having the troubled youth meet weekly with a good standing member of the community, and having the intake officer meet weekly with school officials who have direct contact with the troubled youth, and with the parents or guardian. With regard to pre-sentence investigations, one Focus Group member made the following suggestions: expedite the process for jail detainees who are awaiting sentencing, use a multi-agency approach for making recommendations rather than just one agency, and check the victims' restitution forms more thoroughly. Recommendations for

improving the Community Alternatives Program included the recommendation to use more community linkages (community sponsors, church involvement, peer monitoring, and development of a youth court). A reduction in Probation Officers' cases loads was also recommended. Again, these recommendations came from only one or two respondents.

The Focus Group was asked about the effectiveness of the Probation Department's use of electronic monitoring. Those that responded provided unanimous agreement that the practice is effective.

Questions were asked about what ways, if any, the Probation Department could improve the restitution process as well as the Pretrial Release Program. One suggestion for the restitution process is to make more timely payments to victims. Some other suggestions Focus Group members made to improve the Pretrial Release Program included using third-party custody releases, expanding the criteria used for determining release eligibility to increase the number of detainees that can be released, using verbal rather than written reports in the Justice Courts for a quicker turnaround, and finally letting the courts assess the misdemeanor cases while the Probation Department does the felonies. Seven out of the eight Focus Group members responding to this question said that they think the program is effective in managing the jail population.

Finally, Focus Group members were asked to recommend ways to improve the Probation Department's overall services. Reducing the case load of probation officers or increasing the intensity of supervision was the most frequent response with nine Focus Group members giving this response. Other recommendations included: stricter enforcement of the conditions of probation, faster collection and restitution, increasing rehabilitation efforts, and focusing more on felony and misdemeanor cases involving personal injury or assault.

Again, a very limited number of Focus Group members responded to several of the questions about how to improve or enhance the services of the Probation Department. This makes interpretation of the results difficult because the responses do not represent the majority of the Focus Group. Yet, the recommendations may warrant being incorporated into goals and objectives.

In addition to the Probation Department, this section of the Focus Group Survey questionnaire also included a couple of questions about the Public Defender's Office and the Victims Assistance Program. The question about the Public Defender's Office had to do with work load and staffing. Of those Focus Group members responding, a total of nine members said that the either the Public Defender position should be increased to full-time or that the Public Defender's staff should be increased to meet the demands placed on the office.

The questions about the Victims Assistance program had to do with the adequacy of the program and the County's role in providing the program. The consensus of the Focus Group members is that the program is adequate and worthwhile. In terms of the County' role in providing the Victims Assistance Program, there was some sentiment expressed that the County should take an active role and fund the program with local resources if State funding is reduced or eliminated. Again, because of a very limited number of responses it is not clear whether or not this sentiment is shared by the majority of the Focus Group members.

Criminal Justice System

The questionnaire contained a couple of questions about how well law enforcement agencies, the courts, and criminal justice agencies work together. The unanimous opinion of Focus Group members is that the agencies work well together. The sentiment expressed indicates that the Criminal Justice Advisory Council (CJAC) accounts for this good working relationship. Some suggestions Focus Group members made for improving the role of the CJAC included: acquiring software to analyze data that the CJAC collects, encouraging interdepartmental training, and encouraging greater involvement of the courts. (It was pointed out earlier in this report that Court involvement is restricted by State Law so that Judges and Justices will remain independent and impartial.) The Local Government Survey revealed that these respondents also viewed the courts and agencies as working well together.

The Focus Group Survey also inquired as to public awareness of the role and mission of the agencies. The responses indicate that most of the agencies are pursuing activities to increase the public's awareness of the roles of their agencies. Current public awareness activities include printing and distributing materials, conducting public and group meetings, responding to media inquiries, issuing news releases to the press, and advertising and probation programs.

The sentiment seemed to be that most agencies could and would do more to increase public awareness, but are prevented from doing so by funding and staffing limitations. Some of the activities the agencies identified they would pursue include: developing programs for use in the schools, organizing citizen advisory groups, implementing media outreach programs, implementing a community policing program, distributing more public materials, and public speaking.

Responses to questions about what agencies could do to reduce crime and to prevent crime mirrored each other. In fact, several Focus Group respondents commented that they thought the two questions were synonymous. Responses to these questions varied depending on the nature of each participating agency. The responses included: encouraging and promoting youth activities, conducting in-school crime prevention and safety programs, organizing citizen crime prevention groups, treatment referrals for drug users and persons with mental health problems, and the like. However, because responses were so varied no patterns emerged for drawing any conclusions.

In the Local Government Survey, respondents were asked to rank, by importance, a list of items for preventing crime and a list of items for keeping youth out of trouble. The items that received the highest rankings relative to crime prevention were youth activities, increased job opportunities, and job and skill training. Harsher court sentences, interestingly, had the lowest ranking. Among the list of youth related items, parenting programs, youth development and leadership programs, and recreation programs, and youth counseling all ranked very high.

Holding offenders accountable for their crimes was another area covered in the Focus Group Survey. The question was a four part question which dealt separately with violent felonies, nonviolent felonies, misdemeanors, and violations. With regard to violent felonies, the most frequent response was incarceration (seven responses). Restitution was also suggested in three of the responses. There were no other multiple responses. The sentiment for holding offenders accountable for nonviolent felonies seemed to point toward alternatives to incarceration. Six

Focus Group members recommended alternatives to incarceration such as community services, probation, electronic monitoring, or house arrest. No other patterns in the responses were evident. With regard to misdemeanors, the responses displayed no apparent pattern although alternatives to incarceration were cited four times. Restitution was also cited three times. Community services and fines were the most frequent responses (five responses for each) for holding accountable offenders who had committed violations.

The Local Government Survey also asked respondents to identify the best way to hold offenders accountable for their crimes. They were asked to rank three alternatives, i.e., incarceration, community service, and restitution. They were not asked to distinguish between serious crimes and less serious crimes. Community service and restitution were about evenly ranked, with incarceration ranked the lowest.

Another topic covered in the Focus Group Survey was youth programming and agency-school relationships. In terms of the programs the agencies currently provide or should provide to keep youth out of trouble, no response, other than in-school drug education programs, was cited multiple times. However, several youth programs were recommended including: after school and weekend recreation, scouting, Sheriff's summer camp and State Police summer program, Police Athletic League, mentoring, teen court, and the Junior Firefighter Program. No pattern emerged from these recommendations. The reasons cited repeatedly as why agencies do not provide more youth programming was limitations of money and staffing.

In terms of improving the relationship between schools and the criminal justice system, the most recommendation cited most often by Focus Group members was to have frequent and regular meetings with school officials. This response was given five times. None of the other responses displayed any pattern.

Another topic covered under this section of the Focus Group Survey dealt with the relationship between criminal justice agencies. Based on the responses of the Focus Group members, one could conclude that the criminal justice agencies have a good working relationship with human service agencies. There were no specific recommendations for improving the relationship. As discussed earlier in this report, the County's Department of Mental Health, Department of Social Services, and Youth Bureau participate in the CJAC as does the Genesee Council on Alcohol and Substance Abuse. It appears that this good working relationship may be attributable to the work of the CJAC.

Finally, County agencies were asked about their space needs and whether or not they had adequate space or will have adequate space once the new court facility is completed as some of these agencies will be moving into the new court facility. Four County agencies said that they do not, or will not, have adequate space. These four agencies are the Probation Department, the Public Defender's Office, the Sheriff's Office, and the Office of Emergency Management Services. The Public Defender's Office is slated to move into the new court facility and will have adequate space after the move. The Probation Department may receive additional space in County Building No. 1 with the reconfiguration and reallocation of space that will be vacated when the new court facility is occupied, but no definite plans exist or decisions made as to the possible allocation of additional space to the Probation Department. Although it has been a topic of discussion among County officials for several years, no current plans exist nor has any decision been made to provide the Sheriff's Office with additional space. The EMS Office was designed

for expansion and needs an additional classroom and office as well as storage space. No current plans exist to provide more space at the EMS Office.

Emergency Management Services

The next section of the Focus Group questionnaire asked questions relating to emergency services. It should again be pointed out that Genesee County has no direct responsibility for providing emergency services. Rather, the County's plays a supportive role helping other emergency services with planning, training, and coordinating resources. As was the case with questions about the Probation Department discussed earlier, many Focus Group members abstained from responding to many of the questions on emergency services due to their lack of knowledge about this service area.

Responses of the Focus Group to questions about the adequacy of fire service and ambulance service indicate that those Focus Group members responding think that both fire and ambulance service is currently adequate. One respondent cited the use of computer aided dispatching, the development of mutual response plans for daytime responses when limited numbers of volunteers are available, cost sharing for large pieces of equipment, and activities for maintaining and attracting new volunteers as ways to improve fire service. Suggestions for improving the ambulance service included increasing the number of ambulance crews and providing an incentive program to keep volunteers certified. No patterns were apparent because of the very limited number of responses.

A question about whether or not the volunteer fire departments and ambulance squads have had problems with staffing or responding because of lack of volunteers resulted in only three responses. Two of those responding said that staffing and responding have been a problem while one respondent said they have not been problems. Due to the limited number of responses it is not possible to reach any conclusions about this question based on this information.

The Resident Survey revealed that the great majority of residents are of the opinion that the existing fire and ambulance services area adequate to meet their needs. Responses to the Local Government Survey indicated that the great majority (91.3 per cent) of respondents think fire service is adequate in Genesee County. A lesser majority (78.3 per cent) viewed ambulance service in Genesee County as adequate. The comments offered suggest that in some isolated areas in the County there may not be a sufficient number of ambulances or that there may be a shortage of volunteers.

The responses were split in terms of defining the County's role in providing fire service. Two respondents think the County should play an active role, four respondents think the County should have a supportive role, while two respondents think the County should take an active role in providing fire services. A similar sentiment was reflected in the Municipal and School District responses. There appears not to be agreement on this issue. Comments the Focus Group members made to this question, however, would lead one to conclude that they think that the current EMS Office activities and services should be provided in its current form.

In response to a similar question about the County's role in relationship to ambulance service, no Focus Group member thought that the County should be actively involved in the ambulance service. Five respondents did think that the County should have an supportive role, and two respondents thought the County should have no role. A couple of comments made to this question suggest that the County may have to take a more active role or develop a strategy if local volunteer ambulance and rescue squads are unable to continue to provide service due to excessive demands. The demand for service has increased significantly over time and may continue to increase.

On the topic of better utilization of equipment only four Focus Group members responded, but all agreed that fire equipment could be better utilized. The sentiment seemed to be that perhaps increased interdepartmental cooperation would allow for improved utilization of equipment, especially for specialized equipment like tanker trucks. The comments also seemed to indicate that increased sharing of equipment would enable departments to eliminate two pieces of equipment and replace them with one higher quality piece of equipment.

The final area covered in the EMS section of the Focus Group Survey dealt with interagency cooperation and coordination. The majority of responses indicates that the Focus Group is of the opinion that the agencies work very well together. Only two members responded by saying moderately well and no one said not well. The AMTRAK derailment which occurred a few years ago was cited as an example of how well the EMS agencies work together.

Miscellaneous

The final section of the Focus Group questionnaire asked about two issues that could be of special concern to the Focus Group members, i.e., the new U.S. Immigration and Naturalization Service holding facility recently built in the Town of Batavia and the Tonawanda Indian Reservation.

Most of the Focus Group members who responded think that the new INS holding facility will have little, if any, impact on their agencies. However comments made to this question indicate that if Federal prisoners who are currently being housed in the County Jail are diverted to the new INS holding facility, the County Jail will lose a substantial amount of revenue. Other comments suggest that the INS holding facility has the potential to adversely impact the agencies, but that it is too early to tell since the facility is not yet operational.

Responses to the question about the Tonawanda Indian Reservation indicate that Focus Group members have concerns and that responding to calls for service on the Tonawanda Indian Reservation is problematic. The sentiment is that the Reservation is a volatile environment because the residents of the reservation are ambivalent and at times even hostile toward law enforcement and EMS agencies. There appears to be a lack of willingness on the part of the residents of the reservation to cooperate with law enforcement and EMS agencies, yet there are times when law enforcement and EMS services are needed and requested. Dissension among the residents of the reservation and internal political disputes appear to contribute to the problem.

GOALS AND RECOMMENDED ACTIONS

The following represents the goals and recommended actions developed by the Focus Group. In formulating these goals and recommended actions the Focus Group utilized the information obtained through the Focus Group Survey, the Local Government Survey, and the Resident Survey.

Vision Statement:

The vision of the Law Enforcement and Emergency Management Services Focus Group is to ensure that Genesee County is a safe and secure place to live, work, and recreate by providing the highest quality and quantity of law enforcement, criminal justice, and emergency management services possible at an affordable cost to County residents. To this end the Focus Group envisions a comprehensive interagency approach with the various agencies law enforcement, criminal justice, and emergency management service working closely together in a cooperative, collaborative, coordinated manner.

GOALS AND RECOMMENDED ACTIONS

A. INTER-AGENCY EFFICIENCY, EFFECTIVENESS, COLLABORATION, AND COOPERATION

GOAL: **Improve the efficiency and effectiveness of law enforcement and criminal justice agencies through interagency cooperation, collaboration, and communication.**

Action:

(1) Continue to convene the Criminal Justice Advisory Council monthly meetings on an ongoing basis.

Responsibility: The Criminal Justice Advisory Council member agencies

Time Frame: Ongoing

Action:

(2) Establish a Criminal Justice Advisory Council subcommittee (Genesee County Law Enforcement Subcommittee) comprised of the law enforcement executives from each of the law enforcement agencies within Genesee County and hold monthly subcommittee meetings.

Responsibility: Criminal Justice Advisory Council

Time Frame: Immediate

Action:

(3) Conduct studies to determine the feasibility of increasing collaboration and sharing of services among the various law enforcement agencies within Genesee County. Initial studies will focus on interdepartmental training, centralized dispatching, group purchasing, and formalizing interagency agreements which were ranked as highest potentialities; other studies will be conducted as areas of potential collaborative activities are identified in the future. Implement interagency collaboration and the sharing of services to the extent determined to be feasible by the studies.

Responsibility: The Genesee County Law Enforcement Subcommittee of the Criminal Justice Advisory Council

Time Frame: Initial studies identified above - Short-Term
Subsequent studies - Time-frame is indeterminate and will depend upon when the identification of potential areas of study and the nature and complexity of the topics being studied.

Implementation of recommendations resulting from studies are indeterminate. Implementation will be contingent on the nature and complexity of each recommendation. Some simple recommendations may be implemented on a short-term basis while more complex recommendations may require long-term phase-in.

B. BUILDING AND STAFFING

GOAL: Provide adequate human resources and adequate and efficient building facilities to enable law enforcement, criminal justice, and emergency management agencies to fulfill their basic responsibilities.

Action:

(4) The Criminal Justice Advisory Council will assume responsibility to conduct staffing and space needs analyses of member agencies on a request basis and for making recommendations to the appropriate legislative bodies.

Responsibility: The Criminal Justice Advisory Council will be responsible for conducting the studies.

Time Frame: The Criminal Justice Advisory Council's assumption of responsibility for conducting studies will be immediate. The time-frame for conducting and completing studies is indeterminate and will be contingent upon the timing of requests for studies.

Action:

(5) Conduct staffing needs analysis of the Public Defender's Office.

Responsibility: The Criminal Justice Advisory Council

Time Frame: Immediate

Action:

(6) Develop a plan for providing the Sheriff's Office with needed space and construct new facility, convert existing facility, or lease building space in accordance with the plan.

Responsibility: The Sheriff and County Manager are responsible for plan preparation. The County Legislature is responsible for appropriating the necessary funding to implement plan.

Time Frame: Plan preparation - Short-Term
Implementation - To be determined by County Legislature (The Law Enforcement and Emergency Management Focus Group recommends medium-term)

Action:

(7) Develop a plan for consolidating and providing the Probation Department with needed space and construct new facility, convert existing facility, or lease building space in accordance with the plan.

Responsibility: The Director of Probation and the County Manager are responsible for plan preparation. The County Legislature is responsible for appropriating the necessary funding to implement plan.

Time Frame: Plan development - Immediate.
Plan implementation - Short-term.

Action:

(8) Conduct a study to determine the space needs of the Emergency Management Services Office.

Responsibility: Emergency Management Services Coordinator and County Manger

Time Frame: Medium-Term

C. SPECIAL ISSUES AND CONCERNS

GOAL: Improve the existing relationship between law enforcement, criminal justice, and emergency management services agencies and the Native Americans residing on the Tonawanda Indian Reservation.

Action:

(9) Continue outreach efforts to establish and maintain a liaison between the Criminal Justice Advisory Council and the leadership of the Tonawanda Indian Reservation by inviting them to Criminal Justice Advisory Council meetings and sharing information with them.

Responsibility: The Criminal Justice Advisory Council.

Time Frame: Ongoing.

D. EMERGENCY MANAGEMENT SERVICES

GOAL: Ensure adequate numbers of volunteers are available and trained to provide high quality fire and emergency medical service to meet the future needs of Genesee County.

Action:

(10) Conduct a study to identify and/or develop strategies and to lay out a course or courses of action for retaining and recruiting volunteers for the fire and emergency medical services.

Responsibility: A joint committee composed of the Fire Advisory Board and the EMS Council

Time Frame: Medium-Term

Appendix G

Health and Human Services Technical Report

Genesee County Comprehensive Plan
Health and Human Services Focus Area

Technical Report

July, 1997

GENESEE COUNTY COMPREHENSIVE PLAN

Technical Report
Health and Human Services Focus Area

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HEALTH AND HUMAN SERVICES
TECHNICAL REPORT

INTRODUCTION

The purpose of this report is to both describe the existing health care and human services delivery system existing in Genesee County and to identify opportunities for improving or otherwise enhancing the services provided while at the same time identifying any constraints that might impede such efforts.

The first part of this report provides an overview of the existing delivery system. This overview includes identifying the various governmental and private health care and human service agencies that provide services to Genesee County residents and the roles and responsibilities of each. Research has revealed that not all agencies serving Genesee County have an actual physical presence in the County. Many agencies are located in the neighboring metropolitan areas of Buffalo and Rochester. Moreover some agencies are even more remotely located and are accessible only by telephone.

The overview also addresses the efforts the various agencies make at networking for the purpose of improving or attempting to improve the coordination of service delivery. The need for such coordination occurs because many of the agencies have common clients who have multiple needs which cut across agency programs and services. These clients often receive services from several health care and human service agencies concurrently.

Finally, information on revenue sources and program and service expenditures is provided. This however, is limited to Genesee County governmental departments and agencies since this information is readily available while information on private health care and human service providers is not readily available.

The second part of this report contains an analysis of the issues, opportunities, and constraints. The issues and concerns identified by the Focus Group are discussed. Information concerning these issues and concerns garnered from Focus Group members through a questionnaire will be discussed as will information pertaining to health care and human services obtained from questionnaires distributed to the various municipal governments and school districts within Genesee County. Relevant citizen input from the citizen survey will also be incorporated. Based on the amalgamation of information gathered from all of the above sources, goals, objectives, and a strategy for achieving the objectives will be provided.

The Focus Group consisted of representatives from various health and human service agencies, both governmental and private, providing service in Genesee County. A total of 17 persons served on the Focus Group. Their names and the agencies which they represented are identified below.

Focus Group Member	Agency Affiliation
Gregg McAllister, Chairman	Interagency Council
John Bartholomew	LeRoy Village Green Nursing Home
Thomas Glair	Association for Retarded Children
Mary Pat Hancock	County Legislature
Doug Jones	Genesee Memorial Hospital
Deborah Kerr-Rosenbeck	Youth Bureau
Hal Kreter	Veterans Services
Sharon McWethy	GCASA
Ted Miller	Mental Health
Jack Pease	Nursing Home
Donald Rowe	Health Department
Eileen Shirtz	Visiting Nurses Association
Charles Smith	St. Jerome Hospital
Dane Sprague	Social Services
Margaret Watkins	ABC Day Care Center
Pamela Whitmore	Office for the Aging
William Williams	Job Development Bureau

EXISTING CONDITIONS AND BACKGROUND

Describing the existing health care and human service delivery system in Genesee County is no easy feat. The service delivery system can be likened to a huge modern art collage composed of a large assortment of materials of various shapes, colors, and textures not all of which appear to relate to each other in any meaningful way to convey the artist's message. This is so because of the very large number of diverse agencies, both public and private, providing health care and human services to Genesee County residents. Some of the agencies are small and single purpose addressing very limited client needs. Some of the agencies are large (relatively) and provide a host of programs and services to address multiple client needs. Several agencies duplicate the services of others. Whether this duplication is redundant is uncertain. Many agencies are also in a constant state of flux because of the financial dictates of their funding sources. Because virtually all of these agencies rely on Federal and State funding in large part and on third-party payor charges, changes in the types of services or programs the Federal and State governments and third-party payors will pay for result in never ending changes in types and levels of service. This situation can result in confusion not only among clients, but also among service providers. Moreover, because the services provided by one agency can impact on the need for services of other agencies it is difficult for agencies to predict how they and their clients will be affected by these changes.

With the course that the Federal and State governments and private third-party payors have set by providing less and less money for services, the need for improved efficiency and effectiveness through better coordination among the various agencies has become apparent. Yet the service delivery system does not lend itself to ease of coordination. Numerous impediments to delivery system coordination exist including but not limited to: legal, regulatory, financial, logistical, and functional constraints. No comprehensive oversight agency with authority to control who and how services are delivered exists. Consequently, the numerous agencies are left to their own

devices for improving interagency coordination and service delivery. In Genesee County the health care and human service agencies created and incorporated the Interagency Council several years ago. This body serves as a vehicle for attempting to coordinate services and reduce or eliminate duplication to the extent possible in light of the numerous constraints. Participation in the Interagency Council is voluntary and not all agencies needed to optimize service delivery coordination participate in the Interagency Council.

The following section of this report identifies the various agencies which provide health care and human services in Genesee County. The roles and responsibilities of each are described. Genesee County government departments and agencies are identified and described first followed by other governmental service providers (Federal and State) and then finally by private service providers.

COUNTY GOVERNMENT DEPARTMENTS AND AGENCIES

DEPARTMENT OF SOCIAL SERVICES

The Genesee County Department of Social Services is the largest single County department in terms of budgetary appropriations with total departmental appropriation of $16,250,842 for the 1997 fiscal year. Moreover, the Department of Social Services is very large in terms of the programs it operates also, which total 69 in number. This plethora of programs is reflected in the Department's working budget which contains 77 line items of appropriations alone.

Although the Department of Social Services is considered a "service" organization, in actuality providing direct services to clients is not how the major portion of the Departments budget is expended. A total of 70 per cent of the Department's budget is used either to make direct financial subsidies to clients or to pay other agencies (as a third-party payor) to provide services to Department of Social Services clients. Unlike the other County health and human service departments and agencies, the Department of Social Services has no advisory board with which it works.

The Department of Social Services and its many programs can be divided into four broad program areas for ease of comprehension. These four service areas are: Income Support Programs; Medical Assistance Programs; Services to Adults, Families, and Children; and Child Support Collection and Enforcement.

Income Support Programs

All of the Income Support Programs are mandated by Federal and State law with the exception of payments made to maintain eligible residents in the Domiciliary Facility at the Genesee County Nursing Home. Income Support Programs generally provide cash assistance or equivalents to eligible individuals and families. The food stamp program, aid to dependent children, and the Home Energy Assistance Program (HEAP) are examples of such programs. The eligibility requirements for each of the assistance programs vary considerably from program to program as does the level of Federal and State financial participation.

Medical Assistance Programs

All of the Medical Assistance programs are mandated by Federal and State law. The Medical Assistance Programs provide a wide array of medical services for eligible persons. Medicaid in reality is a government financed health insurance policy for persons who qualify. In addition to paying for medical services provided to the social service clients, the Department also pays for some health insurance premiums and Medicare Part B premiums. The Department's staff is responsible for determining client eligibility and for authorizing benefits.

Services to Adults, Families, and Children

Most of the programs contained in this service area are mandated by Federal or State law with the exception of child day care programs for working poor families. These programs provide a variety of services designed to enhance individual and family functioning in dysfunctional families and to assist abused, neglected, or delinquent children. Examples of services targeted toward families and children include: Child Protective, Foster and Cluster Care, Preventive, Adoption, and certain types of child day care. Adults in the community who are in need of specialized care or protection, generally frail elderly and disabled persons, are also serviced by the Department of Social Services. The Departments staff is responsible for case management and monitoring clients as well as assisting public assistance recipients to enhance their employability and capacity for self-sufficiency.

Child Support Enforcement and Collection

All of the child support and enforcement activities of the Department of Social Services are mandated by law. The Department establishes child support orders, monitors payments, and collects funds from non-custodial parents on behalf of the children. The Department's staff also does investigations to determine paternity.

DEPARTMENT OF MENTAL HEALTH

The Department of Mental Health with a 1997 budget appropriation of $4,170,455 is a relatively large County department. The Department of Mental Health operates under the auspices of the New York State Mental Hygiene Law which gives Genesee County the responsibility to "determine needs, plan, develop, and provide services of prevention, education, rehabilitation, and treatment for the mentally ill, the mentally retarded and developmentally disabled, and those suffering from the diseases of alcoholism and substance abuse." Mental health services are not mandated, however, if a county chooses to receive State funding certain program and staffing requirements are mandated. The Department of Mental Health works with the assistance of Community Mental Health Services Board. Program development, needs assessment, and overall County policy are overseen by the Community Mental Health Services Board.

The Department of Mental Health provides services to its clients in one of two ways, either directly (utilizing Departmental personnel) or indirectly (utilizing contracts with third party not-for-profit service providers). The Department is divided into three functional components which include the Local Government Unit and CSS Administration, County Services, and Contracted Services.

Local Governmental Unit and CSS Administration

The Local Governmental Unit and CSS Administration component of the Department of Mental Health is responsible for the administration of the agency and directing services to clients who qualify for the services provided by the agency. The Unit is also responsible for conducting needs assessments, developing and coordinating programs, and planning and monitoring services and activities.

Direct County Services

1. **Clinical Services** - Clinical treatments provided to persons requires a designated mental health diagnosis. The treatment is designed to reduce psychiatric symptoms, to improve daily functioning, and to provide ongoing support. Such activities as group therapy, medication therapy, psychiatric rehabilitation, case management, and crisis intervention are examples of some of the clinical services provided to clients. Of note is a State requirement that highest priority for services be given to those persons most seriously ill.

2. **Continuing Day Treatment (DOC) and Transportation** - Continuing day treatment provides treatment through a scheduled program designed to last the entire day. These treatment activities and services include: assessment and treatment, medication therapy, supportive skills training, activity therapy, psychiatric rehabilitation, individual and group therapy, case management, crisis intervention, and client transportation.

3. **Case Management** - This service exists to link mental health clients with community agencies which provide services appropriate to the clients' needs. Case managers also monitor the services clients receive and steer clients in appropriate directions in order to enhance the clients ability to function in the Community and to prevent admission or readmission for inpatient care.

4. **Court Commitments** - The New York State Mental Hygiene Law permits local and State courts to order persons into psychiatric impatient facilities for evaluation and treatment. Genesee County is responsible for 50 percent of the cost of County residents who are so committed by the courts.

Contracted Services

The Genesee County Department of Health contracts with the following not-for-profit agencies to provide services mental health services to County residents.

1. **Regional Action Phone, Inc.** - This agency operates a telephone crisis hotline on a 24 hour a day basis. This permits early intervention by providing information and referral services to callers who have immediate needs. It also serves as the central receiving and coordinating agency for psychiatric emergencies outside of normal work hours.

2. **Genesee County Mental Health Association, Inc.** - This agency contracts with Genesee County to provide a social rehabilitation club program for clients. The agency also receives direct State funding to perform other activities which include providing client advocacy services and public information and educational activities.

3. **Restoration Society, Inc.** - This agency provides supported employment services designed to prepare mental health clients for employment. The agency develops supported employment positions in local businesses and assist in filling the positions. Its goal is to assist the client become a more independently functioning person. This agency collaborates also with other employment agencies. Individuals with major mental illnesses who have not been successful in obtaining employment through other employment agencies are targeted.

4. **Association for Retarded Children (Genesee Chapter)** - The Association for Retarded Children provides an array of services for the mentally retarded and developmentally disabled in Genesee County. The Sheltered Workshop Program is the only program for which Genesee County contracts the Association for Retarded Children to provide. The workshop provides clients with structured, intensively supervised work training and work experience thereby increasing the clients level of independence.

5. **Genesee Council on Alcoholism and Substance Abuse, Inc.** - Genesee County contracts this agency to provide three services which include: alcohol and drug abuse clinics, prevention education, and alcohol crisis center. These services are offered to individuals and families affected by alcohol and drug abuse.

DEPARTMENT OF HEALTH

The Department of Health is another large County department with a total 1997 budget appropriation of $6,694,734. The Department of Health provides a mix of mandated and nonmandated services designed to enhance the health and well-being of the community. This is achieved through the provision of primary health care, rehabilitative health care, prevention, health education, and referral services. Organizationally, the Department of Health consists of four divisions. These divisions are: Nursing, Environmental, Laboratory, and Public Health. Each division is responsible for providing specific services or programs. The Board of Health serves as the advisory board for the Department of Health.

Nursing Division

The Nursing division provides programming in the following three areas:

1. **Public Health Nursing** - Included within this program realm are family health services of primary and preventive health care, lead poisoning prevention, prenatal care, infant mortality, infant health assessment, family planning, nutrition, injury control, and disease control. These are mandated activities.

2. **Certified Home Health Agency** - This program area provides for the delivery of health care services in the home of persons who are ill or have a disability that prevents them from leaving the home to obtain health care services. The services provided include: skilled nursing care, physical therapy, speech pathology, occupational therapy, medical social services, and home health aide care. These activities are mandated by State law.

3. **Long-Term Home Health Care** - This program provides in-home care for persons meeting the criteria for nursing home placement and offers an alternative to nursing home care. In addition to providing the services enumerated above under Certified Home Health Agency, the following services are provided: housekeeper services, homemaker services, nutritional services, meals on wheels, respiratory therapy, and audiology. These activities are not Federally or State mandated, but they do save Genesee County money since nursing home care is more expensive that in-home care.

Environmental Division

The Environmental Division provides a number of services to protect the health and well-being of the community. These services include services designed to protect the public's health by ensuring that public water supplies are safe, that private well water is safe and that septic systems are working properly. In addition the Environmental Division also has services that address realty subdivisions, residential housing, nuisances, lead poisoning, environmental and occupational health, chemical emergencies, indoor air quality, smoking in public places, rabies investigation, and restaurant food preparation. These activities are mandated by Federal and State law.

Laboratory Division

The Laboratory Division provide support for activities undertaken as part of the activities of the other Department of Health Divisions. The laboratory provides for the analysis of specimens for the control of communicable disease, water supply protection and other public health activities requiring laboratory analysis. Department of Health laboratory services are also provided to private health care providers (physicians, hospitals, etc.) and on a fee basis for Orleans, Wyoming, and Livingston Counties.

The Laboratory Division is also responsible for providing analytical services to Medical Examiners/Coroners for post mortem services. The County Coroners, who are elected officials, are responsible for investigating suspicious and unattended deaths and for certifying the cause of death. The provision of laboratory services are mandated by State law, however, these services may be purchased from a private laboratory.

Public Health Education Division

Services provided through the Public Health Education Division, as its name implies, are designed to increase the awareness and knowledge of the general public about how to maintain good health and avoid injury. The activities undertaken are numerous and include the promotion of healthy lifestyles, provision of work site health fairs, health risk screening, adolescent pregnancy avoidance programs, STOP-DWI education, bicycle helmet promotion, food

safety education, smoking cessation, rabies prevention, healthy heart education, etc. Public health education is mandated by State law.

In addition to the various services provided by the Department of Health directly, the County also contracts for services for Physically Handicapped Children. These are services provided to preschoolers who have developmental disabilities which would delay the child's development.

OFFICE FOR THE AGING

The Genesee County Office for the Aging is one of the County's smaller health and human service agencies with a 1997 budget appropriation of $837,033. The Office for the Aging's programs and services are targeted at County residents 60 years of age or older and designed To enhance and augment the elderly's capabilities to continue to live independently and self-sufficiently. To this end the agency provides nutrition, advocacy, education, social, health, and assistance programs. Generally, these services can be divided into two major program areas, i.e., Nutrition Services and Aging Services. The Senior Advisory Council serves in an advisory capacity to this agency.

Nutrition Services

The Office for the Aging operates seven congregate meals sites throughout Genesee County open to all senior citizens where the County provides noontime meals at little or no expense to senior citizens. For the elderly who are homebound and unable to prepare their own meals for various reasons, the Office for the Aging delivers meals to their homes at noon time. In addition to providing meals, the Office for Aging conducts nutrition classes and seminars, prints and distributes nutritional information, and provides nutritional counseling for those with special needs.

Services for the Aging

The Office for the Aging also provides direct and referral service in activities which promote elderly independence and self-sufficiency. These services include, but are not limited to the following: lending of medical equipment, respite for care providers, housing assistance, energy assistance, home weatherization, recreation, health promotion, volunteer opportunities, information distribution and referrals, transportation, telephone reassurance, case management, legal assistance, etc.

GENESEE-ORLEANS YOUTH BUREAU

The Genesee-Orleans Youth Bureau is another of the smaller County health and human service agencies with a 1997 budget appropriation of $371,703. Of particular note is the fact that the Youth Bureau actually represents and administers the funding for two Counties, Genesee and Orleans, as the name of the agency implies. The Youth Board, the advisory board to the Youth Bureau, has representation from both Counties.

The Youth Bureau provides no direct youth programming. Rather, the Youth Bureau serves as a funding conduit and contracts for the provision of various youth services with private, not-for-profit service providers. The Youth Bureau provides funding for two types of programs, i.e.,

delinquency prevention and intervention programs for youth at risk. The prevention programs are designed to address the general developmental needs of all of the youth of the community. The intervention programs are targeted at youth who are at risk or who are already involved in drug use, truancy, illegal activities, and school disfunction.

VETERANS SERVICE AGENCY

State law mandates each County to establish and maintain a Veterans Service Agency. The Veterans Service Agency is the smallest of the County's health and human service agencies with a 1997 budget appropriation of $90,810. The agency provides two basic types of services to armed services veterans. One service provided is assistance with filing claims for veteran benefits for such benefits as compensation, education allowance, disability pensions, and medical and dental treatment. The agency also assists veterans with the appeals process whenever claims are initially denied. The other service the agency provides is counseling. This counseling is in the form of describing the various veterans benefits available and assisting veterans to determine for which of these benefits they qualify.

JOB DEVELOPMENT BUREAU

The Job Development Bureau is actually a consortium of four Counties, i.e., Genesee, Livingston, Orleans, and Wyoming. Because of the special nature of the Job Development Bureau, it is not funded out of the General Operating Fund, but rather from a Special Fund. The Bureau's 1997 budget appropriation totals $1,754,870. The Bureau receives no local funds. All funding is provided by the Federal Government under the Job Training Partnership Act. None of the services that the Job Development Bureau provides are mandated by law. The Job Development Bureau works closely with the Private Industrial Council which is the advisory board to the agency. All four counties have representation on the Private Industrial Council.

The mission of the Job Development Bureau is to assist unemployed persons who have deficient skills and/or deficient education to obtain the skills and education needed to increase their employability. The Bureau serves clients with a host of different backgrounds such as long-term unemployed, displaced homemakers, persons who have been laid off, single parents, etc. In addition to doing a skill assessment of clients and providing for training, the agency also assists clients with resume writing, developing interviewing skills, job placement, and more. Workshops for the youth programs are generally provided by the Job Development Bureau's own staff, but most of the education and training is provided by contracting with outside agencies such as Literacy Volunteers and BOCES. The Bureau also pays the tuition costs for its clients to attend college classes at community colleges.

GENESEE COUNTY NURSING HOME

Genesee County owns and operates a nursing home which is operated through an enterprise fund. The Nursing Home has to be self-sufficient and generate its own revenue to off-set its expenses. Governmental enterprise operations function very similar to private businesses in this regard. In the case of the Nursing Home, revenue is raised principally from fees charged to the residents. Most of the fees charged to residents are paid by Medicaid although some fees are paid by Medicare, private payors, private insurance carriers, and Public Home Health Care. The child day care program provided by the nursing home derives most of its revenue from fees

charged to the parents of children in the program and from the County's Department of Social Services. The total appropriation for the Nursing Home for the 1997 fiscal year is $8,918,886. This makes the Nursing Home the second largest Genesee County health care and human service agency next to the Department of Social Services. The nursing home receives no Federal or State funding apart from the third-party payments is receives for providing services to Medicaid and Medicare eligible clients.

The Nursing Home offers three levels of adult care depending on the degree of care required. These three levels of care are: Residential Health Care, Domiciliary Care, Adult Day Health Care. Also, the Nursing Home offers Child Day Care as mentioned above. None of the service provided by the Nursing Home are mandated by law, but when a County elects to provide the service, then it must comply with certain stipulated requirements and mandates.

Residential Health Care

Residential Health Care is provided to Nursing Home residents who require the most intensive level of care. This is the type of care typically associated with nursing homes. Residents are usually nonambulatory and unable to do much, if anything for themselves, so therefore, they require much supervision. Medical care is provided around the clock. In addition to medical care support types of services are also provided which include: social services, programmed individual and group activities and recreation, transportation and the like.

Domiciliary Care

Domiciliary care is less intense than residential health care. Domiciliary care residents are usually ambulatory and can provide for some of their own needs, but still may require some supervised intervention.

Adult Day Health Care

Care at this level is offered on an out-patient basis during the daytime Monday through Friday. Clients served are generally able to provide their own personal care and are relatively independent so they require the least amount of supervision. However, they may require specific types of therapy that they cannot obtain in any other manner. Adult Day Health Care is also used as a means to provide family adult health care providers with respite from their health care responsibilities.

Child Day Care

The Nursing Home provides Child Day Care services which are available to the community as a whole. The Child Day Care and Adult Nursing Home activities have been designed to overlap to allow for inter-generational programs. Child Day Care Services are not provided by Nursing Home staff. Rather, the service is purchased on a contractual basis from Courtyard Child Development Center of Erie County.

OTHER GOVERNMENTAL (NONCOUNTY) HEALTH CARE AND SOCIAL SERVICE AGENCIES

In addition to Genesee County governmental departments, a number of Federal and State health and human service agencies exist which serve the residents of Genesee County. Each of these other governmental agencies have facilities located in Genesee County (actually all are centrally located in the City of Batavia). Although these other governmental agencies principally serve Genesee County residents due to their location in the City of Batavia the provision of service is not limited solely to Genesee County residents. The agencies are identified and briefly described below.

US Social Security Administration - The Social Security Administration provides information on Social Security disability benefits, retirement benefits, death benefits, and Medicare benefits as well as processes claims for these benefits.

US Veterans Administration (VA Medical Center) - The Veterans Administration operates a medical center located in the City of Batavia which provides acute hospital medical care and treatment to armed services veterans. The Batavia VA Medical Center has no surgical ward. Any necessary surgery is generally performed at the Buffalo VA Medical Center.

It should be noted that the continued presence of the VA Medical Center in the City of Batavia is in question. In recent years the US Veterans Administration has been cutting back on the Batavia VA Medical Centers operations. The Batavia Medical Center has gone through a series of two or three layoffs in as many years. Moreover, after the retirement of the former administrator no new administrator was appointed. Rather, the administrator for the Buffalo VA Medical Center assumed the administrative duties of the Batavia VA Medical Center while continuing to serve as the administrator for the Buffalo facility.

New York State Veterans Nursing Home - New York State operates a nursing home located in the City of Batavia. The skilled nursing facility is relatively new, having opened in 1995. It serves New York State armed services veterans only who are in need of skilled nursing care.

New York State School for the Blind - New York State School for the Blind is somewhat of a misnomer for the facility. The school was originally established as an academic school for youth who had normal intelligence and who had no physical handicaps other than visual impairment. In the early 1980's the mission of the school changed. The State began to "mainstream" visually impaired youth of normal intelligence by housing them in group homes and educating them in public schools. The New York School for the Blind now serves children who are visually impaired and have other physical or mental handicaps. The facility no longer provides its clientele with academic training, although it does provide some limited training to those capable of learning. Most of the children have mental deficiencies that severely limit their ability to learn.

New York State Office of Vocational Rehabilitation - This State agency provides medical evaluations, vocational evaluations, counseling, physical restoration, training, homemaker service, and job placement assistance to disabled adults who have employment capacity.

Genesee-Wyoming Board of Cooperative Education Services (BOCES) - In addition to providing vocational training for high school students which is not within the purview of this report, BOCES also provides two special education programs for children with developmental disabilities. One program is a preschool program for children five years of age or younger. The other program is for school age children.

PRIVATE NONCOUNTY HEALTH CARE AND SOCIAL SERVICE AGENCIES

SECONDARY AND TERTIARY HEALTH CARE FACILITIES (HOSPITALS)

Genesee Mercy Healthcare (St. Jerome and Genesee Memorial Hospitals)

Two secondary health care facilities currently exist in the City of Batavia. These are St. Jerome Hospital and Genesee Memorial Hospital. Although separate and distinct hospitals, over the past two years St. Jerome and Genesee Memorial Hospitals have been pursuing a course of merging with each other to form a new hospital to be known as Genesee Mercy Healthcare. Much has been achieved toward the merger. The two hospitals have completed their legal due diligence research to determine the legality of merging and the Boards of Directors of both hospitals have recently accepted the due diligence reports and have agreed to a common mission statement. The next step in the merger process will be for each hospital's Board of Directors to approve a single successor Board of Directors for the new Genesee Mercy Healthcare. The hospitals must also file a joint "Certificate of Need" with the New York State Department of Health and file with the US Federal Trade Commission.

The new Genesee Mercy Healthcare will be a general and acute care hospital providing a full range of medical and emergency room services similar to what each now provides separately. Because of the reduced overhead and realignment of resources that will occur as a result of the merger, hospital officials anticipate expanding the new Hospital's menu of medical services. This will enable the Hospital to offer improved services the Genesee County community. At the present time Genesee County residents in need of medical services not provided by either St. Jerome or Genesee Memorial are forced to travel to either the Buffalo or Rochester metropolitan hospitals to obtain the medical services. The new Genesee Mercy Healthcare Hospital will continue to utilize the existing facilities of the two hospitals, however, some renovation, demolition, and new construction will be required.

Because of Genesee County's close proximity to the metropolitan areas of Buffalo and Rochester, Genesee County also falls within the service areas of the hospitals located within each of these metropolitan areas. In some cases it may simply be a matter of convenience or preference that Genesee County residents obtain services from hospitals outside of Genesee County. In other situations the hospitals in Genesee County do not provide the type or level of service needed and Genesee County residents are forced to travel to either a Buffalo or Rochester hospital. These specialized services are typically provided by tertiary hospitals. Examples of these type of services which are not provided in Genesee County include major surgery (heart, aneurysms, cancer, organ transplants, limb amputations, etc.) or very specialized services such as kidney dialysis.

Tertiary hospitals located in the Buffalo metropolitan area include: Buffalo General, Roswell Park Cancer Institute, Bry-Lin Hospital. Tertiary hospitals located in the Rochester metropolitan area

include: Rochester General Hospital, Genesee Hospital, Highland Hospital, Strong Memorial Hospital, St. Mary's Hospital, and Park Ridge Hospital.

PRIVATE HEALTH CARE AND HUMAN SERVICE AGENCIES

In addition to the Genesee County governmental departments and agencies, Federal and State agencies, and the secondary hospital(s) located in Batavia, a number of private health care or health care related agencies and organizations as well as private human service agencies and organizations serve Genesee County residents. Some of these agencies and organizations have facilities located within Genesee County. Other agencies and organizations do not have facilities located within Genesee County, but in adjoining Counties, chiefly in Monroe and Erie Counties, and the services they offer are available to Genesee County residents who have transportation to their facilities. Finally other agencies are even more remotely located or even out of state, but are accessible by telephone. These agencies typically provide referral information or educational information.

Agencies that are remote and not within Genesee County or within one of the contiguous Counties are identified with an asterisk immediately following the name of the agency. Agencies are listed in alphabetical order. Descriptions of the services each agency provides came from the 1996 edition of the Genesee County Community Services Directory. To reiterate, the types and level of service of many of these agencies will fluctuate from time to time in response to changes in their revenue sources and the requirements stipulated by the Federal or State funding agency(ies).

ABC Day Care Center (Attica) - Provides child day care services including pre-school and kindergarten readiness classes.

Adolescents Helping Everyone Against Drugs (AHEAD) (Batavia) - This is a support group for students who wish to remain free of drugs. The organization sponsors extracurricular activities for youth.

AIDS Community Services of Western New York (Buffalo) - In addition to providing AIDS related educational information, the agency provides direct client service in the form of counseling, referrals, case management, meals on wheels, and sponsoring support groups.

AIDS Drug Assistance Program * - The agency provides free medication for the treatment of AIDS to persons who cannot afford the medication.

AIDS Family Services (Buffalo) - The agency provides professional counseling, consolation, education, pastoral care, grief counseling, and sponsors support groups.

AIDS Information Center (AIDS Hotline) * - The hotline provides access to a library of audio educational tapes each discussing a various aspect of the illness.

Alcoholics Anonymous (Genesee County, Buffalo, Rochester) - The agency sponsors self-help support groups for alcoholics and their families and maintains a 24 hour hotline with information on support group meetings.

All Babies Cherished Pregnancy Assistance Center (Batavia) - The agency provides pre and post natal care, pregnancy testing, counseling, child birth education classes, referrals, baby furniture, and maternity and baby clothing.

Alphabet Campus Day Care Center (Bergen) - The Center provides child day care services including kindergarten preparation classes.

Alzheimer's Association (Buffalo) - The Association provides information on Alzheimer's disease and sponsors support groups. The Association also provides a caregiver services.

American Association of University Women Cooperative Nursery School (Genesee County) - This Association provides a program of structured and nonstructured activities for the social, emotional, intellectual, and physical development of 3 and 4 year old children.

American Cancer Society (Batavia) - The agency provides transportation for doctors appointments and treatment, lends hospital equipment, sponsors support groups, and provides home health aides for persons with cancer.

American Diabetes Association (Buffalo) - The agency sponsors support groups, professional education workshops, and referral services for diabetics. The Association also sponsors Camp Sunshine for diabetic children.

American Heart Association (Buffalo) - The agency provides workshops on heart disease prevention and CPR education for health professionals. The AHA also provides a speaker's bureau and educational materials.

American Lung Association (Buffalo) - The agency sponsors smoking prevention and cessation services, a family asthma program, and occupational health educational services.

American Red Cross (Batavia) - The agency provides disaster services (emergency housing, food, and clothing) for disaster victims and administers a heating assistance program. The agency also provides first aid, CPR, and First Responder courses and operates a blood service.

American Social Health Association * - The agency provides a telephone hotline with information about sexually transmitted diseases.

Anorexia-Bulimia Buffalo Association (Buffalo) - The agency sponsors support groups for persons with eating disorders.

Assembly of God Church "Stephen's Table" (Batavia) - The church provides a hot lunches to the needy.

Association for Retarded Children (ARC) (Batavia) - The ARC provides comprehensive services for the developmentally disabled, mentally retarded, and physically handicapped.

Batavia Agri-Business Child Development Program (Batavia) - The agency provides day care for migrant workers, medical and dental exams, immunization, hearing testing, and transportation. The agency also offers Child Headstart Development Program.

Batavia Center for Independent Living (Batavia) - The agency assists persons with disabilities remain independent by providing education on independent living skills and technical assistance on modifying structures for handicapped accessibility and use. The agency also sponsors support groups and provides counseling, information, and referral services.

Batavia Nursing Home (Batavia) - The nursing home is a residential 24 hour skilled nursing facility providing comprehensive care.

Better Hearing Institute * - The agency provides referral information to persons with hearing impairments. It also provides information on financial aid for equipment.

Big Buddy Program (Batavia) - The Agency provides volunteers to provide adult companionship to children of single parent or dysfunctional families.

Blind Association of Western New York (Buffalo) - The agency provides various services to visually impaired persons including job employment, sheltered employment, non-visual skills training, mobility training, and vision assessment.

Byron Nursery School (Byron) - The school offers a 3-day per week program for 4 years olds for their physical, social, and academic skills development.

Center for Youth Services (Rochester) - The agency provides counseling for youth and their families and prevention education. It also provides educational workshops for youth and youth workers and emergency housing for runaways and homeless teenagers.

Chances and Changes (Geneseo) - The agency provides support for victims of domestic violence in the form of short-term sheltering, counseling, support groups, and child care.

Camp Good Days and Special Times (Mendon) - The agency provides summer camp experience to children who are afflicted with cancer or the AIDS virus or from a family who has a member afflicted with these diseases.

Catholic Charities of Batavia (Batavia) - The agency provides counseling services, adoption services, emergency financial assistance for food and prescription drugs. School intervention service is also offered.

Community Action Transportation System - The agency provides transportation to and from medical appointments for eligible senior citizens.

Community Emergency Food Program (Batavia) - This is a program provided by a consortium of agencies for maintaining an emergency food bank. The Regional Action Phone is responsible for processing the requests for food.

Compassionate Friends (Genesee County) - The agency sponsors support groups for families who have lost a child to sudden death.

Corfu Area Nursery School (Corfu) - Provides preschool educational classes and developmental activities to children ages 3 and 4.

Corporate Angel Network * - The agency arranges for air transportation to and from treatment for ambulatory cancer patients by using available seating on corporate aircraft.

Cure Childhood Cancer Association (Rochester) - The agency provides support to children with cancer and their families by sponsoring support groups, providing financial assistance, and educational liaison assistance.

Cystic Fibrosis Foundation (Buffalo and Rochester) - The agency provides information and referrals services concerning cystic fibrosis.

Dignity Buffalo (Buffalo) - Sponsors peer support groups, social outings, and publishes a newsletter for homosexuals and bisexuals.

Down Syndrome Parent's Support Group of Genesee County (Batavia) - The agency sponsors support group as well as provide information and publish a newsletter for parents of children with Down Syndrome.

Dynamic Communications Interpretations (Batavia) - The agency provides sign language interpreters for court cases, doctor and hospital visits, seminars, social events, and classes.

Epilepsy Association of Western New York (Buffalo) - The agency provides support services to epileptics and their families through counseling, support groups, vocational assistance, and Medicaid case management.

Erie County Alcohol Services (Buffalo) - The agency provides alcohol assessment, rehabilitation, counseling and therapy on both an outpatient and inpatient basis.

Farmnet (Farmers in Stress) * - The agency provides information and a referral telephone hotline to farmers to assist them with personal and financial problems.

FoodLink (Rochester) - The agency provides donated food products to charitable agencies for redistribution. The agency also sponsors a Nutrition Outreach Project for food stamp eligibility pre-screening and a cooperative food buying program.

Funtime Pre-Kindergarten Program (Elba) - The agency provides educational classes and developmental activities to 4 and 5 year olds.

Gay Alliance of Genesee Valley (Rochester) - The agency provides telephone counseling to homosexuals.

Gay and Lesbian Youth of Buffalo (Buffalo) - The agency sponsors support services to homosexual teenagers in the form of educational workshops, group counseling, and recreational activities.

Gay People of Buffalo (Buffalo) - The agency provides a telephone hotline counseling for homosexuals.

Genesee Community Action (Batavia) - The agency provides an array of services to low income, elderly, and handicapped persons including: weatherization of homes, utility assistance, low cost food and surplus food distribution, emergency food pantry, assistance with income tax return preparation, social security, and car seat loan program. The agency also operates a Head Start preschool program for children as well as provide health services and speech therapy to the children. The agency also provides transportation to and from medical appointments for eligible senior citizens.

Genesee Council on Alcoholism and Substance Abuse (GCASA) (Batavia) - The agency provides various support services for persons with drug or alcohol problems or those at risk. These services include group therapy and counseling, employee assistance programs, education and prevention programs, e.g., STOP-DWI.

Genesee County Alzheimer Support Group (Batavia) - The agency sponsors a support group for the caregivers, family and friends of person afflicted with Alzheimer's disease.

Genesee County Mental Health Association (Batavia) - The agency provides mental health information and referrals as well as sponsors a social club for those with mental afflictions. The agency also provides information on mental health and functions as an advocate for the mentally ill.

Genesee County Right to Life (Batavia) - The agency provides information, education, and counseling on alternatives to abortion. The agency also provides information on prenatal care and referral services.

Genesee-Orleans Homemaker Service (Batavia) - The agency provides in home support services for the infirm or frail that include housekeeping, meal preparation, laundry, bill paying, personal care, shopping, etc.

Genesee-Orleans Ministry of Concern (Batavia) - The agency provides support services in the form of emergency food referrals and vouchers, rent and utility assistance, vouchers for prescription drugs, information and referrals, jail visitations, and a revolving bail bond fund.

Genesee Pro-Choice Coalition (Genesee County) - The agency provides information and counseling on abortion.

Genesee Senior Citizen Action Council (Basom)- The council prepares and distributes a directory of stores and restaurants that provide senior citizen discounts.

Gillam-Grant Community Center (Bergen) - The center provides nutritional services for the elderly, lunch meals two days per week, teen activities, teen center, youth employment service, summer day camp, recreation, and limited transportation.

Girl Scouts of Genesee Valley (Rochester) - The agency provides a recreational, personal growth, and personal development programs for girls.

Grief, Inc. (Rochester) - The agency provides bereavement support to persons who are grieving due to a death of a family member or friend.

Headway for Brain Injured (Buffalo) - The agency sponsors a support group for persons with head injuries and their families. It publishes a newsletter and provides referrals to programs, services, and facilities.

Hemophilia Center of Western New York (Buffalo) - The agency provides a clinic that offers emergency blood transfusions, dental care, orthopedics and physical therapy, pediatric care. The agency also offers wellness programs and sponsors a support group as well as operate a children's camp.

Hospice Family Care (Batavia) - The agency provides comprehensive care to persons with a limited life expectancy. These services include: nursing care, medical social services, counseling, medical supplies and equipment, home health aids, homemaker service, and pastoral counseling.

International Hearing Society * - The agency provides referrals to hearing aid specialists for persons with hearing impairments, financial assistance, and support groups.

Boy Scouts of America (Iroquois Trail Council) (Batavia) - The agency sponsors recreational, personal development, and leadership development programs for boys.

Jewish Family Service (Buffalo) - The agency provides counseling and support services to parents and relatives who have experienced the loss of a child.

John Morris Clinic (Rochester) - The clinic provides an inpatient alcohol and drug rehabilitation program.

Juvenile Diabetes Foundation (Buffalo) - The agency sponsors support groups, educational and social programs, and an speakers bureau. In addition the agency provides educational and career counseling, an informational and referral service and it publishes a home care manual and newsletter.

Kid's Connection (Bergen) - The agency provides child care for school age children before and after school.

LeRoy Nursery School (LeRoy)- The school provides nursery school activities for children 3, 4 and 5 years of age.

LeRoy Village Green Nursing Home (LeRoy) - The facility is a residential skilled nursing facility providing 24 hour a day comprehensive care.

Leukemia Society of America (Buffalo) - The agency provides five major programs, i.e., research, patient aide, public and professional education, and community services.

Lifeline Low-Cost Telephone Service * - The agency provides low-cost telephone service for low-income persons who are receiving public assistance.

Lifetime Assistance, Inc. (Brockport) - The agency provides family care providers to assist families with developmentally disabled family members. The agency also serves developmentally disabled persons in group homes and in day treatment facilities.

Life Transition Center, Inc. (Buffalo) - The agency provides support to persons who are dealing with grief and bereavement. The agency offers counseling, education, information, referrals and also sponsors support groups.

Literacy Volunteers of America, Inc. (Batavia) - The agency provides reading tutoring service to persons 16 years of age or older who have a reading skills less than the fifth grade level. The agency also provides conversational English tutoring and GED tutoring.

Living Opportunities of DePaul (Buffalo) - The agency provides residential programs for adults who are mentally disabled. Assistance can be in the form of supportive apartments or group home.

Lupus Foundation of America, Western New York Chapter (Buffalo) - The agency provides support for lupus patients and their families in the form of monthly meetings, in-service programs, and publishing a newsletter.

March of Dimes Birth Defects Foundation (Buffalo) - The Foundation supports programs in the area of medical services and educational awareness.

Men Educated Nonviolent (MEN) (Rochester) - The agency provides counseling and classes in behavior modification and sponsors a support group for men prone to domestic violence.

Mercy Hall (Batavia) - The agency provides alcohol treatment, detoxification , education, and counseling.

Mothers Against Drunk Driving (MADD) * - This is a support group for families who have lost a family member in an alcohol related accident. The group sponsors public awareness programs also.

Main Quest Treatment Center (Rochester) - The Center provides alcohol intoxication recovery programs including: primary care, inpatient rehabilitation, community residence, supportive living, and outpatient clinical care.

Muscular Dystrophy Association (Rochester) - The Association provides support services to persons afflicted with muscular dystrophy including: support groups, transportation to and from clinic, occupational, respiratory, and physical therapy, medical care, wheelchairs. The Association also provides a summer camp for youth.

Narcotics Anonymous (Genesee County) - This is a support for current or past drug addicts. A telephone hot-line is also provided.

National Multiple Sclerosis Society, Western New York Chapter (Buffalo) - The MS Society sponsors support groups for persons afflicted with MS. It also provides client counseling, educational services, professional education and equipment or assistance in acquiring equipment.

National Runaway Switchboard * - This is a nationwide telephone hotline for teenage runaways. It provides crisis intervention and counseling as well as referrals to shelters for runaways.

National Society for Autistic Children, Inc. (Buffalo) - The agency provides various support services to families with autistic children including: information and referrals, Saturday therapeutic recreation program, home care, case management and coordination, adult day treatment program, and an educational program.

National Technical Institute for the Deaf (Rochester) - The Institute offers a secondary education program and technical education program for post-secondary hearing-impaired students.

New York Easter Seal Society * - The agency provides telephone support for the parents and care givers of disabled or chronically ill children.

New York State Head Injury Association, Inc. * - The agency serves as a clearinghouse for disseminating information and resources for families with a member who has sustained a head injury. The agency also sponsors family support groups.

New York State Relay Service (TTY) * - This is a telephone service that enables hearing impaired and nonhearing impaired persons to communicate via the telephone.

Niagara Frontier Radio Reading Service (Buffalo) - This is a service that reads newspapers, magazines, books, grocery advertisements over the radio for the visually impaired.

Nineline * - This is a telephone hotline for teenage runaways. Provides counseling and referrals to shelters and other services.

National Medical Care (Buffalo) - The agency provides respiratory therapy, home assessments, internal feeding, and high-tech services such as IV antibiotics and pain treatment.

Olsten-Kimberly Quality Care Nursing Service (Batavia) - Provides in-home RN, LPN and Home Health Aide services.

Orton Dyslexia Society (Buffalo) - Provides referral service for persons afflicted with dyslexia.

Overeaters Anonymous (Genesee County) - This is a support group for persons wishing to lose weight. Nutritional counseling is provided.

P-FLAG (Parents and Friends of Lesbians and Gays) (Buffalo and Rochester) - This is a support group for friends and families of homosexuals.

Parent Network Center (Buffalo) - This agency provides supportive services to families having children with disabilities. Services include: information and referrals, networking, newsletter, mutual support groups, and workshops.

Parents Without Partners (Genesee County) - This is a self-help support group for single parents and provides social and educational activities for both adults and their children.

Parkinson's Disease Support Group (Buffalo) - This is a support group for those afflicted with Parkinson's disease, their caregivers, and family.

Patient Abuse Hotline (Buffalo) - This is a 24 hour telephone hotline service provided for reporting hospital and nursing home abuse.

Phoenix Club for Schizophrenia Related Illness (Buffalo) - This is a self-help support group for persons who have been diagnosed with schizophrenia or schizaffective disorder. Group meetings are held.

Planned Parenthood (Batavia) - Agency provides women with reproductive health care exams and screening and men with reproductive health care referrals. Agency also provides birth control to both men and women. The agency also provides educational programs. Rape crisis intervention is also provided.

Private Industrial Council (GLOW-PIC) (Batavia) - The Council oversees training programs and job opportunities for the economically disadvantaged, displaced workers, and handicapped residents of Genesee, Livingston, Orleans, and Wyoming Counties. (The training programs are administered by the Job Development Bureau, a Genesee County agency - See description of Job Development Bureau above under "County Government Departments and Agencies" heading.)

Project S.O.S. (Search out Success) (Batavia) - Provides services to unemployed women. Workshops and support groups are used to provide the service.

Recovering Crossdressers Anonymous (Buffalo) - This is a Christian self-help support group for persons who wish to overcome the desire to crossdress.

Recovery, Inc. (Rochester) - The agency sponsors a support group to teach people how to deals with anxiety, nervousness, and depression.

Regional Early Childhood Direction Center (Rochester) - The Center provides information and referral service to parents who are concerned about a preschool child with special needs.

Regional Action Phone, Inc. (RAP) (Batavia) - This is a 24 hour telephone hotline providing crisis intervention and referrals services. The Agency also serves as a clearinghouse for emergency food and utilities requests.

Rochester Eating Disorder Organization (REDO) (Rochester) - This is a support group for persons with eating disorders. Also provides referral service.

Rochester School for the Deaf (Rochester) - The School provides education for the hearing impaired. It also provides counseling, job placement and training, referral and evaluation services, and offers a deaf infant program.

Runaway Hotline * - This is a 24 hour telephone crisis hotline for runaway teenagers. It provides crisis intervention and shelter referral services.

St. Luke Manor Nursing Facility (Batavia) - The nursing facility is a 24 hour residential skilled nursing facility providing comprehensive care.

St. Mary's School for the Deaf (Buffalo) - The School provides education for the hearing impaired including both academic and vocational training.

St. Paul Lutheran Preschool (Batavia) - The church provides a three day per week preschool program for 3 and 4 year olds.

Salvation Army (Batavia) - The agency provides an array of services including: emergency food, rental assistance, transient shelter, winter clothing, furniture vouchers, prescription drug vouchers, counseling and referrals, missing persons searches, after school recreation. The agency also sponsors a senior citizens club and religious and social gatherings. Additionally the agency operates a thrift store which provided inexpensive clothing, shoes, furniture, appliances, and housewares.

Self-Sufficient Through Education Program (S.T.E.P.) (Batavia) - This is a program for public assistance recipients provided at the Genesee Community College campus which provides various services including: personal and career counseling, academic advisement and tutoring, job placement assistance, short-term job training, and pre-college remediation.

Sexaholics Anonymous (Rochester) - This is a self-help group to help people overcome sexually destructive thinking and behavior.

SHARE (Batavia) - This is a support group for couples who have experienced the loss of a baby through miscarriage, stillbirth, or early infant death.

Soneshine Patch Day Care (Batavia) - This is a Christian day care center.

Spina-Bifida Association of the Niagara Frontier (Buffalo) - The Association provides information and referrals services to families with children afflicted with spina-bifida. The Association also publishes a newsletter, operates a loan closet, and sponsors social gatherings.

Stone Church Nursery School (Bergen) - The nursery school provides preschool programming for children ages 2 through 4.

Students Against Drunk Driving (SADD) (Batavia) - This is a support group for students to promote activities that are alcohol and drug free. It is sponsored by the Genesee-Orleans Youth Bureau.

Sudden Infant Death Syndrome Center (Rochester) - The Center provides professional education, informational materials, and referral services for families who have lost infants to SIDS.

Support Network for Men and Women: Crossroads (Buffalo) - This is an informal network for men and women going through a separation or divorce.

Taking Off Pounds Sensibly (Genesee County) - This is a self-support group for persons desiring to lose weight.

Threshold (Rochester) - The program provides adolescents with preventative healthcare education, but not counseling.

Tonawanda Indian Community House (Akron) - This is a community facility for Indian reservation residents. Daily lunches are provided for the elderly. The facility contains showers and source for household potable water.

United Cerebral Palsy Association of Western New York (Buffalo) - The Association provides residential and respite services, adult day treatment, outpatient diagnostic and treatment clinic, social development programs, and special education for persons afflicted with cerebral palsy.

Veterans of Foreign Wars (VFW) (Batavia) - Occasionally can assist veterans with hot meals, car repairs, and transient services.

Visiting Nursing Association, Inc. (Buffalo) - Agency provides in-home nursing services including: nursing, social services, homemaker services, physical, occupational, and speech therapy, nutritional counseling, respite care, and arranging for medical equipment and supplies.

Visitor Center at Attica Correctional, Inc. (Attica) - Agency provides information, referrals, emergency food and shelter to the families of prison inmates.

Western New York Association for the Learning Disabled (Buffalo) - The Association operates community residences, satellite alternative high school programs, supported work programs, and a resource material center. A parent support group is also sponsored.

Western New York Children's Psychiatric Center (Buffalo) - This is an agency that provides both inpatient and outpatient psychiatric services to children including evaluation, diagnosis, and treatment.

Western New York Developmental Center Office of Mental Retardation and Developmental Disabilities (Buffalo) - The agency assists parents locate and arrange for services for their children. The agency coordinates the medical, social, rehabilitative, and developmental services of program participants.

Western New York Developmental Disabilities Service Office (Batavia) - The agency provides community alternatives to institutionalization for mentally retarded and developmentally disabled.

Women, Infants, Children (WIC) (Batavia) - This is a supplemental food program for pregnant women, infants, and children under the age of 5. Nutritional counseling and meetings are also provided)

Women's Health Services Pregnancy Hotline (Batavia) - This is a service that provides a telephone hotline, pregnancy counseling, child birth and parenting classes, and sponsors a mothers support group.

YMCA (Batavia) - The agency provides a preschool program and after school activity center for youth.

YWCA of Genesee County (Batavia) - The agency provides preschool programs for children, an after school enrichment program, domestic violence services including emergency shelter, food, clothing, transportation, and counseling.

FUNDING FOR COUNTY HEALTH AND HUMAN SERVICE AGENCIES

Genesee County's health and human service departments and agencies account for a very large portion of the County's General Fund budget and the funding for these agencies and departments come from various sources. Tables 1 and 2 contain 1997 budget information pertaining to each of the County's health and human service departments and agencies. The information contained in the Tables is summarized graphically in Charts 1 through 4 which accompany the tables.

An examination of Table 1 (page 26) reveals that more than one-half (58.76 per cent) of Genesee County's General Fund budget appropriations are for the County's health and human service agencies. This information is summarized in Chart 1 (page 27). Looking at Chart one the reader can see that the Department of Social Services is the largest (in terms of budgetary appropriations) of the County's health and human service departments and agencies. This Department accounts for 33 per cent of the County's General Fund appropriations. The next largest department is the Department of Health which accounts for 14 per cent of the County's General Fund budget. The Department of Mental Health is the third largest accounting for 9 per cent of the General Fund budget. The Office for the Aging, Youth Bureau, Veterans Services, and Mercy Flight combined account for less than 4 per cent of the County's General Fund budget.

It should be noted that not all of Genesee County's health and human services departments and agencies are funded from the General Fund. The Job Development Bureau is funded from a Special Revenue Fund while the County Nursing Home is funded from an Enterprise Fund which functions very similarly to a private business in that the County Nursing Home must generate enough income through fees to fully defray its operating expense. Chart 2 (page 28) depicts the relative size (based on budget appropriations) of ONLY the County's health and human services departments and agencies funded from the General Fund. Chart 3 (page 29) depicts the relative size of all County health and human services departments/agencies to each other and includes both the Job Development Bureau and the County Nursing Home both of which are not funded through the General Fund.

Information pertaining to the source of funding for the County's various health and human service departments/agencies is summarized in Table 2 (page 30) and Chart 4 (page 31). Table 2 shows not only the total budgetary appropriation for the 1997 fiscal year, but also shows a breakdown of the sources of funds and the amount from each source. The Department of Social Services, the largest County health and human service department has a budget totaling

$16,250,842. The $16,250,842 figure does not include $30,047,435 of Federal and State Medicaid payments made directly to service providers on behalf of Genesee County residents. The County Nursing Homes' budget for 1997 is $8,918,886 while the budgets for the Department of Health and Department of Mental Health are $6,964,734 and $4,170,455 respectively. The Office for the Aging has a budget of $837,033, Veterans Services, $90,810, and the Youth Bureau $371,703.

Generally, the funding for the Genesee County's health care and human services comes from four major sources, i.e., departmental income, State aid, Federal aid, and local revenue. The actual dollar amounts are shown in Table 2 while the relative proportions from each source are illustrated in Chart 4 (Note: Chart 4 applies only to departments and agencies funded through the General Fund). The two largest sources of income for health and human services come from local revenue ($9,733,933) and State aid ($9,292,554) each accounting for approximately one-third of total health and human service revenue. Departmental income ($4,956,707) and Federal aid ($4,699,757) are approximately equal to each other. Each accounts for approximately 17 per cent of total revenue. These four sources represent over 99 per cent of the County's revenue for this service area. It should be noted that departmental income represents fees that the departments/agencies charge to their clients.

Of the two County agencies not within the General Fund, the Job Development Bureau is entirely funded by Federal Aid which totals $1,754,870 and all of the County Nursing Homes's revenue is in the form of departmental income since, as it operates as an Enterprise Fund and must raise its own revenue.

It should be noted that some revenue streams for health and human service programming are in a state of flux. Changes in Federal and State funding for Medicaid and welfare reform has begun and will continue to impact on all counties including Genesee over the next several years. The County Manager has made mention of this in his budget messages for both the 1996 and 1997 fiscal years. In the area of welfare (Home Relief and Aid to Dependent Children) the Federal and State goal is to reduce financial assistance to clients while transitioning clients to job training and actual employment.

It is clear that Genesee County will receive less Federal and State revenue for health and human service programming. What is unclear is the end result. According to the County Manager "The uncertainty of Federal and State Medicaid and welfare reform has made this area very difficult to predict ..." He further states that "Mandate relief and block granting of certain Social Service, Health and Mental Health programs have not seen significant reforms that could translate into savings for County Government. The block grants, generally, include less money than the prior funding level of these categorical programs but not the relief so often promised." In his fiscal 1997 budget message the County Manager cites an example of the uncertainty and unpredictability, "The expenditures for Social Service, Home Relief, and Aid to Dependent Children are projected to decline as we reduce our caseloads an average of 11%. However, new Federal reforms involving Social Security Disability and substance abuse are likely to increase our financial obligations as well as a 5% growth in Medicaid caseload over the past year." The County has already begun to react to the changing conditions. According to the County Manger "The Commissioner of Social Services and his staff have been making inroads and plans for some cost shifting and reductions in our County's share if present trends continue and if the County is allowed to be aggressive and creative in managing clients and caseloads."

TABLE 1

GENESEE COUNTY COMPREHENSIVE PLAN
HEALTH AND HUMAN SERVICES
BUDGET APPROPRIATION BY DEPARTMENT

Budget Account Number	Dept./Agency-Activity/Program	Total Dept./Agency Appropriation	Budget Line Item Appropriation	Departmental Income	Intergovtl Charges	Misc. Local Sources	Interfund Transfers	State Aid	Federal Aid	Local Revenue Commitment
A 6772	Office for the Aging	$837,033	$837,033	$107,500	$0	$0	$0	$291,057	$269,759	$168,717
A 4010	Public Health Dept.:		$2,238,428	$976,283	$0	$4,700	$0	$737,855	$0	$519,590
A 2960	3-5 Year Olds Program.		$3,427,695	$250,000	$0	$0	$0	$2,057,213	$0	$1,120,482
A 4059	0-2 Year Olds Program.		$1,025,195	$446,985	$0	$0	$0	$289,105	$60,000	$229,105
A 4046	Handicapped Child.-Med.		$40,000	$3,000	$0	$0	$0	$18,500	$0	$18,500
A 1185	Medical Examiner/Coroners		$10,500	$0	$0	$0	$0	$0	$0	$10,500
A 1186	Post Mortems		$6,000	$0	$0	$0	$0	$0	$0	$6,000
A 4025	Laboratory		$216,916	$41,623	$0	$0	$0	$52,185	$0	$123,108
	Public Health Subtotal	$6,964,734	$6,964,734	$1,717,891	$0	$4,700	$0	$3,154,858	$60,000	$2,027,285
A 4310	Mental Health Dept.:		$2,040,419	$1,425,498	$0	$0	$0	$438,755	$21,000	$155,166
A 4250	Alcohol/Substance Abuse		$1,014,068	$14,875	$0	$0	$0	$772,456	$172,987	$53,750
A 4322	ARC		$810,000	$339,445	$0	$0	$0	$400,000	$0	$70,555
A 4311	Court Commitments		$20,000	$0	$0	$0	$0	$0	$0	$20,000
A 4321	Mental Health Assoc.		$145,218	$0	$0	$0	$0	$145,218	$0	$0
A 4325	Regional Action Phone		$92,750	$21,000	$0	$0	$0	$39,200	$0	$32,550
A 4323	Restoration Society		$48,000	$0	$0	$0	$0	$48,000	$0	$0
	Mental Health Subtotal	$4,170,455	$4,170,455	$1,800,818	$0	$0	$0	$1,843,629	$193,987	$332,021
A 4540	**Mercy Flight**	$7,500	$7,500	$0	$0	$0	$0	$0	$0	$7,500
	Social Services Dept.:		$0	$0	$0	$0	$0	$0	$0	$0
A 6010	Administration		$4,783,202	$57,633	$0	$0	$0	$1,886,045	$2,294,009	$535,515
A 6148	Burials		$20,000	$1,151	$0	$0	$0	$6,314	$0	$12,535
A 6119	Child Care		$573,000	$36,343	$0	$0	$0	$200,544	$157,084	$179,029
A 6109	Aid to Depend. Child.		$2,842,000	$562,536	$0	$0	$0	$526,286	$1,037,067	$716,111
A 6142	Emergency Assist. Adults		$5,000	$0	$0	$0	$0	$2,500	$0	$2,500
A 6141	HEAP		$650,000	$0	$0	$0	$0	$0	$650,000	$0
A 6140	Home Relief		$412,000	$50,000	$0	$0	$0	$181,000	$0	$181,000
A 6123	Juvenile Delinquent Care		$68,300	$5,572	$0	$0	$0	$117,265	$0	($54,537)
A 6101	Medical Assistance		$461,000	$498,658	$0	$0	$0	($76,801)	$37,851	$1,292
A 6102	Medical Assist.-MMIS	(SEE FOOTNOTE)	$5,156,000	$0	$0	$0	$0	$688,711	$0	$4,467,289
A 6030	Public Home		$685,340	$13,226	$0	$0	$0	$336,057	$0	$336,057
A 6070	Services for Recipients		$330,000	$500	$0	$0	$0	$0	$0	$329,500
A 6106	Family Type Home		$0	$0	$0	$0	$0	$0	$0	$0
A 6129	State Training Schools		$265,000	$14,249	$0	$0	$0	$0	$0	$250,751
	Social Services Subtotal	$16,250,842	$16,250,842	$1,249,868	$0	$0	$0	$3,867,921	$4,176,011	$6,957,042
A 6510	**Veterans Services**		$85,310	$0	$0	$0	$0	$5,000	$0	$80,310
A 6511	Veterans Services-Burials		$5,500	$0	$0	$0	$0	$500	$0	$5,000
	Veterans Services Subtotal	$90,810	$90,810	$0	$0	$0	$0	$5,500	$0	$85,310
A 7310	Youth Bureau		$139,707	$80,794	$0	$0	$0	$25,938	$0	$52,975
A 7311	Juvenile Aid Program		$119,444	$0	$0	$0	$5,400	$10,935	$0	$103,109
A 7312	Special Youth Program		$112,552	$19,836	$0	$0	$0	$92,716	$0	$0
	Youth Bureau Subtotal	$371,703	$371,703	$80,630	$0	$0	$5,400	$129,589	$0	$156,084
	TOTAL - GENERAL FUND	$28,693,077	$28,693,077	$4,956,707	$0	$4,700	$5,400	$9,292,554	$4,699,757	$9,733,959
CD 6290	**Job Development Bureau**	$1,754,870	$1,754,870	$0	$0	$0	$0	$0	$1,754,870	$0
E 6021	**Nursing Home Fund**		$8,752,831	$8,752,831	$0	$0	$0	$0	$0	$0
E 6055	Day Care - Nursing Home		$166,055	$166,055	$0	$0	$0	$0	$0	$0
	Nursing Home Subtotal	$8,918,886	$8,918,886	$8,918,886	$0	$0	$0	$0	$0	$0
	TOTAL - SPECIAL FUNDS	$10,673,756	$10,673,756	$8,918,886	$0	$0	$0	$0	$1,754,870	$0
	TOTAL - ALL FUNDS	$39,366,833	$39,366,833	$13,875,593	$0	$4,700	$5,400	$9,292,554	$6,454,627	$9,733,959

FOOTNOTE: The $5,156,000 represents only about 17% of the total amount of Medicaid funds expended on behalf of Genesee County residents. The Federal Government provides 50% of the total funds funds expended and the State provides 33% of the total funds expended on behalf of Genesee County residents. Federal and State funds do not pass throught the County, but are paid directly to service providers and are therefore no included in the Gensee County budget.

RELATIVE SIZE OF COUNTY HEALTH AND HUMAN SERVICE DEPARTMENTS/AGENCIES WITHIN GENERAL FUND COMPARED TO OTHER COUNTY DEPARTMENTS/AGENCIES

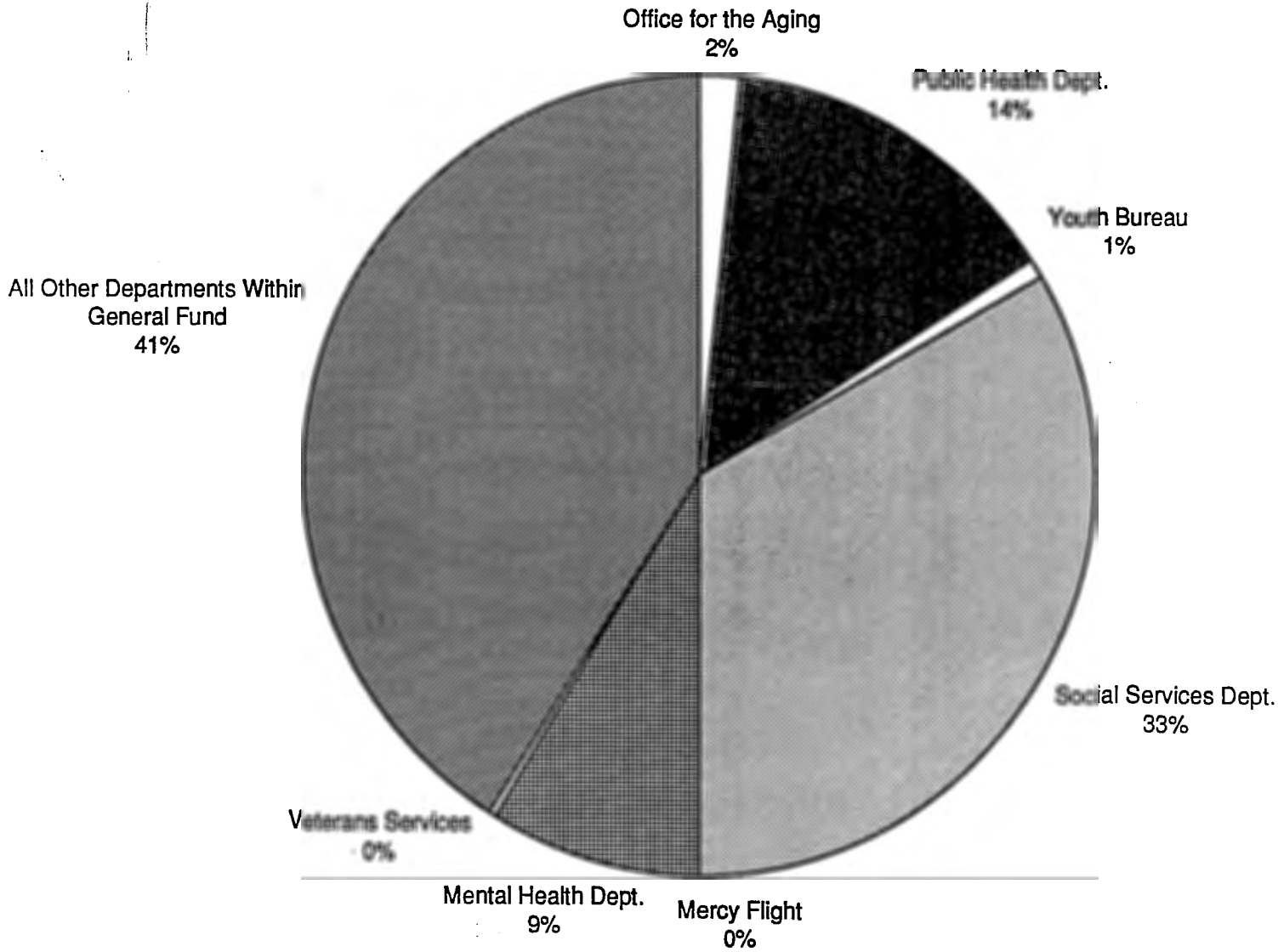
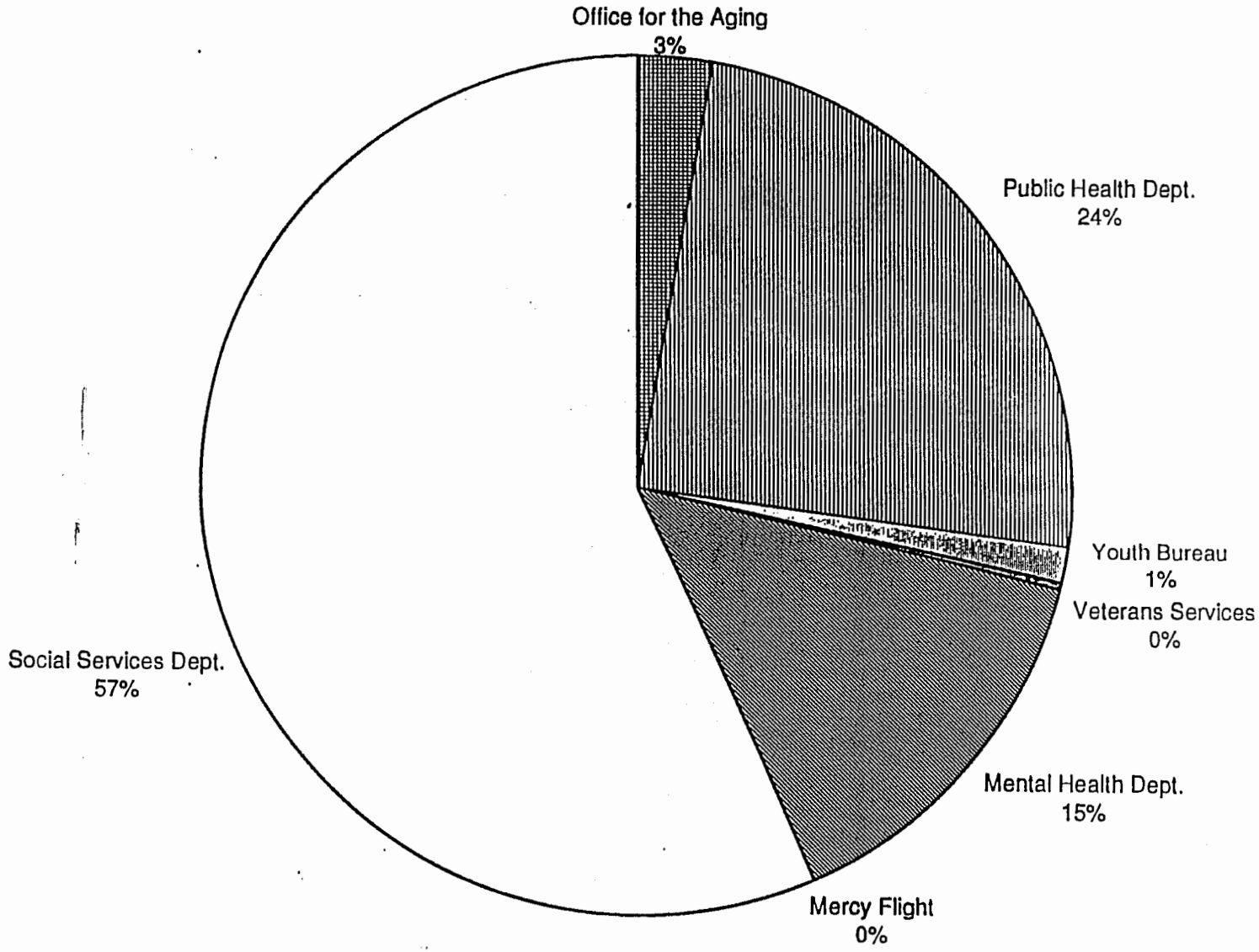


CHART 2

RELATIVE SIZE OF COUNTY HEALTH AND HUMAN SERVICE DEPARTMENTS/AGENCIES WITHIN GENERAL FUND COMPARED TO EACH OTHER



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RELATIVE SIZE OF ALL COUNTY HEALTH AND HUMAN SERVICE AGENCIES

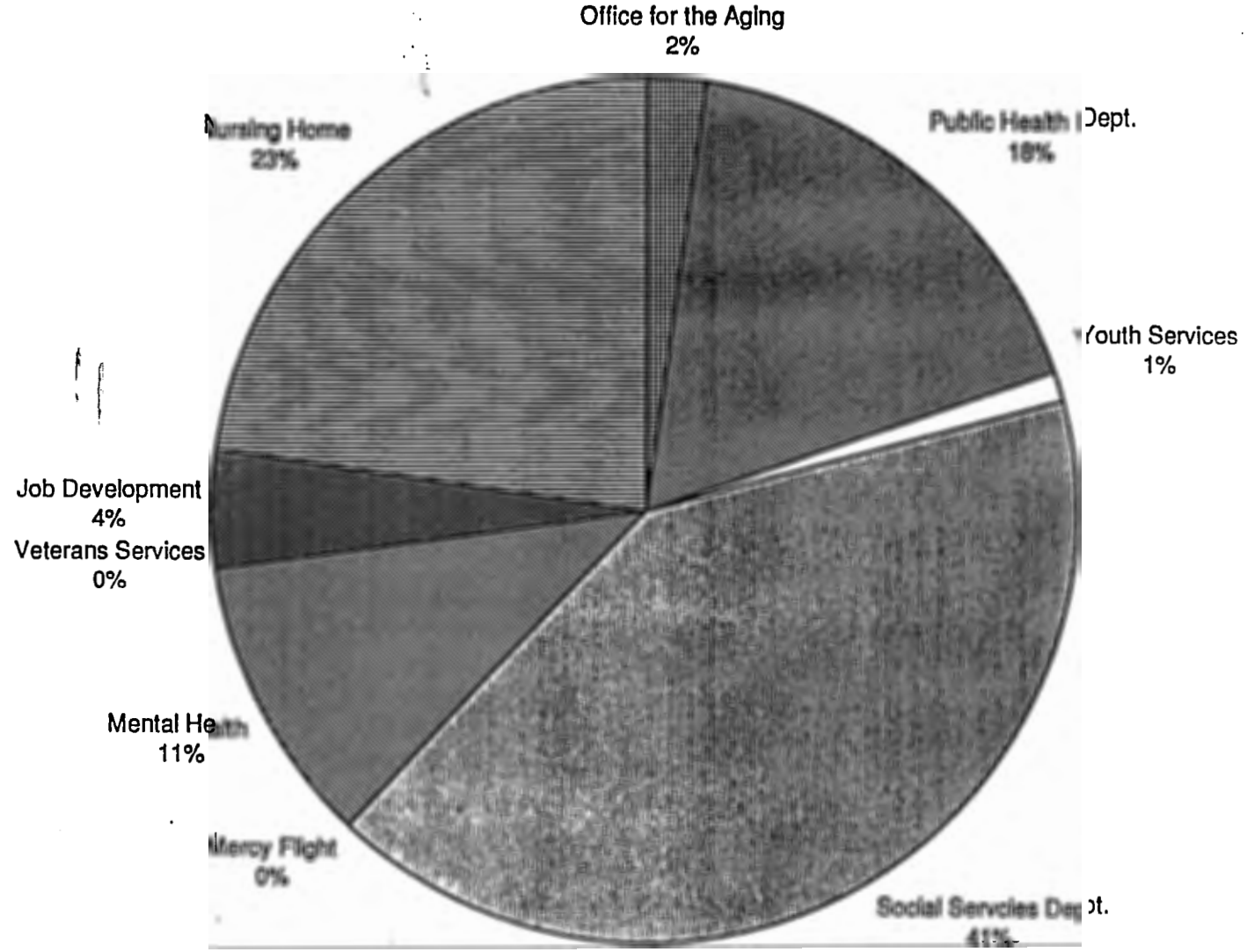


TABLE 2

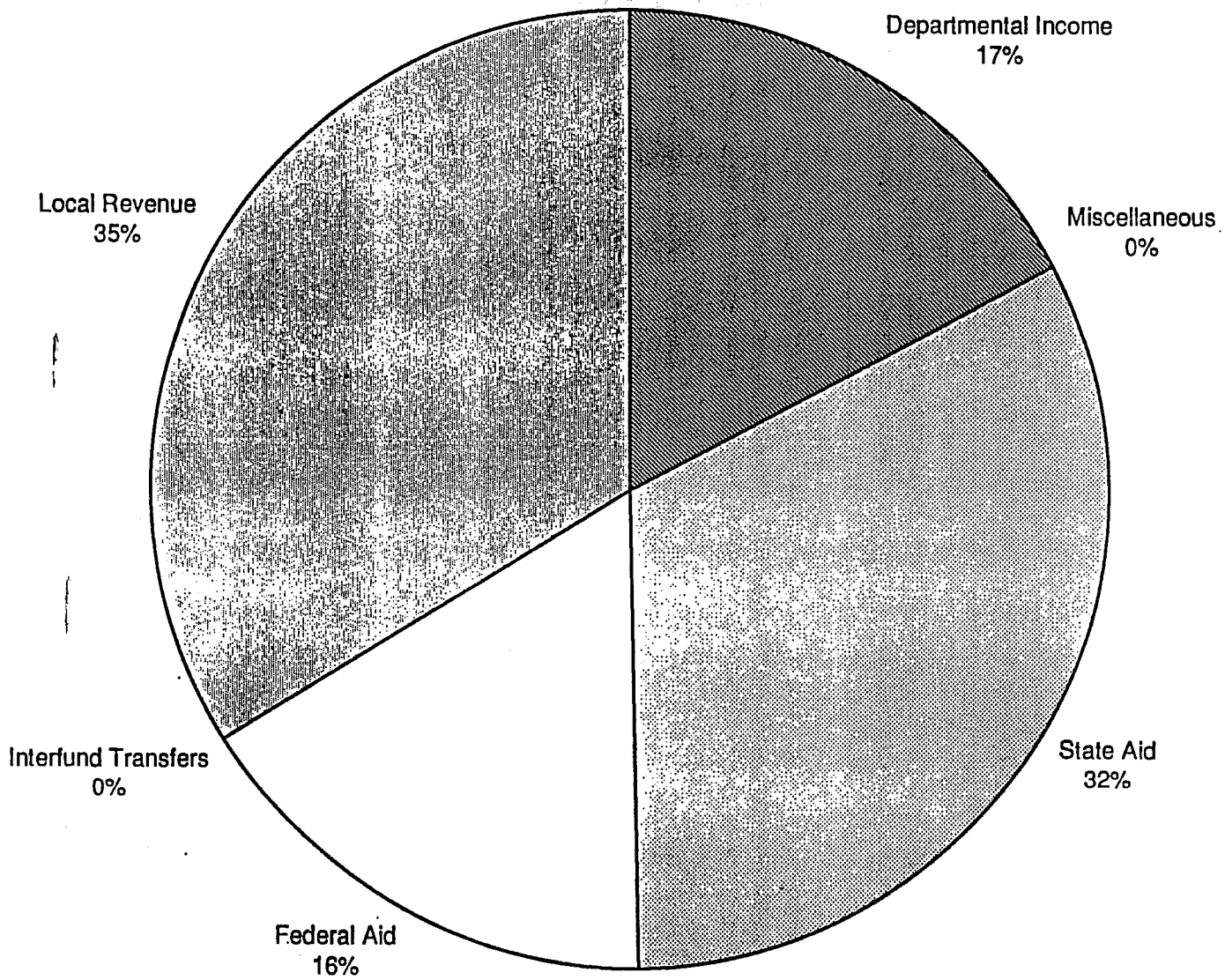
GENESEE COUNTY COMPREHENSIVE PLAN
HEALTH AND HUMAN SERVICES

BUDGET ACCT. NO.	Contracted	DEPT./AGENCY-ACTIVITY/PROGRAM	TOTAL APPROPRIATION	PERCENT OF GENERAL FUND BUDGET	PERCENT OF ALL HEALTH & HUMAN SERVICES APPROPRIATIONS WITHIN GENERAL FUND ONLY	PERCENT DERIVED FROM LOCAL FUNDS
A 6772		Office for the Aging	$837,033	1.71%	2.92%	20.16%
A 4010		Public Health Dept.:	$2,238,428	4.58%	7.80%	23.21%
A 2960		3-5 Year Olds Pgm.	$3,427,695	7.02%	11.95%	32.69%
A 4059		0-2 Year Olds Pgm.	$1,025,195	2.10%	3.57%	22.35%
A 4046		Handicapped Child. Med.	$40,000	0.08%	0.14%	46.25%
A 4025		Laboratory	$216,916	0.44%	0.76%	100.00%
A 1185		Med. Examiner/Coroner	$10,500	0.02%	0.04%	100.00%
A 1186		Post Mortems	$6,000	0.01%	0.02%	56.75%
		Public Health Subtotal	$6,964,734	14.26%	24.27%	29.11%
A 4310		**Mental Health Dept.:**	$2,040,419	4.18%	7.11%	7.60%
A 4250	C	Alcohol/Substance Abuse	$1,014,068	2.08%	3.53%	5.30%
A 4322	C	ARC	$810,000	1.66%	2.82%	8.71%
A 4311		Court Commitments	$20,000	0.04%	0.07%	100.00%
A 4321	C	Mental Health Assoc.	$145,218	0.30%	0.51%	0.00%
A 4325	C	Regional Action Phone	$92,750	0.19%	0.32%	3.28%
A 4323	C	Restoration Society	$48,000	0.10%	0.17%	0.00%
		Mental Health Subtotal	**$4,170,455**	**8.54%**	**14.53%**	**7.96%**
A 4540		Mercy Flight	$7,500	0.02%	0.03%	100.00%
		Social Services Dept.:				
A 6010		Administration	$4,783,202	9.79%	16.67%	11.20%
A 6148		Burials	$20,000	0.04%	0.07%	62.68%
A 6119		Child Care	$573,000	1.17%	2.00%	31.24%
A 6109		Aid to Depend. Child.	$2,842,000	5.82%	9.90%	25.20%
A 6142		Emergency Assist. Adults	$5,000	0.01%	0.02%	50.00%
A 6141		HEAP	$650,000	1.33%	2.27%	0.00%
A 6140		Home Relief	$412,000	0.84%	1.44%	43.93%
A 6123		Juvenile Delinquent Care	$68,300	0.14%	0.24%	-44.40%
A 6101		Medical Assistance	$461,000	0.94%	1.61%	0.28%
A 6102		Medical Assist.-MMIS (See Footnote)	$5,156,000	10.56%	17.97%	86.64%
A 6030		Public Home	$685,340	1.40%	2.39%	49.04%
A 6070		Services for Recipients	$330,000	0.68%	1.15%	99.85%
A 6106		Family Type Home	$0	0.00%	0.00%	0.00%
A 6129		State Training Schools	$265,000	0.54%	0.92%	94.62%
		Social Services Subtotal	**$16,250,842**	**33.28%**	**56.64%**	**42.81%**
A 6510		Veterans Services	$85,310	0.17%	0.30%	94.14%
A 6511		Veterans Services-Burials	$5,500	0.01%	0.02%	90.91%
		Veterans Services Subtotal	$90,810	0.19%	0.32%	93.94%
A 7310		**Youth Bureau**	$139,707	0.29%	0.49%	37.92%
A 7311		Juvenile Aid Program	$119,444	0.24%	0.42%	86.32%
A 7312		Special Youth Program	$112,552	0.23%	0.39%	0.00%
		Youth Bureau Subtotal	**$371,703**	**0.76%**	**1.30%**	**41.99%**
		TOTAL -GENERAL FUND	**$28,693,077**	**58.76%**	**100.00%**	**33.92%**

Footnote: The $5,156,000 represents only about 17% of the total amount of Medicaid funds expended on behalf of Genesee County residents. The Federal Government provides 50% of the total funds expended and the State provides 33% of the total funds expended on behalf of Genesee County residents. Federal and State funds do not pass through Genesee County, but are paid directly to service providers and are therefore not included in the Genesee County budget.

TOTAL GENERAL FUND	$48,834,039
TOTAL HEALTH & HUMAN SERVICES WITHIN GENERAL FUND	$28,693,077
TOTAL OF ALL FUNDS	$70,267,931

SOURCES OF FUNDING FOR COUNTY HEALTH AND HUMAN SERVICE DEPARTMENTS/AGENCIES WITHIN GENERAL FUND



COORDINATION AND INFORMATION SHARING

Currently two separate groups meet periodically to share information and to attempt to coordinate service delivery. The first group is an informal group known as the Human Service Coordinating Group. This group is comprised of the County Manager, the Assistant to the County Manger and the Department Heads from the Departments of Mental Health, Health, Social Services, Youth Bureau, Office of the Aging, Veterans Services, the Nursing Home, and the Cornell Cooperative Extension. The group meets monthly to discuss issues of mutual concern, to share information, and to coordinate service delivery.

The second group known as the Interagency Council is actually incorporated as a not-for-profit corporation, has by-laws, and a board of directors and elected officers, but no employees. The Interagency Council also assess its members nominal dues to cover its operating costs. Membership is open to all public and private agencies that provide health and human services or related services. Membership is not restricted only to agencies located within Genesee County and the Interagency Council does, in fact, have members from agencies located outside of the County. School districts are also eligible for membership although none is a member. The Interagency Council currently has 51 members.

The Interagency Council has been in existence for approximately ten years. Members meet monthly, but suspend meetings in July and August of each year. The purpose of the meetings is to discuss issues of common concern, to share information, to coordinate services, and to network. The Council has no authority over its member agencies, either supervisory or fiscal. As not all health and human service agencies serving Genesee County residents are members, the ability of the Interagency Council to coordinate health and human service activities is very limited. Nevertheless the Council does serve a very useful purpose in keeping its members abreast of what is occurring in each other's agencies. This allows for informal cooperative efforts between and among those agencies that wish to pursue such cooperative efforts.

ANALYSIS OF ISSUES, OPPORTUNITIES, AND CONSTRAINTS

A 17 member Focus Group comprised of representatives from all of the Genesee County government's health and human service departments and of agencies and representatives from some of the private health and human service agencies served as the vehicle for identifying issues and concerns relating to health and human services. Questionnaires were then developed which contained questions about the issues and concerns the Focus Group had identified. Three separate questionnaires were prepared, i.e., a detailed questionnaire for Focus Group members to complete, a less detailed questionnaire for a random sample of Genesee County residents to complete, and a questionnaire for municipalities and school districts to complete. The following discusses the issues and concerns addressed in the questionnaires.

1. Service Coordination and Integration

One of the significant issues the Focus Group identified was the concern about being able to coordinate and integrate service delivery among the various agencies. The Focus Group identified two reasons for the need for improved coordination and integration of service delivery. One, with ever declining resources, the only way the agencies will be able to maintain

the existing level and quality of service is if the agencies become more efficient and effective. Two, many of the agencies's clients have multiple needs that often cut across the domains of several agencies. They have common clients, but each agency is serving only a portion of these common clients' needs. Improved coordination would allow services to be better tailored to each client's unique needs.

The Focus Group identified three actions that could be taken to improve the coordination and integration of service delivery. First, Focus Group members suggested that increased sharing of client information would be an important step to integrating service delivery. Sharing a common computer data base, networking computers, and sharing information on computer disks were the ways suggested. In fact, the absence of a common data base and the lack of sharing client records was identified as the most significant constraint to better interagency coordination and service integration. Sharing of client information could be one of the initial steps to moving toward case management.

Second, in addition to sharing a common data base, the Focus Group also suggested that improvements could be made to the Interagency Council as a way to improve service coordination and integration. Suggestions along this vein included expanding the membership to include more public and private agencies, including policy makers, increasing the number of meetings, formalizing its structure and expanding its authority to plan and coordinate. The lack of a body to coordinate interagency services was identified as the third most important constraint to better interagency coordination and integration.

Third, many Focus Group members expressed the need for more flexibility, greater local control and discretion, and reduction of unfunded mandates. The rigidity of governmental regulations and the lack of legal authority to make changes in the delivery of services was identified by the Focus Group as the second most important constraint with the regard to service coordination and integration. Obviously, this is something that is beyond the control of the Focus Group members and the agencies they represent. But these needs should serve as an agenda for discussion that both elected and appointed Genesee County officials have with State and Federal legislators. The recent discussion about block grants which provide more local control may be an initial step in this direction.

In terms of local control, the majority of the Focus Group members were of the opinion that the County Legislature's budgeting process was the appropriate way for establishing program and service priorities. However, many of the Focus Group expressed the opinion that special committees comprised of County department heads, the County Manager, and perhaps some nongovernmental health and human service providers and clients to assist the Legislature in determining priorities would be appropriate.

2. Client Confusion About What Agency Provides What Service(s)

Client confusion about which agencies provided what services was another issue the Focus Group identified as a concern. With multiple agencies at multiple levels at various locations the Focus Group members thought that clients could easily become confused. In fact, several Focus Group members acknowledged that even health and human services staff are not fully familiar with all of the services providing other health and human service agencies. The Focus Group identified two main ways to address this concern.

First, the Focus Group members suggested that information identifying the various agencies, describing their services, and providing the name of a contact person and telephone number be compiled and disseminated to the general public. Printing a booklet or brochure containing this information was the most frequently suggested way for disseminating the information. Utilizing print medium to disburse information was the next most frequent suggestion. Several towns, villages, and school districts suggested utilizing the media as a way to disseminate information. Several towns and villages also suggested that directories be provided to the towns and villages to be made available at town and village halls.

Establishing a single client intake point into the system (including consolidating agencies at one location) or providing a single information and referral source was the second most frequent suggestion Focus Group members made. If all clients intake is done at one location or if all information and referral service is provided at one source, then the client could be evaluated, his or her needs determined, and referrals made to the appropriate agencies for service. A single intake point would also allow for the use of a common intake form which could be used to collect information needed for the common client data base discussed above. The foregoing is much more easily accomplished than consolidating agencies at one location which would be cost prohibitive given that a new facility would probably have to be built to enable a consolidation.

3. Transportation

As health and human service agencies are in multiple locations and because many health and human service clients may not have their own source of transportation, the Focus Group identified transportation as a concern. Focus Group members had a host of suggested ways to mitigate transportation problems, but only one suggestion had multiple responses and that suggestion is for integrating or consolidating all of the transportation funding and services into one service rather than to have piecemeal transportation service.

Transportation appears not to be of particular concern to Genesee County residents however. In the resident survey residents where asked to identify their most serious obstacle in receiving regular medical care. Transportation was one of the available choices, yet only 6.9 per cent of the respondents cited transportation as a serious obstacle. Although when asked to rate how various services meet the needs of senior citizens, 23 per cent of the respondents said that the current transportation services do not serve senior citizens well.

Many of the towns, villages, and school districts did not express opinions on the transportation question. Those that did however seemed to be fairly evenly divided between improving the existing transportation system or providing services through satellite locations in the various towns and villages perhaps by utilizing space in the town or village halls or schools or by utilizing a mobile vehicle.

4. Role of County

A. County's Role Relative to Private Health Care and Human Service Providers

The Focus Group was asked to respond to a series of questions about the role that Genesee County should have vis a vis private health and human service agencies in providing health and human services. The majority of the Focus Group were of the opinion that it was more

appropriate for Genesee County to provide health and human services as opposed to municipal, State, and Federal government agencies or private agencies. However, the Focus Group members who thought Genesee County should provide health and human services were about equally divided as to whether they thought the County should provide the service directly using County employees or whether the County should outsource the work by subcontracting with private agencies to provide the service.

When questioned about the advantages and disadvantages of Genesee County providing services through subcontracts, the overwhelming majority were of the opinion that the chief advantage would be reduced costs and greater cost effectiveness. Greater flexibility was the second most cited perceived advantage. The Focus Group members had less agreement on the perceived disadvantages of subcontracting for service provision, but the perceived disadvantage most frequently mentioned was the potential for lessening of control and accountability and reduced quality. Interestingly, increased expense was the second most frequently cited response to the disadvantage question. This response is paradoxical because it contradicts what many of the Focus Group members perceived to be an advantage, i.e., lower costs. The belief that costs would increase was based on the scarcity of private service providers (lack of price competition) and the high start up costs private agencies may experience.

B. County's Role Relative to School Districts

Although the majority of the Focus Group were of the opinion that County government was the most appropriate agency to provide health and human services, the responses to the Focus Group questionnaire indicated that a great majority of the Focus Group members thought that the school districts should play a much larger role. The sentiments expressed were not that the school districts should assume a larger responsibility for providing direct service, but that the school districts should increase their collaborative efforts with Genesee County agencies by making referrals and by making space available at the schools for County employees to use for providing services. The indication was that schools are natural, convenient sites for health and human service activities.

Towns, villages, and school districts expressed mixed opinions on this issue. Several survey respondents were of the opinion that the school districts should not assume any additional responsibility. Others commented that schools are not able to assume any more health and human services than what they currently provide because they are operating at their maximum capacity with the money and staff they have. However, some other town, village, and school district officials mirror the sentiment of the Focus Group and believe that schools are natural locations for providing health and human services and that health and human service agencies should utilize school facilities to offer these services.

None of the Focus Group members was of the opinion that the schools and health and human service agencies interfaced with each other "very well". Responses indicated room for improvement. This sentiment was mirrored by the school district response to the same question. Focus Group members expressed an opinion that there needs to be increased interaction between the school districts and health and human service agencies. Several Focus Group members thought this interaction could be brought about with formalized periodic meetings between school district administrators and school staff and health and human service agency staff in the form of joint training workshops, joint planning efforts, and increased outposting of health and

human service staff in school facilities. Several school districts also expressed a need for more interaction and communication.

C. County's Role Relative to Hospitals, Physicians, and Insurance

Responses to the Focus Group questionnaire indicated that the majority of Focus Group members were of the opinion that the role for the County vis a vis the hospitals should be supportive, collaborative, and cooperative. There was some sentiment expressed that the County and the hospitals should utilize each other's services to a greater extent, through mutual referrals and subcontracting with each when cost effective or specialized service was needed.

With regard to ensuring an adequate supply of physicians in the County, the Focus Group's sentiment was that this is a responsibility of the hospitals, not Genesee County. However, Genesee County should be supportive of the hospitals efforts. Although the sentiment expressed was that the County has no direct role in recruiting physicians to the area, the County does have responsibility for making the community attractive to physicians by promoting good housing and schools.

When asked about the County's role in meeting the needs of County residents who are uninsured or underinsured, the sentiment of the Focus Group seemed to be that the County should provide certain basic core medical coverage, such as Medicaid, but not more.

5. Treatment/Remediation Versus Prevention/Education

The great majority of the Focus Group members expressed the opinion that a shift away from treatment and remediation to prevention and education would be possible. However, to do so would require additional money for the prevention and education programs without reducing funding for treatment and remediation programs until such time as the prevention and education programs had begun to reduce the need for treatment and remediation. Results from prevention/education programming would not be realized in the short run, only in the long run. The need for early intervention for prevention and education to be effective was also mentioned.

6. Current and Emerging Future Needs

When asked to identify the current client needs anticipated to increase significantly or to identify anticipated emerging client needs, Focus Group members did not display much agreement in their responses. Needs for the elderly and aging population were mentioned several times, but the number of such responses was not close to being a majority. Given that a diversity of responses were given to this question without displaying any pattern, so no conclusions can be drawn.

Citizens were asked about certain health and human service needs in the Resident Survey. Specific questions were asked about the adequacy of nursing home beds and the importance of day care, for both children and adults. Approximately two-thirds of the respondents said that they did not know if the County has a sufficient number of nursing home beds. About one-quarter of the respondents thought that the County did not have enough nursing home beds.

In regard to day care, close to two-thirds of the respondents expressed the opinion that both child and adult day care was either an essential or important service need. This includes day care for children who are ill. Facilities that provide care to children in the evening or overnight were given less emphasis with approximately one-half of the respondents indicating that they thought this type of service was essential or important.

7. Ambulance Service

When questioned about the adequacy of ambulance service in the County, opinions in the Focus Group were divided. Of the Focus Group members who expressed an opinion, about one-half were of the opinion that ambulance service is adequate while the other one-half thought the service was in adequate. Interestingly, the overwhelming majority of the town, village, and school district expressed the sentiment that current ambulance service is adequate. Along with the majority of residents in the Residents Survey more than one-half of County residents were of the opinion that current ambulance service meets their needs very well with another one-quarter stating that the service meets their needs moderately well. With regard to air ambulance service, the overwhelming majority of the Focus Group members and the towns, villages, and school districts expressed the opinion that the service is adequate.

GOALS AND RECOMMENDED ACTIONS

The following represents the goals and recommended actions developed by the Focus Group. In formulating these goals and recommended actions the Focus Group utilized the information obtained through the Focus Group Survey, the Local Government Survey, and the Resident Survey.

Vision Statement:

The vision of the Health and Human Services Focus Group is to provide the residents of Genesee County a comprehensive, high quality, seamless continuum of health and human services at affordable costs. The this end the Focus Group envisions a comprehensive interagency approach with the various health and human service agencies working closely together in a cooperative, collaborative, coordinated manner.

GOALS AND RECOMMENDED ACTIONS

A. SERVICE COORDINATION AND INTEGRATION

GOAL: Improve the effectiveness and efficiency of the health and human service delivery system through improved coordination and integration.

Action:

(1) Actively and persistently solicit all health and human service agencies and all school districts to become members and participate in the Interagency Council. Include policy makers from the member agencies.

Responsibility: The Interagency Council Executive Committee.

Time Frame: Immediate.

Action:

(2) The Interagency Council will establish standing subcommittees (and ad hoc subcommittees as appropriate) which are to be formed to address specific types of services common to the subcommittee members and/or specific issues of interest common to subcommittee members. Interagency Council subcommittees may include representatives from agencies that are not members of the Interagency Council, but who have an interest in or responsibility relating to or impacting on the type of service or issue around which each subcommittee has been formed.

The Interagency Council will also identify and establish a liaison with existing committees in the community which have been formed by other agencies and which are already working on health and human service issues impacting on health and human services rather than establishing Interagency Council subcommittees that would duplicate work that is already in progress by non-Interagency Council committees. Interagency Council subcommittees will be responsible for facilitating information exchange and networking among subcommittee members and for developing collaboration strategies.

Responsibility: The Interagency Council will have responsibility to form subcommittees and to identify and establish a liaison with existing non-Interagency Council committees.

Time Frame: Immediate

Action:

(3) Conduct more formalized meetings and develop and utilize structured agendas for Interagency Council meetings in order to focus discussion and deliberations on specific issues and concerns of the member agencies. Interagency Council subcommittee chairpersons and non-Interagency Council committee liaisons should report periodically on the activities and accomplishments of each of the Interagency Council subcommittees and non-Interagency Council committees. Conduct formal informational and educational programs utilizing guest speakers.

Responsibility: The Interagency Council Executive Board.

Time Frame: Short-Term

Action:

(4) The Interagency Council will convene a conference periodically, annually or as warranted, for the benefit of other Interagency Council members and interested nonmember agencies. All Interagency Council member agencies make presentations at these conferences to describe their mission and to identify the services the currently provide.

Responsibility: The Interagency Council.

Time Frame: Immediate and ongoing

Action:

(5) Analyze existing needs assessment information collected by the various health and human service agencies to identify service gaps and service duplication. Based on this analysis, discuss and explore ways in which agencies, through collaboration, may realign their resources in order to reduce or eliminate duplication (where redundant) and to provide needed services in order to reduce or eliminate service gaps. Seek grants-in-aid to fund the data compilation and analysis project and/or seek assistance of a college or university to undertake the project as a student project and/or seek assistance from the United Way to undertake the project.

Responsibility: County Planning Department in conjunction with the Human Services Coordinating Group

Time Frame: Obtain grant funding and/or university assistance and conduct analysis - Short-Term to Medium-Term.

Realign resources and services through collaboration - Long-Term.

Action:

(6) Create a human service planner position in the County Planning Department and appoint a person to the position.

Responsibility: County Legislature is responsible for creating the position. The Director of Planning is responsible for making the appointment.

Time Frame: Short-Term

GOAL: Establish an integrated client data base to facilitate the sharing of common client information among the health and human service agencies in Genesee County.

Action:

(7) Petition and lobby State legislature and State health and human service agencies to amend laws and regulations to allow for sharing of client information among agencies and to develop, at the State level, an integrated client data base software program that County health and human service agencies can utilize to share information.

Responsibility: County Legislature is responsible for lobbying State Legislature.

County government health and human service agency heads are responsible for lobbying State health and human service agency heads.

Time Frame: Immediate and ongoing.

Action:

(8) Develop a coordinated County intake information sharing system that would notify all County health and human service agencies whenever a client enters into Genesee County's health and human services system regardless of which County agency does the client intake. The system should permit the sharing of certain limited and basic client information.

Responsibility: Human Services Coordinating Group

Time Frame: Medium-Term

B. LOCAL CONTROL AND PROGRAM FLEXIBILITY

GOAL: Acquire greater program and service flexibility to customize programs and services to better meet the community's needs.

Action:

(9) Petition and lobby Federal and State Legislatures to enact legislation that provides greater local control and discretion in providing services and to reduce mandates.

Responsibility: County Legislature

Time Frame: Immediate and ongoing.

C. ACCESS TO PROGRAMS AND SERVICES

GOAL: Improve the public's access to health and human services.

Action:

(10) Recognize the Regional Action Phone as an important, centralized, comprehensive health and human services referral service and secure/provide funding to sustain and ensure the agency's future viability. Increase public awareness of Regional Action Phone's referral service by preparing a brochure explain the agency's referral services for periodic general public distribution. Computerize Regional Action Phone referral information and make it computer accessible via the internet.

Responsibility: Regional Action Phone is responsible for preparing and distributing brochures and for establishing an internet site.

County Legislature is responsible for securing/providing funding for Regional Action Phone.

Time Frame: Medium-Term

Action:

(11) Continue to publish notices and advertisements that describe the referral service provided by the Regional Action Phone in the Daily News and area Pennysavers.

Responsibility: Regional Action Phone

Time Frame: Immediate and ongoing.

Action:

(12) Provide a copy of the Genesee County Community Services Directory to each School District, municipal government and library within Genesee County for reference by students and citizens.

Responsibility: Regional Action Phone

Time Frame: Immediate and ongoing

Action:

(13) Where economically feasible collocate Genesee County government health and human service departments and agencies.

Responsibility: County Legislature

Time Frame: Long-Term

Action:

(14) Study the possibility of establishing satellite service sites in various locations within the County (e.g., town and village halls and schools) or of acquiring a mobile office to use to provide health and human services to County residents for whom transportation is a problem.

Responsibility: Human Services Coordinating Group

Time Frame: Medium-Term

Action:

(15) Study the merits of combining the funds various agencies currently expend individually for transportation to provide a coordinated County-wide transportation system.

Responsibility: County Transportation Coordinating Committee
Time Frame: Medium-Term

Appendix H

Housing Technical Report

Genesee County Comprehensive Plan
Housing Focus Area

Technical Report

July, 1997

GENESEE COUNTY COMPREHENSIVE PLAN

Technical Report
Housing Focus Area

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GENESEE COUNTY PLAN

TECHNICAL REPORT - HOUSING

I. INTRODUCTION

The purpose of the technical report is to:

- Describe the characteristics of housing and housing trends in Genesee County;
- Evaluate existing and projected demands for housing;
- Evaluate the housing needs of specific segments of the population;
- Describe the respective roles of: Genesee County departments, committees and agencies; town, village and city governments; state and federal agencies; and, private institutions and organizations;
- Identify constraints that may hinder collaborative efforts;
- Identify opportunities to facilitate more effective coordination among housing services providers;
- Identify countywide priorities to address housing needs; and
- Recommend appropriate steps and actions to be taken to address housing needs of County residents.

A Housing Focus Group, comprised of private citizens, public officials and agency representatives, was appointed to provide input into the planning process. The Housing Focus Group includes representation of the following Departments and other organizations:

- County Legislature
- County Manager
- County Housing Initiative Committee
- City of Batavia Community Development Office
- Orleans/Genesee Rural Preservation Corporation (RPC)
- Batavia Housing Authority
- Rural Opportunities, Inc.
- USDA - Rural Development
- Lockport Savings Bank
- Private developer
- Realtor

Background information on the roles and responsibilities of County departments, committees and agencies, local governments and other housing services providers was compiled to identify how housing issues and needs are currently addressed. Additional background information was compiled from existing plans and studies, Census data and other sources.

Issues facing the County with regard to housing were identified based on a review of previous plans, discussions with the Housing Focus Group and on written surveys of Focus Group members, municipal officials and County residents. These issues served as the basis for the formulation of the goals, objectives and recommended actions related to housing.

II. BACKGROUND INFORMATION

A. Statistical and Planning Information

1. Census Data Related to Housing for Genesee County

Housing statistics for the city, towns and villages of Genesee County are presented in Tables 1 to 8. These tables include Census data from 1990 and, where appropriate for comparison purposes, 1980.

The total number of housing units in Genesee County increased by 6.3 percent between 1980 and 1990 (see Table 1). By comparison, the number of housing units increased by 5.2 percent Statewide during the same period. Between 1980 and 1990, the population of Genesee County increased by 1.1%. The increase in the number of housing units exceeds the rate of increase in population and is evidence of the trend towards smaller households.

The villages and towns in the eastern and western portions of the County have generally experienced higher rates of growth of housing units than the central portion of the County. This may be attributed to the fact that these areas are within easy commuting distance of nearby cities (Rochester to the east, Buffalo to the west).

Tables 2 and 3 summarize the changes in the numbers of owner occupied and renter occupied housing, respectively, between 1980 and 1990. In the City of Batavia and in all Villages except Bergen, the number of owner-occupied housing units declined or increased slightly between 1980 and 1990. These same communities experienced significant increases in the number of renter occupied units during the same period. This indicates a trend to the conversion of older homes into multi-family units or the conversion of owner-occupied properties to rental. These statistics also reflect the construction of new rental housing, including subsidized housing, in the City and the villages.

TABLE 1

	Total Number of Housing Units		
	1980	1990	Percent Increase (Decrease)
Genesee County	21,264	22,596	6.3%
Town of Alabama	636	710	11.6%
Town of Alexander	603	615	2.0%
Village of Alexander	166	153	-7.8%
City of Batavia	6,392	6,612	3.4%
Town of Batavia	2,093	2,226	6.4%
Town of Bergen	513	609	18.7%
Village of Bergen	353	431	22.1%
Town of Bethany	617	622	0.8%
Town of Byron	731	836	14.4%
Town of Darien	947	1,016	7.3%
Town of Elba	576	624	8.3%
Village of Elba	253	257	1.6%
Town of LeRoy	1,017	1,126	10.7%
Village of LeRoy	1,868	1,991	6.6%
Town of Oakfield	521	534	2.5%
Village of Oakfield	664	697	5.0%
Town of Pavilion	780	814	4.4%
Town of Pembroke	1,185	1,271	7.2%
Village of Corfu	242	292	20.7%
Town of Stafford	961	1,001	4.2%
Tonawanda Reservation	146	159	8.9%

NOTE: Data for Towns exclude Villages
Source: 1980 and 1990 Census of Population and Housing

TABLE 2

	Total Number of Owner-Occupied Housing Units		
	1980	1990	Percent Increase (Decrease)
Genesee County	14,737	15,732	6.8%
Town of Alabama	495	532	7.5%
Town of Alexander	460	496	7.8%
Village of Alexander	123	113	-8.1%
City of Batavia	3,739	3,712	-0.7%
Town of Batavia	1,586	1,772	11.7%
Town of Bergen	405	502	24.0%
Village of Bergen	253	313	23.7%
Town of Bethany	456	488	7.0%
Town of Byron	585	695	18.8%
Town of Darien	729	797	9.3%
Town of Elba	433	480	10.8%
Village of Elba	192	197	2.6%
Town of LeRoy	790	891	12.6%
Village of LeRoy	1,086	1,112	2.4%
Town of Oakfield	412	431	4.6%
Village of Oakfield	472	467	-1.1%
Town of Pavilion	601	655	9.0%
Town of Pembroke	919	984	7.1%
Village of Corfu	182	188	3.3%
Town of Stafford	706	776	9.9%
Tonawanda Reservation	113	131	15.9%

NOTE: Data for Towns exclude Villages
Source: 1980 and 1990 Census of Population and Housing

TABLE 3

	Total Number of Renter - Occupied Housing Units		
	1980	1990	Percent Increase (Decrease)
Genesee County	5,374	5,882	9.5%
Town of Alabama	109	146	33.9%
Town of Alexander	93	96	3.2%
Village of Alexander	34	37	8.8%
City of Batavia	2,413	2,632	9.1%
Town of Batavia	384	388	1.0%
Town of Bergen	88	68	-22.7%
Village of Bergen	89	103	15.7%
Town of Bethany	120	108	-10.0%
Town of Byron	114	108	-5.3%
Town of Darien	142	165	16.2%
Town of Elba	93	100	7.5%
Village of Elba	41	45	9.8%
Town of LeRoy	171	189	10.5%
Village of LeRoy	691	816	18.1%
Town of Oakfield	63	64	1.6%
Village of Oakfield	171	208	21.6%
Town of Pavilion	141	132	-6.4%
Town of Pembroke	213	236	10.8%
Village of Corfu	51	75	47.1%
Town of Stafford	129	136	5.4%
Tonawanda Reservation	24	28	16.7%

NOTE: Data for Towns exclude Villages
Source: 1980 and 1990 Census of Population and Housing

Table 4 summarizes the number of housing units per structure in 1990. The City of Batavia, which accounts for 29.3 percent of all housing units in the County, includes 52.5 percent of the multi-family housing units (two units to 10 units or more). The remaining multi-family housing units are concentrated in the other population centers in the County, including the Villages of LeRoy, Oakfield, Corfu and Elba.

Approximately one-third of the mobile homes and trailers in the County are located in the Town of Batavia (598 of 1,810, or 33.0 percent). Many of these units are located in several mobile home parks within the Town of Batavia.

Table 5 depicts the number and percent of year round housing units constructed before 1940. The older homes are concentrated in the City of Batavia and the six villages which represent the population centers in the County.

Table 6 summarizes the vacant housing and the vacancy rates for owner occupied and renter housing in 1990. The homeowner vacancy rates are very low, generally less than two percent. The Countywide vacancy rate for rental housing was 4.1 percent in 1990. Only six municipalities experienced higher rental vacancy rates, ranging from 4.8 percent in the City of Batavia to 8.6 percent in the Town of Bergen. As the industry norm for rental vacancy is 5 percent, this is evidence of strong demand for rental housing.

Table 7 compares median housing values of owner occupied housing in 1990 between Genesee County and other counties in the region. Housing values in Genesee County are generally comparable to Niagara County and are generally higher than Wyoming and Orleans Counties.

Table 8 summarizes gross rents as a percentage of household income in 1989. This data indicates that lower income tenants (those with incomes under $20,000) must spend substantially higher portions of their income for rent. This is an indication that rents may not be affordable for some residents, particularly lower income residents.

Table 9 summarizes the characteristics of persons on the waiting list for Section 8 housing assistance in Genesee County in May 1997. Rural Opportunities, Inc., the agency that administers the Section 8 Housing Assistance Program in Genesee County, has indicated that priority is given to households living in substandard housing conditions or to households that are homeless. Households currently paying more than 50% of their income for rent are generally on the waiting list for at least three years before they may receive assistance.

TABLE 4

	Units Per Structure: 1990					
	1 Unit Detached	1 Unit Attached	2 to 4 Units	5 to 9 Units	10 or more Units	Mobile Home Trailer, Other
Genesee County	15,166	230	3,807	724	859	1,810
Town of Alabama	553	3	46	-	22	86
Town of Alexander	514	3	36	1	-	61
Village of Alexander	116	-	22	-	-	15
City of Batavia	3,601	86	1,877	333	625	90
Town of Batavia	1,362	19	213	9	25	598
Town of Bergen	482	4	37	9	-	77
Village of Bergen	323	4	69	14	17	4
Town of Bethany	516	7	47	6	-	46
Town of Byron	631	11	69	16	-	109
Town of Darien	845	9	124	7	8	23
Town of Elba	493	9	35	-	-	87
Village of Elba	207	-	39	6	-	5
Town of LeRoy	863	7	122	5	-	129
Village of LeRoy	1,086	12	492	278	95	28
Town of Oakfield	403	5	24	-	-	102
Village of Oakfield	464	9	161	22	29	12
Town of Pavilion	604	9	70	9	-	122
Town of Pembroke	1,022	15	170	-	-	64
Village of Corfu	177	4	73	5	24	9
Town of Stafford	795	11	77	4	14	100
Tonanwanda Reservation	109	3	4	-	-	43

NOTE: Data for Towns exclude Villages
Source: 1990 Census of Population and Housing

TABLE 5

	Housing Constructed Prior to 1940		
	Total No. of Units 1990	**Number Built Before 1940**	**Percent Built Before 1940**
Genesee County	22,596	10,123	44.8%
Town of Alabama	710	331	46.6%
Town of Alexander	615	242	39.3%
Village of Alexander	153	84	54.9%
City of Batavia	6,612	3,524	53.3%
Town of Batavia	2,226	478	21.5%
Town of Bergen	609	147	24.1%
Village of Bergen	431	258	59.9%
Town of Bethany	622	246	39.5%
Town of Byron	836	426	51.0%
Town of Darien	1,016	400	39.4%
Town of Elba	624	254	40.7%
Village of Elba	257	155	60.3%
Town of LeRoy	1,126	257	22.8%
Village of LeRoy	1,991	1,137	57.1%
Town of Oakfield	534	212	39.7%
Village of Oakfield	697	508	72.9%
Town of Pavilion	814	364	44.7%
Town of Pembroke	1,271	536	42.2%
Village of Corfu	292	190	65.1%
Town of Stafford	1,001	304	30.4%
Tonawanda Reservation	159	70	44.0%

NOTE: Data for Towns exclude Villages
Source: 1990 Census of Population and Housing

TABLE 6

	Vacant Housing Units - 1990			
	Total	For Seasonal Use	Homeowner Vacancy Rate	Rental Vacancy Rate
Genesee County	982	194	0.8%	4.1%
Town of Alabama	32	6	0.4%	2.0%
Town of Alexander	23	2	0.5%	1.5%
Village of Alexander	3	-	-	-
City of Batavia	268	26	0.7%	4.8%
Town of Batavia	66	7	1.0%	2.8%
Town of Bergen	39	1	1.2%	8.6%
Village of Bergen	15	1	1.3%	2.8%
Town of Bethany	26	3	0.4%	1.8%
Town of Byron	33	4	1.0%	6.9%
Town of Darien	54	12	0.6%	6.3%
Town of Elba	44	4	1.5%	5.2%
Village of Elba	15	2	3.0%	4.3%
Town of LeRoy	43	16	0.9%	3.6%
Village of LeRoy	63	3	0.4%	3.5%
Town of Oakfield	37	26	1.1%	2.5%
Village of Oakfield	22	1	1.7%	2.8%
Town of Pavilion	27	3	0.6%	2.2%
Town of Pembroke	51	13	0.3%	2.8%
Village of Corfu	29	-	1.1%	2.6%
Town of Stafford	89	64	0.5%	0.7%
Tonawanda Reservation	-	-	-	-

NOTE: Data for Towns exclude Villages
Source: 1990 Census of Population and Housing

TABLE 7

Comparison of Housing Values -- Owner Occupied Housing	
	Median Housing Value - 1990
Genesee County	$65,800
Buffalo SMA	
Erie County	$74,000
Niagara County	$62,700
Rochester SMA	
Livingston County	$72,800
Monroe County	$90,700
Ontario County	$78,300
Orleans County	$56,900
Wyoming County	$52,500

Source: 1990 Census of Population and Housing

TABLE 8

Household Income in 1989 by Gross Rent as a Percentage of Household Income in 1989

(Universe: Specified Renter Occupied Housing Units)

Genesee County	Percentage of Household Income					
	0 - 19%	20 - 24%	25 - 29%	30 - 34%	35+%	Not Computed
Less than $10,000	24	85	149	63	878	139
$10,000 - $19,999	119	197	383	227	556	159
$20,000 - $34,999	777	477	160	63	40	101
$35,000 - $49,999	625	25	1	0	0	37
$50,000 - or more	350	0	0	0	0	18
Total Units	**1,895**	**784**	**693**	**353**	**1,474**	**454**

Source: 1990 Source of Population and Housing

TABLE 9

Section 8 Waiting List
May 1997 (1)

Total Number of Applicants on Waiting List: 525		
	Elderly	Non-Elderly
Total	49	472
Disabled/Handicapped	34	123
Preferences (2)		
Substandard Housing	0	1
Rent Exceeds 50% of Income	26	263
Homeless	1	69
No Preference	22	139

Source: Rural Opportunities, Inc., Batavia Office

NOTES: (1) Data provided for waiting list as of May 23, 1997.

(2) Preferences refer to special needs populations that are given preference in receiving housing assistance, as provided for under HUD regulations.

2. Status of Existing and Recent Plans

Several plans and studies relating to housing issues have been conducted in recent years. These include the Genesee 2000 Housing Task Force - Findings and Recommendations Report (October 1989), the Genesee 2000 Action Plan (June 1990), the 1994 Update of the Genesee 2000 Action Plan (July 1994) and the Final Report of the Genesee Governmental Services Study Committee (May 1992). A brief overview of each study and its results is presented below.

a. Genesee 2000 Housing Task Force - Findings and Recommendations Report - October 1989

This report presents the results of the Housing Task Force's study of housing issues in the County. The report reviews existing conditions in the County and summarizes the results of a housing needs survey conducted in August 1989. The Task Force identified two major issues to be addressed, including: "(1) the need for countywide housing needs identification, coordination and planning; and, (2) the need for cooperation among the towns and villages of Genesee County with respect to housing development." The report recommends specific goals, objectives and strategies to address housing issues in the County.

b. Genesee 2000 - Action Plan - June 1990

The Genesee 2000 Action Plan presents the recommendations of the Housing Task Force. The Action Plan identifies the need for: a diversity of housing; coordinated planning for housing development; development of infrastructure to support new housing; and, a balance between housing development and the preservation of agricultural land.

The Action Plan supports the Task Force's recommendation for the establishment of a County-wide, non-governmental housing committee. The recommended roles of the Housing Committee include: educating and involving the public to generate support for housing development; identifying developable land and advocating its development; and, actively promoting the development of a diversity of housing.

The Genesee 2000 Action Plan endorsed seven goals recommended by the Housing Task Force to increase the number of housing units in Genesee County and enhance the housing environment. These goals include:

1. Improve Countywide coordination of housing development.

2. Promote diversity of housing solutions Countywide.

3. Preserve the existing housing stock in Genesee County.

4. Promote housing development on land identified as appropriate for such development Countywide.

5. Increase public information and involvement in the consideration of housing solutions for Genesee County.

6. Increase municipal planning activity with respect to housing preservation and growth.

7. Increase coordinated planning among the municipalities of Genesee County.

c. Genesee 2000 Update - July 1994

The 1994 Update of the Genesee 2000 Action Plan re-examined the issues evaluated in the 1990 Action Plan and identified actions taken since that time by agencies and organizations to address housing needs in the County. The 1994 Update also recommended alternative methods to implement a housing demand study. The 1994 Update also recommended future directions for the Genesee 2000 Action Plan Committee and suggested strategies for the implementation of its goals.

d. Genesee Governmental Services Study Committee - Final Report - May 1992

This report, which examines ways in which local government services may be combined or shared, identified two areas for consideration that indirectly impact on housing development, including the coordination of planning, zoning and code enforcement between municipalities and the creation of a Countywide water and sewer authority. The report indicates that, while planning, zoning and code enforcement should remain under the control of local municipalities, the sharing of professional staff and the coordination of planning activities between municipalities could generate cost savings and reduce land use conflicts. The report also recommends the establishment of a Countywide water and sewer authority to plan, develop and maintain these essential services.

e. Municipal Comprehensive Plans

The Comprehensive Plans for the Town of Batavia, the City of Batavia, the Town and Village of Bergen (joint document), the Town of Bethany and the Town of Byron were reviewed to identify issues and recommendations related to housing.

The City of Batavia, as a highly developed community with limited space for new development, has established priorities to preserve and protect its existing housing stock. The City's Plan makes specific recommendations to preserve the integrity of existing single family neighborhoods and to discourage further conversions of larger homes into multi-family dwellings. In addition, the Plan recommends the creation of a rental inspection program in order to maintain and upgrade the quality of rental housing in the City. Other recommendations include the designation of a zone for high density housing for senior citizens and the implementation of design standards for street improvements to enhance the attractiveness of neighborhoods.

The Comprehensive Plans for the remaining municipalities attempt to balance the need for housing with the need to preserve agricultural resources and other environmentally sensitive areas. The Plans generally recommend efforts to concentrate new housing development in or near existing Villages and hamlet areas. The Plans also recognize the need for a diversity of housing to meet the needs of various segments of the population.

f. Zoning Regulations

All of the 16 municipalities responding to the Local Government Survey indicated that their local zoning ordinances permitted the construction of single family housing. All of these municipalities also permitted the construction of 2 to 4 family residences, including five (5) municipalities in which such construction is permitted by Special Use Permits.

The zoning ordinances are more restrictive with regard to higher density housing. Fifteen (15) municipalities permit construction of apartment buildings, however, in seven (7) municipalities, this construction is allowed only by Special Use Permit. One municipality surveyed does not permit the construction of apartment buildings.

The zoning ordinance in seven (7) municipalities allow for development of congregate or shared housing. Four (4) other municipalities permit congregate or shared housing by Special Use Permit. The zoning ordinances in five (5) municipalities do not allow for the development of congregate housing.

Minimum Lot Size and Frontage. Four (4) villages responding to the Local Government Survey specify a minimum lot size for the construction of single family residences, ranging from 6,000 square feet to 14,000 square feet, depending on the zoning district. Three (3) villages specified a minimum frontage requirement, ranging from 50 to 100 feet, depending on the zoning district.

Nine (9) of the eleven (11) towns responding to the Local Government Survey specify a minimum lot size for the construction of single family residences, ranging from 16,000 square feet to 80,000 square feet. In some cases, the minimum lot size may vary within the municipality, depending on the zoning district. The most common minimum lot size is 20,000 square feet (6 zoning districts), followed by 40,000 square feet (4 zoning districts), and 30,000 square feet (2 zoning districts).

Seven (7) of the eleven (11) towns responding to the Local Government Survey specify the minimum frontage for a single family residence, ranging from 75 to 200 feet, depending on the zoning district. The most common minimum frontage specified is 200 feet (5 zoning districts), followed by 100 feet (3 districts) and 150 feet (2 districts).

B. Roles and Responsibilities of Genesee County Departments and Organizations Directly funded by Genesee County

1. Genesee County Planning Department

The Planning Department provides information, referrals and technical assistance on housing related topics including zoning, regulation of mobile homes, characteristics of the County's housing stock, flood insurance mapping and wetlands and land use determinations. The Department also provides staff services to the Genesee County Housing Council.

2. Genesee County Department of Social Services (DSS)

The Department of Social Services provides eligible persons with rental allowances, emergency shelter assistance and aid in locating permanent housing. The Department also administers the federally funded HEAP

program to provide financial assistance to eligible persons to pay their heating expenses.

3. Genesee County Housing Council

The Genesee County Housing Council functions in an advisory capacity to the Genesee County Legislature and to the County Planning Board. The Housing Council provides technical assistance, information and referrals to local officials and individuals. The Housing Council also sponsors educational programs to address various housing issues.

The goals of the Housing Council are: to promote the availability of adequate and affordable housing; to encourage efforts to upgrade the quality of existing housing; to increase public awareness of housing problems in the County; and, to develop solutions to these problems.

4. Genesee County Office for the Aging (OFA)

The Office for the Aging serves the County's elderly population (age 60 or over). The agency provides information and assistance in obtaining alternate housing, including rental housing, adult care facilities and nursing homes. The OFA also provides referrals for low income persons to the Weatherization Program for energy conservation measures and home repairs. Applications for HEAP assistance are also processed by the OFA on behalf of its clients.

5. Genesee County Cooperative Extension

The Genesee County Cooperative Extension provides information and educational materials on a variety of housing issues including financing options, consumer rights and home maintenance. The agency also provides referrals to other agencies and organizations for further information and assistance.

6. Genesee Region Housing Initiatives Committee

The Housing Initiatives Committee was established in 1990 as a special initiative of the Genesee/LeRoy United Way to identify and address the housing needs of Genesee County. The Committee receives funding from the Genesee County Legislature and the United Way and contracts with Rural Opportunities, Inc. (ROI) to implement housing activities in accord with an annual plan. ROI, in conjunction with the Housing Initiatives Committee, has received state and federal funding for a variety of housing projects including housing for the homeless, housing rehabilitation,

homeownership assistance for first time buyers, and farm worker housing. The Housing Initiatives Committee also provides information to municipal officials, other agencies and concerned citizens to identify housing needs and devise solutions to address these needs.

C. Role of Local Governments

1. City of Batavia

The City of Batavia is responsible for the administration of its zoning ordinance and for the enforcement of building codes. These functions are the responsibility of the Departments of Zoning/Code Enforcement, Building Inspector and Plumbing Inspector.

In 1995, the City of Batavia received a Small Cities Program grant from HUD to implement a housing rehabilitation program for eligible owner occupants in a designated neighborhood, the Jackson Street Target Area. The goal of this program is to provide grant and loan assistance to enable up to 25 homeowners to rehabilitate their homes. Additional grant assistance may also be provided by Rural Opportunities, Inc. (ROI) through a State grant under the Affordable Housing Program. The assistance provided by ROI will enable the City to undertake more extensive rehabilitation projects or to minimize loan costs to the homeowner. The repayment of loans approved under the Jackson Street program will generate program income that may be used to support housing rehabilitation or other eligible community development activities in the City.

2. Town and Village Governments

Each municipality is responsible for the administration of its zoning ordinance and for the enforcement of building codes. These functions are the responsibility of the Zoning Enforcement Officer and/or the Code Enforcement Officer.

D. Role of Private Organizations

1. Developers

Developers may be responsible for some or all aspects of a housing development, including obtaining financing, site selection and acquisition of land, obtaining building and zoning permits, construction of the infrastructure, construction of the housing, and, marketing the project. A

developer may act alone or work in partnership with other private or public agencies.

Developers have been responsible for the development of a variety of housing in Genesee County, including single family housing and subdivisions, subsidized and non-subsidized apartments and mobile home parks.

2. Financial Institutions

Financial institutions provide funding for housing efforts either directly through the provision of mortgages, home improvement loans or financing for development or indirectly through partnerships with public agencies.

E. Roles of Other Agencies and Organizations

1. Genesee 2000

The Genesee 2000 Steering Committee acts as an advocate for community improvement and may work to support the implementation of the recommendations of the Comprehensive Plan.

2. Rural Development (formerly Farmers Home Administration)

Rural Development provides low interest loans for individual home ownership, including the purchase of an existing house or construction of a new house. Interest rates are subsidized based on the household income. Rural Development also provides low interest loans, or possibly grants for home repairs. The grant program has age requirements and income limits.

Rural Development's Rural Rental Housing Program (Section 515) finances and subsidizes low and very low income rental properties. Rural Development also subsidizes apartment rents for eligible low income persons living in RD financed apartment complexes.

All areas of Genesee County, including the City of Batavia, are eligible for assistance under Rural Development's programs. There are 296 apartment units in 9 complexes that have been financed in whole or part through the Section 515 Program; including:

Name of Complex	Total No. of Units	Elderly/Family	Location
Batavia Meadows	48	32 - Elderly 16 - Family	Batavia
Bergen Meadows [1]	24	Elderly	Bergen
Corfu Meadows	24	Elderly	Corfu
Family Development	8	Family	Bethany
LeRoy Meadows [2]	80	Elderly	LeRoy
The Meadows at South Main [1]	24	Elderly	Batavia
Northside Meadows [1]	24	Family	Batavia
School House Manor	28	Elderly	Oakfield
Village Square	36	Elderly	LeRoy
	296		

[1] Partial funding from NYS DHCR and RD 515

[2] Partial funding from HUD and RD 515

More than 80 percent (248 of 296 units, or 83.8 percent) of the subsidized housing constructed under the Section 515 Program is housing for the elderly. The remaining housing (48 of 296 units, or 16.2 percent) is family housing, including one, two and three bedroom units. Administration and management of the Section 515 apartments is the responsibility of the individual developers. All of the subsidized housing complexes maintain waiting lists for prospective tenants. The typical waiting period to obtain housing is 12 months to 3 years.

3. Rural Opportunities, Inc.

Rural Opportunities, Inc. (ROI) is under contract with the NYS Division of Housing and Community Renewal (DHCR) to administer the Section 8 Housing Assistance Program in Genesee County, including 257 Section 8 Existing Housing Certificates and 102 Section 8 Housing Vouchers. In addition, ROI is under contract with the City of Batavia to administer 14 housing units under the Section 8 Moderate Rehabilitation Program. These programs provide subsidy payments on behalf of eligible tenants to reduce the rent paid by the tenants to 30 percent of income.

ROI also administers a State grant to provide grant assistance to eligible homeowners to rehabilitate their houses. This program is operated in conjunction with the City of Batavia's 1995 Small Cities Program and is targeted to owner-occupants within a designated neighborhood (the Jackson Street Target Area).

ROI also provides employment and training and supportive services to seasonal and year-round farm workers in Genesee County. These services may include assistance to locate housing or referrals to other agencies for needed services.

4. Batavia Housing Authority

The Batavia Housing Authority provides public housing for low-income families and low-income elderly and disabled residents of the City of Batavia. Housing for the elderly is provided in 400 Towers, a 150 unit complex on East Main Street. Housing for families is provided in 49 scattered site properties in 3 locations in the City. Rents are subsidized by HUD and based on 30 percent of the household's annual income.

5. Orleans/Genesee Rural Preservation Corporation (O/GRPC)

The Orleans/Genesee Rural Preservation Corporation (O/GRPC) administers a Stated-Funded Home Improvement Program that provides grants in the amount of 40 percent of the project cost. The O/GRPC also provides application assistance and consultation regarding State and Federal housing rehabilitation programs. The O/GRPC also promotes housing development to provide affordable housing to homeowners and renters.

6. Genesee County Weatherization Program

The Orleans Community Action is under contract with the NYSDHCR to administer the Weatherization Program in Genesee County. Funding for the program is provided primarily by the federal government. The Weatherization Program provides weatherization and energy conservation improvements to eligible clients. Eligible improvements include: furnace efficiency testing and repairs, insulation, caulking, glazing, storm windows and doors. Clients must have incomes within 150 percent of the federal poverty guidelines, with priority given to elderly and disabled persons.

The Weatherization Program provides assistance for 90 to 100 households per year. Assistance averages $470 per unit for materials. All work, except major furnace work, is completed by in-house work crews. Furnace work is subcontracted to local contractors. Owner-occupants as well as tenants may qualify for assistance, however, the owners of rental

properties are generally required to contribute a minimum of 25 percent of the cost for projects undertaken on behalf of their tenants.

The Weatherization Program works with the Office for the Aging and the Department of Social Services to accept referrals for assistance. In addition, the Office for the Aging provides limited funding to enable the Weatherization crews to complete other essential repairs, such as plumbing repairs or handicapped accessibility improvements, that are not covered under the Weatherization Program. Approximately 10 to 12 elderly households receive this assistance each year.

Orleans Community Action has also been designated an alternate site for HEAP assistance and accepts applications from income eligible households who do not receive Public Assistance or Food Stamps. (The Department of Social Services administers the HEAP Program for recipients of Public Assistance and Food Stamps.)

7. Batavia Center for Independent Living

The Batavia Center for Independent Living serves disabled persons in Genesee, Wyoming and Orleans Counties. The agency provides information on housing programs and may assist clients in contacting housing agencies and landlords. The agency will also advise people with disabilities regarding modifications of their housing units in order to meet their needs.

8. The Salvation Army

The Salvation Army provides emergency housing, shelter, rental assistance and mortgage assistance for housing. Assistance depends on grant availability.

9. Genesee Valley Rural Preservation Council, Inc.

Genesee Valley Rural Preservation Council, Inc. (GVRPC) administers Home Buyer programs that utilize State funding to provide grants for down payments and closing costs on newly constructed homes. In addition to the home ownership counseling provided by GVRPC, home buyers also receive guidance on selecting a mortgage lender, building site and builder.

10. Genesee Orleans Ministry of Concern, Inc.

The Ministry of Concern provides general advocacy, information and referrals, emergency food vouchers, diapers, jail visitation, bail fund and medical prescriptions. Housing services are provided primarily to tenants seeking new housing and persons or families who are homeless or in danger of becoming homeless. Housing services include assistance with utilities to prevent shut-offs, referrals to landlords for available apartments and, when funding is available, assistance with rental or mortgage payments.

The Ministry of Concern also offers a tenant certification program to educate tenants on budgeting, property maintenance, housekeeping and other basic life skills. Tenants are pre-screened and must provide the security deposit. The Ministry provides the first month's rent and meets with tenants every other week for one year to assist the tenant to maintain the property in good condition. Continuing supportive services are provided after one year, as needed.

III ANALYSIS OF ISSUES, OPPORTUNITIES AND CONSTRAINTS

The most significant housing issues facing Genesee County were identified through discussions with County and local officials, housing services providers and with the Housing Focus Group, and the results of the surveys of the Focus Group, municipalities and County residents. These issues include:

- Provision of a diversity of housing to serve various segments of the population.
- Affordability of housing for County residents.
- Balancing the need for residential development while protecting agricultural resources.
- Coordination of development efforts between municipalities.
- Preservation of the existing housing stock.
- Interrelationship between housing and economic development.
- Increased collaboration between the public and private sectors and between various housing services providers.
- Education of public officials and County residents on housing issues.

Many of these issues were identified in the Genesee 2000 Plan and continue to be priority concerns. Each issue is discussed below and documented with results from each survey as appropriate.

A. Provision of a Diversity of Housing

All types of housing - apartments, single family residences, town houses, condominiums, mobile (manufactured) homes and congregate housing - are needed in Genesee County to meet the needs of various segments of the population, including young people and senior citizens, families and individuals, and persons of all income levels.

The Housing Task Force of the Genesee 2000 Plan conducted a survey in August, 1989 to identify the housing needs of County residents. Although the survey response was limited (50 households), the results supported trends identified by other housing services providers, including:

- Residents in the 36-45 age group may need larger housing units and, if so, typically seek single family homes.

- Older residents (over 56 years of age) may need smaller housing units and, if so, typically seek apartments, condominiums and townhouses.

- Affordable housing in Genesee County is difficult to locate, particularly for renters and lower income home buyers.

- Persons with higher incomes have more choices available to them and therefore fewer difficulties in locating suitable housing.

The Housing Focus Group established for the Comprehensive Plan determined that these findings remain valid today. The Focus Group identified a need for updated data and recommended that a detailed housing needs survey be conducted Countywide to determine the demand, type, cost, location and mix of housing needed.

Six (6) of the nine (9) Housing Focus Group members indicated the need for a diversity of housing to be a 'most important' priority. In contrast, only three (3) of the municipalities responding to the Local Government Survey considered this issues to be 'essential', however, 10 other municipalities indicated the issue to be 'important, but not a top priority.'

The surveys conducted for the Comprehensive Plan asked respondents to assess the level of need for housing for:

- single persons
- young couples
- families with children
- senior citizens

The housing needs of single persons was given the lowest relative priority on all three surveys. Only one (1) municipality indicated the housing needs for single persons to be 'essential', eight (8) municipalities indicated it was 'important', but not a top priority' and six (6) indicated it was 'not important.' Only two (2) of the Housing Focus Group respondents indicated there was a high need for housing for single persons and three (3) respondents rated this issue as having secondary importance. Approximately 34 percent of County residents responding to the Residents Survey rated housing for single persons as important but not a priority.

Housing for senior citizens was given higher priority by the municipalities and County residents than by Housing Focus Group members. Most respondents to the Residents Survey considered housing essential for senior citizens, (44.7%) with an additional 26.6% considering it to be important but not a top priority. Seven (7) respondents to the Local Government Survey rated housing for senior citizens to be essential, with another seven (7) rating it as important, but not a top priority. Only two (2) Housing Focus Group members indicated a high priority of need for housing for senior citizens.

Housing for families with children was given a high priority by respondents to all three surveys. County residents considered housing for families with children (38.7%) as essential with an additional 29.7% rating it as important but not a top priority. Eleven (11) of the municipalities identified housing for families with children as essential, with two (2) others rating it as important but not a top priority. Four (4) of the respondents to the Housing Focus Group identified a high degree of need for housing for families.

Housing for young couples was given higher priority by respondents to the Local Government Survey than by respondents to the other surveys. Thirteen municipalities rated housing for young couples as essential (9) or important, but not a top priority (4). Housing for young couples is given a lower priority by respondents to the Residents Survey, with 34.1% of respondents rating it as important but not a priority and 27.4% rating it as not important. Four (4) of the respondents to the Housing Focus Group identified a high degree of need for housing for families.

The Housing Focus Group and Local Government surveys also asked respondents to evaluate the need for different types of subsidized housing services including:

- Construction of new assisted housing
- Rental assistance
- Homeownership assistance
- Congregate or shared housing
- Weatherization
- Accessibility for individuals with disabilities
- Housing rehabilitation

The respondents to the Local Government Survey gave the highest priorities to: homeownership assistance (with 8 rating it essential, and 5 rating it as important, but not a top priority); housing rehabilitation (4-essential, 7-important); weatherization (3-essential, 9-important); and, accessibility for individuals with disabilities (2-essential, 9 important).

The respondents to the Housing Focus Group Survey gave the highest priority to housing rehabilitation (with 7 rating it as a high degree of need); homeownership assistance (5); rental assistance (4); and, weatherization (2).

Approximately 47% of the respondents to the Resident's Survey support the use of State and Federal funds to assist lower income households to make needed housing repairs, compared to 35% who do not support such use of funds. Among respondents who reside in the City, 59% would support such a use of funds. In the eastern towns, 44% would not support such a use of funds.

The need for additional housing units that are accessible to individuals with disabilities was also identified as an important priority. As most of the housing units in Genesee County were constructed prior to the passage of the Americans with Disabilities Act (ADA), only a limited number of housing units in the County are accessible to persons with disabilities and the current demand for accessible units exceeds the available supply. The number of accessible units may be increased through the construction of new housing units or through the retrofitting of existing housing units.

Members of the Housing Focus Group also identified a need for additional housing for farm workers. The 1992 Census of Agriculture estimated that there were approximately 1,700 farm workers in Genesee County (Also see Table 5 of the Technical Report on Economic Development). It is considered to be primarily the responsibility of the farmers or food processor to provide housing for their workers or to assist them to locate housing. As a result, it is extremely difficult to obtain accurate figures on the number of housing units that are maintained for farm workers or that may be needed for this population. The Housing Focus

Group members indicated that additional housing for farm workers is likely needed, however, the provision of such housing should remain the primary responsibility of the employers. The County's role in the provision of housing for farm workers would be primarily supportive of housing development proposed and implemented by growers, food processors or other entities.

The principal impediments to new housing development identified by the Housing Focus Group and local officials responding to the Focus Group and Local Government Surveys include:

- lack of economic development;
- lack of funding;
- lack of infrastructure;
- lack of available building sites; and,
- negative attitudes on the part of local officials and the public towards such development.

Housing Focus Group members and local officials identified several opportunities to increase the supply of housing in Genesee County, including:

- increased awareness of the need;
- increased emphasis on joint efforts and partnerships;
- the job creation efforts that have already occurred; and,
- the availability of or ability to improve public water and sewer and other infrastructure in certain areas.

Respondents to the Housing Focus Group and Local Government Surveys identified the State and Federal governments as the primary source of funding for all types of new housing development, with the exception of new, market rate housing. Respondents to these surveys identified private funding sources as the primary funding source for new market rate housing. Respondents to the Local Government Survey also identified the County and private sources as secondary sources of funding for housing rehabilitation and weatherization.

Respondents to the Housing Focus Group Survey indicated that funding should be pooled from all available sources, public and private to develop infrastructure in support of new housing development. Respondents to the Local Government Survey identified the Federal and State governments, municipal and private sources and the County as the principal sources of funding for infrastructure improvements to support new housing development.

Respondents to both surveys identified several actions that the County may take to encourage the development of new housing. These roles are summarized in Section IV of this report.

B. Affordability of Housing

Housing affordability is dependent on many factors, including household income, property taxes and utilities, infrastructure costs (for new development), vacancy rates and the availability of financing to acquire and maintain the property. Housing Focus Group members and respondents to the Local Government Survey identified the affordability, or lack of affordability, of housing as a major concern for Genesee County residents.

1. Household Income

Many residents, especially lower income residents, find the cost of housing, whether a mortgage payment or rent, consumes a significant portion of their income. According to the 1990 Census, more than half of the renters with annual incomes of less than $20,000 had rental payments in excess of 35% of their household incomes. In general, the lower the household income, the more difficult it is to find suitable and affordable housing.

Persons with higher incomes may find less difficulty locating suitable and affordable housing, however, the increased flexibility includes the option to locate outside of Genesee County. As people typically shop near their homes, this may mean that wages earned in Genesee County are spent elsewhere.

2. Property Taxes and Utilities

Most respondents (45.8%) to the Residents Survey identified property taxes as the most serious concern with their current housing arrangement. The cost of utilities was selected next most frequently, by 16.1% of the respondents. Among homeowners, 65% were most concerned about property taxes, and 18% with the cost of utilities.

Among renters, 43% identified the cost of utilities as their most serious concern and 35% identified the cost of rent. As renters typically do not pay property taxes directly, it is not unusual that they would show less concern for taxes.

3. Infrastructure Costs (for new development)

Respondents to the Local Government Surveys identified the lack of infrastructure to be one of the most significant impediments to new housing development in their communities. Similarly, these respondents also indicated that the availability of infrastructure in certain areas

represented one of the most significant opportunities for new development.

In areas without public water or sewer service, the cost of drilling a well and installing a septic system is generally borne, directly or indirectly, by the homebuyer. These costs may significantly increase the cost of a new home and reduce its affordability.

4. Vacancy Rates

According to the 1990 Census, the vacancy rates for owner occupied properties in Genesee County was 0.8% and for rental properties was 4.2%. These vacancy rates indicate a relatively tight market for housing and may contribute to upward pressure on housing costs.

The low vacancy rates reduce the available selection of housing and reduce flexibility in housing choices. Residents may find their only options are to pay higher proportions of their incomes to meet their housing needs or to look for housing in other areas, including outside of Genesee County, where costs may be more affordable or where more choices are available.

5. Availability of Financing

The availability of financing is an important factor in enabling residents to acquire and maintain their homes as well as to encourage developers to develop new housing projects.

Respondents to the Housing Focus Group and Local Government Surveys indicated that the provision of homeownership assistance to first time buyers is an important priority to address the housing needs of County residents. Such assistance may include funding for a portion of the down payment, closing costs and other expenses. Respondents to these surveys also indicated that funding for homeownership assistance should most likely be provided by the State and Federal government.

Housing Focus Group members noted that homeownership assistance programs may also be limited to low or moderate income residents. Middle income residents, particularly those seeking to sell their first home and buy another, larger house generally do not have access to such programs. Homeownership assistance may, however, indirectly help middle income residents by reducing the cost of 'starter' homes to a level that is more affordable to potential buyers.

C. Balance between Residential Development and Protection of Agricultural Resources

Agriculture is and is likely to remain a principal component of Genesee County's economy. As a result, it will be important to preserve prime agricultural land and to protect agricultural areas from development or other encroachments.

At the same time, it is the rural setting, created in large part by the dominance of agriculture, that makes the County an attractive place to live. Residents often see country living as the 'best of both worlds' - peace, quiet and space for a family in a location that provides relatively short commutes to the County (Batavia/LeRoy) and regional (Rochester/ Buffalo) employment centers. As residential development increases in agricultural areas, conflicts between residential uses and agricultural practices may occur. In addition, residential development pressures may encourage the conversion of agricultural land to other uses.

Eight (8) of the municipalities responding to the Local Government Survey identified the need to provide opportunities for residential growth while protecting agricultural resources as an 'essential' priority. Four (4) others identified this issue as 'important, but not a top priority.' Four (4) municipalities identified this issue as 'not important'.

Six (6) of the respondents to the Focus Group Survey also identified this issue as 'most important', ranking it 1 on a scale of 1 to 5. Three respondents rated the issue as somewhat less important, ranking it 2 on a scale of 1 to 5.

As the primary authority for land use control resides with units of local government, the municipal zoning ordinances and comprehensive plans will be the primary tools to achieve the balance between housing needs and the protection of agricultural resources. Actions which could be taken or have been recommended by municipalities in Genesee County in this regard include:

- Restrictions on residential development and/or the extension of public water and sewer services within Agricultural Districts.
- Encouraging development in or adjacent to existing population centers (i.e., the City of Batavia, villages and hamlet areas), or in other areas where public water or sewer services are already available.

- Specifying minimum lot sizes or frontage requirements that are larger in Agricultural Residential (AR or RA) Districts than in other zoning districts.

- Encouraging residential development on land that is marginal for agricultural uses.

- Providing incentives within the zoning ordinance to encourage the preservation of agricultural land and open space.

Five (5) of the eleven (11) towns responding to the Local Government Survey reported larger lot or frontage requirements in Agricultural Residential Districts. The towns that have prepared Comprehensive Plans (Bethany, Batavia, Byron and Bergen) have included one or more of these actions in their recommendations.

D. Coordination of Development Efforts

Each municipality is responsible for the development and enforcement of its zoning regulations and for the enforcement of building codes. There is generally little effort to coordinate development efforts across municipal boundaries.

Seven of the Housing Focus Group Members identified the need to coordinate housing development between municipalities as an important or most important priority. Respondents to the Local Government Survey identified this need as somewhat less important, with five (5) rating it essential, five (5) as important but not a priority, and six (6) rated it as not important.

One of the recommendations of the Genesee 2000 Plan was the coordination or consolidation of building code or zoning administration between municipalities. Respondents to the Housing Focus Group Survey identified this as a continuing need, with eight (8) respondents rating it as an important or most important issue. Five (5) respondents to the Local Government Survey identified this need as an essential issue and five (5) others identified it as important but not a top priority,

Respondents to the Housing Focus Group and Local Government Surveys indicated that the County's roles in improving the coordination of development efforts between municipalities. These roles are summarized in Section IV.

E. Preservation of the Existing Housing Stock

The preservation of the existing housing stock is an important factor in maintaining attractive and stable neighborhoods for residents. This issue may be more important in the more densely populated areas, such as the City of Batavia, the villages and hamlet areas, where there is a high proportion of older homes and limited space for new development. Other, less populated municipalities must also ensure the maintenance of the housing stock in order to ensure the quality of the community for all residents.

Six (6) of the respondents to the Housing Focus Group Survey identified the preservation of the existing housing stock as one of the most important housing issues to be addressed in Genesee County. Respondents to the Local Government Survey also rated this issue as a priority, with seven (7) respondents rating it as essential and seven (7) rating it as important, but not a top priority.

Respondents to the Housing Focus Group and Local Government Surveys also rated the need for housing rehabilitation assistance as the first and second most important priorities, respectively, in terms of needed subsidized housing services. Respondents to the Residents Survey also indicated strong support for housing rehabilitation assistance, with 46.9% indicating support for the use of State and Federal funds for this purpose.

Respondents to the Housing Focus Group and Local Government surveys identified the State and Federal government as the primary sources for a variety of housing improvement services, including:

- housing rehabilitation;
- weatherization; and,
- accessibility improvements for individuals with disabilities.

Respondents to the Local Government Survey also indicated that the County should also be a source of funding for housing improvement services, however, the County's role in providing funding was given a lower priority.

Respondents to both the Housing Focus Group and Local Government Surveys identify a need for greater private sector participation in maintaining the housing stock. Financial institutions should be encouraged to provide affordable financing for home improvements as well as to develop partnerships with public agencies to provide rehabilitation assistance.

One potential resource that financial institutions may provide to address the housing improvement needs of elderly homeowners would be reverse mortgages. Reverse mortgages enable elderly homeowners to draw upon the equity in their homes to meet daily living expenses as well as to undertake essential improvements. Principal and interest build up over time and the financial institution is repaid when the property is sold. Members of the Housing Focus Group indicated that while reverse mortgages may be a useful resource, the availability of such assistance has not been well publicized. There is a need to educate elderly residents and their families regarding the potential benefits of reverse mortgages. This may also represent a potential for collaboration between the private sector financial institutions and public agencies serving the needs of the elderly.

Genesee County currently provides limited direct and indirect support for housing rehabilitation services. The Office for the Aging, for example, provides funding for essential home repairs, however such funding is available to only a small number of elderly residents each year. The Genesee Region Housing Initiatives Committee, funded in part by the County, contracts with Rural Opportunities, Inc. (ROI) to develop and implement housing activities in accord with an annual plan.

Respondents to the Housing Focus Group and Local Government Surveys identified opportunities for increased County involvement to assist municipalities to maintain the existing housing stock. These roles are summarized in Section IV.

F. Interrelationship between Housing and Economic Development

Housing issues cannot be studied in a vacuum. Housing impacts on and is impacted by other components of the community, including the local economy, infrastructure, transportation and other quality of life concerns. Of these interrelated issues, the relationship of housing to economic development was identified by members of the Housing Focus Group as the priority concern.

To some extent, this is a 'chicken and egg' question: Is a diversity of housing needed in order to attract industry and employees at all levels (workers to executives)? Or is it essential to have industry and economic development in order to create the demand for different types of housing?

Both issues, housing and economic development, must be addressed simultaneously. To focus on one or the other of these issues will provide an incomplete solution and may leave the County at a disadvantage in competing against other areas for both economic and housing

development. Residents deciding where they will live will consider where they will work as part of the decision. If employment opportunities in the County or within a reasonable commuting distance outside the County are limited, residents may decide to move out of the area. Companies seeking to locate a new plant or to attract qualified workers for available positions will also consider where the workers will live. If housing is not readily available, the companies may decide to locate elsewhere or may find it more difficult to attract and keep workers.

In addition, if housing is not available for employees within Genesee County, people may move into the outlying areas, including the suburbs of Rochester and Buffalo to find suitable housing. When this occurs, the wages earned in Genesee County tend to be spent in the surrounding counties rather than at local businesses. Residents commuting outside of the County to find employment may shop near their jobs or on the way home. In this manner, the wages earned by County residents may be spent outside the County.

Housing Focus Group members indicated that there is a perception that there is insufficient housing available in the County for executives or management level employees. The Focus Group members indicated that housing for these groups may be best addressed by private market forces. The Housing Focus Group also identified a greater need for homeownership assistance or affordable rental housing for entry level workers.

The Housing Focus Group indicated there is a need for increased coordination between housing services providers and economic developers. The County may have an opportunity to act as a facilitator to encourage partnerships between agencies and with the private sector to address housing and economic development issues together. The County may also act to provide a broad overview of housing and economic development activities to ensure that a diversity of housing is provided and maintained for all residents.

G. Increased Collaborative Efforts

All of the respondents to the Housing Focus Group Survey indicated that their agencies or organizations will have an increasing role in the provision of housing services in the future. These increased roles are the result of several factors, including:

- increased awareness of housing needs;

- increased awareness of the availability of funding or other programs;
- an aging housing stock;
- an increase in the elderly population; and,
- greater need for housing subsidies, including homeownership assistance.

The Housing Focus Group members also recognize the increased competition for funding for programs. As a result, many housing services providers have worked with other public agencies or private sector organizations to provide services. The collaborative efforts that have been undertaken include:

- contractual relationships for the delivery of services;
- referral services of clients;
- networking; and,
- provision of funding for specific programs or services.

The Focus Group members also indicated that cooperative efforts have the potential to:

- expand the programs and services provided;
- pool available resources;
- leverage additional funding; and,
- create joint ventures.

As cooperative efforts may be considered more competitive by the funding providers, the Focus Group members anticipate that collaboration between agencies and with the private sector are likely to increase in the future.

The principal impediments that limit the ability of housing services providers to increase their collaborative efforts are the lack of funding and the lack of staff to develop programs or to identify potential funding sources.

H. Education of Local Officials and the Public on Housing Issues

In 1989, the Housing Task Force for the Genesee 2000 Plan issued a report on its findings and recommendations. Among its findings, the Task Force noted that:

- [t]here is a perception that public attitudes oppose the expansion of moderate income housing, subsidized

> housing, mobile homes, multifamily dwellings, or any other housing growth that is other than upscale, single family housing, with the possible exception of senior citizen housing.

The Task Force further noted that new housing developments are generally discussed and debated only within the area in which they are proposed to be located. As there is rarely a public discussion of the County-wide need for housing, there is little opportunity to present the broader view of the need for a given project in the context of the County as a whole. Such considerations tend to be lost in a discussion of the impact of a development only within a given community or neighborhood.

The Housing Focus Group for the Comprehensive Plan noted that progress has been made in keeping local officials informed on housing issues. Seminars on housing sponsored by the County, existing partnerships and on-going collaborative efforts have increased the visibility of housing programs and have helped to inform local officials and the public of housing needs.

Despite these improvements, the Housing Focus Group identified a continuing need to educate and inform local officials and the public on housing issues. The Focus Group members cited the not-in-my-backyard attitude that must frequently be addressed each time a new development is proposed. Focus Group members also noted a continued stigma attached to housing for low and moderate income people as being undesirable. Some housing service providers have also experienced a backlash against housing assistance programs which are seen as a give-away for lower income people and are not available to other middle income or higher income residents who work hard to afford and maintain their homes. Attitudes and perception are extremely difficult to change and remain a serious impediment to new housing development.

The Housing Focus Group members responding to the Focus Group Survey identified the need to educate the public and local officials on housing issues. Five (5) respondents to the survey identified the need to educate the public as one of the most important issues and four (4) rated the need to educate local officials as most important.

The respondents to the local government survey considered the need to educate local officials to have a high priority, with seven (7) rating this issue as essential and six (6) rating it as important, but not a top priority. These respondents rated the need to educate the public as somewhat less

important, with four (4) respondents rating the issue as essential and seven (7) as important, but not a top priority.

Members of the Housing Focus Group and respondents to the Local Government Survey identified several potential roles for the County to address this issue. These roles are summarized in Section IV.

IV. GENESEE COUNTY'S ROLES IN ADDRESSING THE HOUSING NEEDS OF COUNTY RESIDENTS

The Housing Focus Group members and local officials responding to the Local Government Survey have identified several potential roles for the County to play in addressing the housing needs of County residents, including:

A. Educator

The County may take the lead to identify and document the need for different types of housing and housing services and to educate the public and local officials regarding these needs.

The County may provide information to educate local officials and the public regarding the availability of funding for various housing assistance programs.

The County may provide technical assistance and expertise to assist municipalities to devise and implement zoning regulations and other land use controls in order to permit housing development to occur while protecting agricultural and other environmentally sensitive areas. The Planning Department may also serve as a conduit for information about techniques used in other areas to protect agricultural land.

The County may recommend uniform standards for minimum lot size or other design issues in order to ensure increased compatibility of development across municipal boundaries. The development of uniform standards would also reduce the risk that development pressures in municipalities with less restrictive requirements would increase as a result of more restrictive requirements in other municipalities.

The County may provide training to municipal zoning boards and other officials to enable them to carry out their duties effectively.

B. Facilitator

The County may encourage housing services providers to work more closely with one another and with the private sector to develop and implement partnerships and other collaborative efforts to address the housing needs of County residents.

The County may provide technical assistance or grant writing assistance to enable municipalities, public agencies and not-for-profit agencies to identify potential funding sources and to apply for such assistance.

The County may act to provide a broad overview of housing and economic development activities to ensure that a diversity of housing is provided and maintained for all residents.

The County may act as a clearinghouse to share information on local regulations and ordinances as well as on development efforts.

The County may serve as liaison to state and federal agencies regarding housing needs in Genesee County.

C. Coordinator

The County may act as a clearinghouse for information on housing efforts undertaken throughout the County.

The County may work with municipalities and housing services providers to devise strategies to address housing needs in the County.

The County may match housing services providers with available funding sources.

The County may act as an advocate to identify housing needs and encourage cooperative efforts to address these needs.

D. Planning

The County, through the Planning Department or the Housing Initiatives Committee, may conduct a detailed housing needs assessment and provide this information to local officials and the public.

The County may provide information and technical assistance to enable municipalities to modify their zoning ordinances to encourage housing development in appropriate areas. The County may also recommend uniform guidelines or standards for housing development.

E. **Funding**

The County may provide funding for staff, technical assistance, grant writing or other services to assist municipalities and agencies to apply for funding.

The County may also directly fund or act as the applicant for funding for the provision of services to meet specific housing needs.

The County may act as a conduit for funding by applying for the available assistance directly and contracting with other housing services providers to implement the programs.

V. GOALS AND RECOMMENDED ACTIONS

Vision Statement:

Housing in Genesee County should include a diversity of residential types to serve all segments of the population, including: families with children; senior citizens; persons with disabilities; single persons; young couples; professionals; and, lower income wage earners, including entry level factory and service workers and seasonal and year-round farm workers. New residential development should be encouraged in or near existing population centers or in areas that contain appropriate infrastructure. The existing housing stock should be maintained in standard condition. Conflicts between agricultural and residential development should be avoided or minimized. Genesee County, individual municipalities and housing services providers should cooperate to ensure that an adequate supply of quality, affordable housing is provided and maintained.

GOAL:

Educate the public and local officials regarding housing needs in Genesee County and advocate for the implementation of programs to address these needs.

Actions:

(1) Conduct a detailed needs survey to identify specific housing problems, issues and needs to be addressed.

(2) Present the results of the survey to the public, to municipalities and to housing services providers to encourage public discussion of housing needs and priorities.

(3) Identify strategies to address housing needs.

Responsibility (1, 2, 3): County Planning Department, Genesee County Housing Council, Genesee Region Housing Initiatives Committee

Time Frame (1, 2, 3): Short-term

(4) Monitor housing activities in order to maintain a Countywide overview of accomplishments and of on-going needs and issues.

(5) Encourage elected officials and members of local planning and zoning boards to attend training sessions on development issues.

(6) Provide technical assistance to municipalities regarding the preparation of zoning ordinances and other land use controls that would permit housing development to occur in appropriate areas while protecting agricultural and other environmentally sensitive areas.

(7) Develop uniform design standards and/or model ordinances to increase the compatibility of housing development across municipal boundaries.

Responsibility (4, 5, 6, 7): County Planning Department

Time Frame (4, 5, 6, 7): On-going

GOAL:

Encourage the implementation of activities and programs to address the housing needs of County residents.

Actions:

(8) Provide technical assistance to housing services providers and municipalities to develop programs to address specific housing needs.

(9) Provide technical assistance to housing services providers and municipalities to apply for funding from appropriate sources to address specific housing needs.

(10) Maintain statistical and other data regarding housing issues and make this information available to municipalities and housing services providers to use in preparing applications for funding.

Responsibility (8, 9, 10): County Planning Department, Genesee County Housing Council, Genesee Region Housing Initiatives Committee

Time Frame (8, 9, 10): Short-term

(11) Serve as a conduit for financial assistance by applying for funding for programs and contracting with housing services providers for the delivery of services.

(12) Coordinate activities undertaken by municipalities and housing services providers to minimize competition for available funding.

(13) Encourage the development of partnerships and collaborative efforts for the delivery of housing assistance programs and for the development of new housing.

Responsibility (11, 12, 13): County Manager, County Legislature, Genesee County Housing Council, Genesee Region Housing Initiatives Committee

Time Frame (11, 12, 13): Short-term

GOAL:

Ensure the provision and maintenance of an adequate supply of safe, affordable and quality housing for all residents.

Actions:

(14) Support applications for funding for home ownership assistance programs for first time home buyers.

(15) Support applications for funding for housing rehabilitation programs to maintain and upgrade the housing stock in Genesee County.

(16) Support applications for funding for rental assistance programs to ensure the affordability of housing for residents.

(17) Support applications for funding for the development of housing for persons with disabilities and persons with special needs.

Responsibility (14, 15, 16, 17): County Manager, County Legislature, Genesee County Housing Council

Time Frame (14, 15, 16. 17): Short-term

(18) Support cooperative efforts between the towns and area farmers to develop and maintain adequate housing for year-round and seasonal farm workers.

Responsibility: County Manager, Towns, Genesee Region Housing Initiatives Committee

Time Frame: Short-term

(19) Sponsor applications for financial assistance for the provision of needed housing services and for the development of new housing.

Responsibility County Legislature, Genesee County Housing Council, Genesee Region Housing Initiatives Committee

Time Frame: Long-term

(20) Provide technical assistance to municipalities for the development or expansion of infrastructure to support new housing development.

(21) Assist municipalities in obtaining funding for the development of infrastructure in support of new housing.

(22) Encourage municipalities to expand the capacity of existing infrastructure to accommodate additional development within populated areas.

Responsibility (20, 21, 22): County Planning Department, individual municipalities

Time Frame (20, 21, 22): On-going

GOAL:

Coordinate development efforts among municipalities.

Actions:

(23) Act as a clearinghouse for information on local planning initiatives, existing zoning regulations, building codes and other land use controls.

(24) Provide technical assistance to municipalities to modify local zoning ordinances and other land use controls to facilitate the development of a variety of new housing in appropriate areas.

(25) Recommend the adoption of uniform design standards and/or model ordinances to achieve greater compatibility of housing development throughout the County.

(26) Encourage more consistent enforcement of local development codes to reduce substandard housing conditions.

Responsibility (23, 24, 25, 26): County Planning Department

Time Frame (23, 24, 25, 26): On-going

GOAL:

Facilitate increased cooperation and collaboration among housing services providers, developers, lending institutions and others within the private sector in the provision of housing services.

Actions:

(27) Act as a clearinghouse for information on available housing programs.

(28) Serve as a source of statistical information and other data to support applications for funding assistance programs.

(29) Provide technical assistance, including planning and grant writing, to assist agencies and municipalities to apply for available funding.

Responsibility (27, 28, 29): County Planning Department, Genesee County Housing Council, Genesee Region Housing Initiatives Committee

Time Frame (27, 28, 29): On-going

(30) Work with housing services providers and the private sector to devise partnerships and other collaborative efforts to address housing needs.

Responsibility: County Manager, Genesee County Housing Council, Genesee Region Housing Initiatives Committee

Time Frame: Short-term

GOAL:

Coordinate new housing development and the provision of other housing services with on-going economic development activities.

Actions:

(31) Educate housing services providers and economic development specialists regarding the interrelationships between housing and economic development.

(32) Encourage the establishment of partnerships between agencies and with the private sector to work together to jointly address housing and economic development issues.

Responsibility (31, 32): County Manager, County IDA, Genesee County Housing Council, Genesee Region Housing Initiatives Committee

Time Frame (31, 32): Short-term

(33) Develop and maintain information on the availability of existing housing and provide this information to companies seeking to locate or expand in Genesee County.

Responsibility: County Planning Department, Genesee County Housing Council, County IDA

Time Frame: Short-term

Appendix I

Utilities Technical Report

TECHNICAL REPORT

FOR

UTILITIES FOCUS GROUP

OF THE

GENESEE COUNTY COMPREHENSIVE PLAN

PREPARED FOR:

GENESEE COUNTY COMPREHENSIVE
PLAN COMMITTEE
GENESEE COUNTY LEGISLATURE
COUNTY BUILDING NO. 1
BATAVIA, NEW YORK 14020

MAY 1997

GENESEE COUNTY COMPREHENSIVE PLAN

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I. INRODUCTION

The Technical Report on utilities presents background information, an analysis of issues and opportunities, and recommends actions to be taken by Genesee County and local governments to provide effective and beneficial utilities within Genesee County.

The first part of the report contains background information on the existing utility systems, recent and future trends, and the roles of government agencies and private organizations on utility maintenance and the potential need for expansion. The information was compiled by the Consultant with assistance from Focus Group members and County Department staff.

The second part identifies and analyzes the issues that affect utility systems within Genesee County and presents opportunities for addressing existing needs and constraints against realizing the opportunities. The issues and options were identified during the first Utilities Focus Group meeting and other written surveys of residents, Focus Group members, and local governments.

The third point presents the identification and recommendations of how to address the significant issues regarding utilities to be included in the Genesee County Comprehensive Plan.

The utilities were broken down and analyzed as components:

- Sanitary System
- Water System
- Stormwater Drainage
- Natural Gas
- Solid Waste and Recycling
- Communication

The communication component is made up of electricity, cable and telephone. These have been grouped in light of the recent deregulation of this industry which may decrease single providers and foster more combined "communication" systems.

II. BACKGROUND INFORMATION

A. SANITARY SYSTEM

1. Existing Conditions

Sanitary service is provided throughout Genesee County by a combination of municipal systems and on-site individual leach field systems. As shown on Figure U-1, the City of Batavia, villages, and portions of towns abutting the city and villages generally have a municipal collection and treatment system. The remaining areas utilize individual disposal systems typically comprised of a septic tank for initial treatment (removal of solids) and a series of underground perforated pipes to allow gray water dispersal to the subsoils. This type of system is suited for large lots with low density. Use of these systems requires gentle topography, pervious soils, sufficient soil over bedrock and a low water table. Commercial/industrial users that generate a high volume of waste water require special engineering considerations.

According to the local government surveys received, Pembroke is the only municipality experiencing significant problems with individual leach field systems. There are other areas that experience localized problems from time to time. According to Mr. Thomas Guerin of the Genesee County Health Department, the soils on the south side of the County are less suitable for effluent disposal when compared to the soils on the north half of the County.

Ten of the twenty municipalities within the County are in some part served by a collection and treatment system. The type of treatment system along with average flows and plant capacities are indicated on Table 1. Figure U-1 illustrates areas within the County serviced by a municipal treatment system. All of the municipal treatment systems are currently below their present capacity.

The City of Batavia is presently at capacity with its organic loading. They are working with a consultant to address this issue.

2. Recent Trends

The most recent trend as it relates to sanitary treatment is to protect ground water aquifers. Poor design, installation and/or maintenance of sanitary systems can allow improperly treated effluent to enter the aquifer. Municipal treatment systems generally have more consistent maintenance and the final result can be monitored to ensure proper treatment.

If growth of the residential population and influx of commercial/industrial operations are desired, especially operations with a high water demand, municipal treatment systems must be in place. As more municipal treatment systems are provided or expanded, existing on-site sewage disposal systems can be removed.

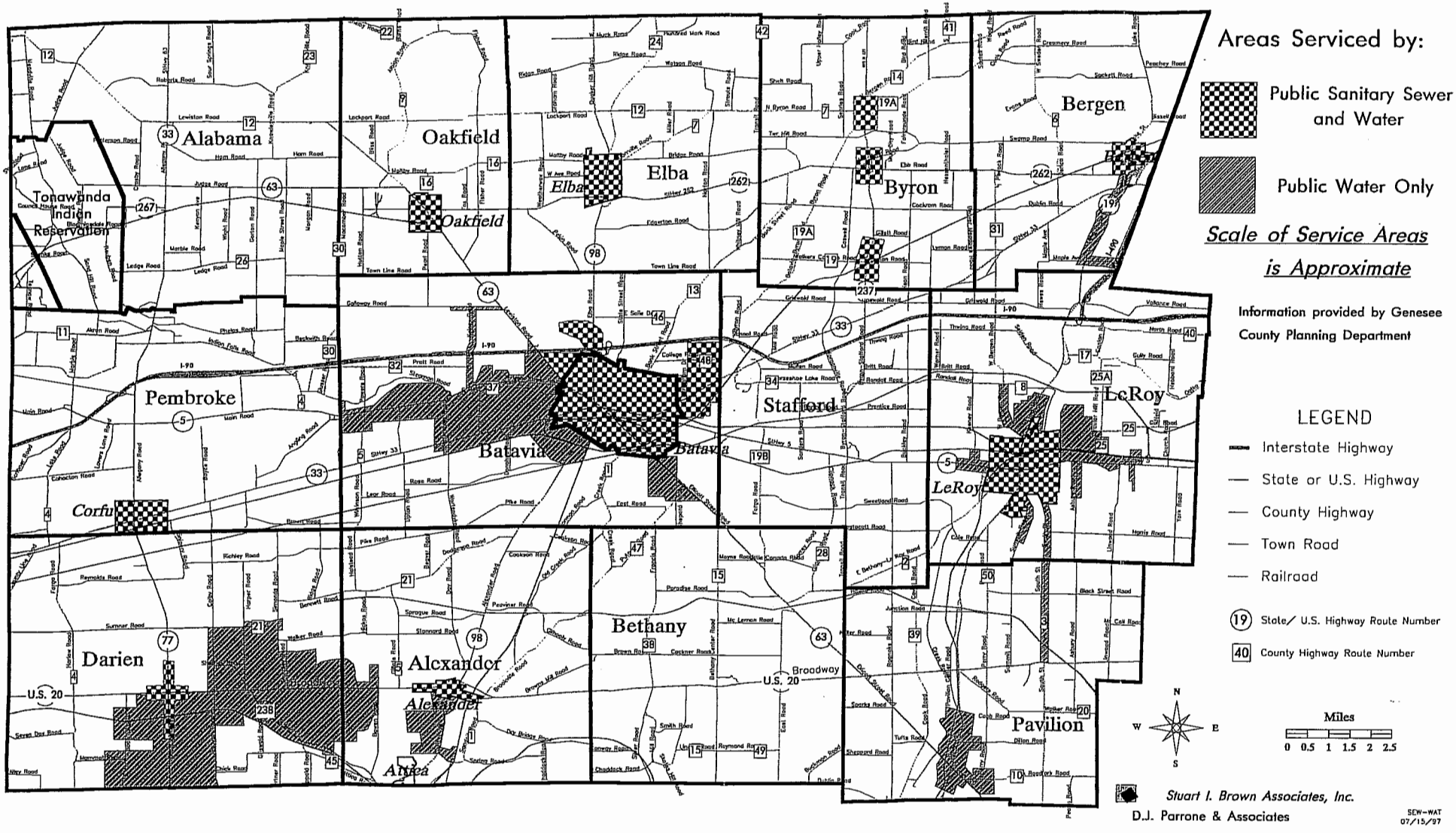
3. Future Conditions

The modest population growth Genesee County has experienced over the last two decades is expected to continue in the future. The development of commercial and industrial uses will attract residential growth. If efficient methods of sewage disposal are not available, the development of commercial/industrial sites will not take place. Since commercial/industrial sites can utilize large quantities of water, municipal collection and disposal systems must be developed and expanded to support this growth.

FIGURE U-1

Areas Serviced by Public Sanitary Sewer and/or Water

Genesee County Comprehensive Plan



4. Roles

a. Genesee County Departments

The role of Genesee County is to coordinate and oversee the Genesee County Sewer & Water Agency, which was just recently reactivated. The Genesee County Planning Department should provide input to towns so that zoning districts are configured throughout the County on a consistent basis rather than fragmented for each town. The Genesee County Health Department can require towns and developers to utilize municipal treatment systems instead of individual disposal systems wherever feasible. Genesee County can also provide assistance in the creation and processing of grant and low interest loan applications.

b. Affiliated Agencies

The roles of the Genesee County Sewer & Water Agency should be to:

- Recommend logical sewer extensions based on existing conditions, zoning, treatment capabilities, and population forecasts.
- Assist local governments in their monitoring of plant capacities.
- Recommend parameters/incentives for local governments to share costs with private developers.
- Recommend consolidation or sharing of administration and maintenance services between municipalities.
- Provide assistance for water conservation, recycling and reuse programs.

TABLE 1

SANITARY DATA
GENESEE COUNTY COMPREHENSIVE PLAN

MUNICIPALITY	% ON SEWER	% ON SEPTIC	TYPE OF SYSTEM	CAPACITY (GPD)	AVERAGE (GPD)	ANNUAL OPERATING BUDGET	% OF SEPTIC FAILURES
Alabama	0	100	---	---	---	$ 70,000	---
Alexander (Town)	5	95	(Village)	---	---	$ 70,000	---
Alexander (Village)	100	0	---	---	---	---	---
Batavia (City)	100	0	Oxidation Pond	5,500,000	4,000,000	$2,000,000	---
Batavia (Town)	19	81	(City)	(City)	(City)	$ 315,598	---
Bergen (Village)	100	0	Gray water	104,000	90,000	$ 337,600	---
Bergen (Town)	<5	>95	Gray water system (Village)	---	---	---	<5
Bethany	0	100	---	---	---	---	---
Byron*	S - 85 C - 215 N - 18		Intermittent sand filters	S - 25,000 C - 53,000 N - 6,000	S - 17,000 C - 35,000 N - 4,000	$ 97,000	Minimal
Darien	20	80	Fixed activated sludge	---	---	---	---
Elba (Village)	100	0	Aerated lagoons	80,000	70,000	$ 86,000	---
Elba (Town)	0	100	Aerated lagoons		---		---
Leroy (Village)	100	0	Activated sludge	3,000,000	500,000	$ 15,302	0
Leroy (Town)	0	100	---	---	---	---	---
Oakfield (Village)	99.9	<0.1	Activated sludge/aerated	500,000	171,000	$ 203,600	---
Oakfield (Town)	4	96	---	(Village)	---	---	---
Pavilion	0	100	---	---	---	---	---
Pembroke	0	100	---	---	---	---	25%
Corfu	100	0	---	---	---	---	---
Stafford	0	100	---	---	---	---	---
Tonawanda Indian Reservation	---	---	---	---	---	---	---

*Number of units.

The information listed in Table 1 is based on results of local government surveys and telephone interviews.

c. Local Governments

The roles of the local governments, consisting of towns, villages and cities, should be to:

- Provide maintenance and administration of municipal treatment systems.
- Work closely with the Genesee County Sewer & Water Agency.
- Encourage the implementation of expansion of municipal treatment facilities utilizing zoning, density and population growth.
- Discourage installation of individual disposal systems when viable alternatives are available.
- Pay proportionate shares of oversize sewer components that private developers are requested to install.

d. Private

The private organizations/developers should work closely with local governments to provide collection and treatment systems designed to accommodate foreseeable future needs. Engineers and planners employed by private developers must recognize that local governments are planning for the future, not just for the development being proposed. They should suggest innovative, alternative systems consistent with the local government's long range plans.

e. Plan Status

Genesee 2000 (1989), along with Genesee 2000 Update (1994), recognized that "development of water and sewer services was and is the key element to future growth and expansion in Genesee County. The following problems identified are similar to the problems still being encountered today:

- Quantity and quality of service is inadequate.
- Lack of public provision of water and sewer service is holding back development.
- Debate continues over the most appropriate type of sewer service (septic vs. public sewage plants).
- There is a lack of coordination between sewer and water service at the county level and only limited cooperation between municipalities.
- Inadequate sewage treatment exists in some municipalities.
- Some communities do not have sewer and water services at all.

The Genesee 2000 Update encouraged sharing of services, which has occurred on a limited basis. The update also suggested reinstatement of the GCSWA, which has just recently occurred.

B. WATER SYSTEM

1. Existing Conditions

Domestic water is provided throughout Genesee County by a combination of municipal water systems and individual wells. Figure U-1 illustrates the areas within the County which are serviced by municipal water systems. Development in the remaining areas is serviced by individual wells drawing water from underground aquifers. According to the Genesee County Health Department, there are no significant problems with the quantity or quality of these individual wells. The 1996 Comprehensive Water Supply Study indicated a number of municipal wells with raw water quality pressures. Although not specifically addressed, individual wells could experience the same problems.

The municipal water systems within Genesee County obtain water from underground aquifers as well as surface water Full or partial surface water systems are the City/Town of Batavia, Town of Bergen, Darien, Village of Leroy and the Town/Village of Alexander. Municipal water systems have these distinct advantages over individual wells. First, the water can be treated prior to distribution. Second, a municipal system can supply water at a faster rate for industrial uses (water can be stored and be available for peak uses). Third, a municipal system can supply constant pressure to provide fire protection capabilities.

As shown in Figure U-1, approximately 14% of the County (by area) is supplied water by municipal systems. Table 2 indicates the municipalities that are on public water along with treatment capabilities. All of the treatment systems are below their rated capacities.

According to the executive summary of the December 1996 Genesee County Comprehensive Public Water Supply Study:

> "In general, the water quantity and quality of existing Genesee County water systems are good. The condition of transmission, distribution and storage systems for the majority of community water systems were reported as fair to excellent. However, several water systems reported high volumes of unaccounted water requiring the need for additional water conservation programs. Several systems lacked auxiliary water sources and most systems need to develop watershed protection programs and/or wellhead protection plans."

TABLE 2

*WATER DATA
GENESEE COUNTY COMPREHENSIVE PLAN

MUNICIPALITY	PLANT TREATMENT (%) PRIVATE	PUBLIC	SUPPLIER	CAPACITY (GPD)	AVERAGE (GPD)	ANNUAL OPERATING BUDGET*
Alabama	100	0	---	---	---	---
Alexander (Town)	85	15	Attica	---	56,000	79,000
Alexander (Village)	0	100	Attica	---	---	---
Batavia (City)	0	100	City of Batavia	4,500,000	3,000,000	1,600,000
Batavia (Town)	42	58	City of Batavia	1,000,000	297,000	574,171
Bergen (Village)	0	100	MCWA	---	---	---
Bergen (Town)	90	10	MCWA	---	100,000	---
Bethany	100	0	---	---	---	---
Byron	100	0	---	---	---	---
Darien	75	25	Village of Akron	100,000	70,000	---
Elba (Village)	0	100	Village of Elba	200,000	60,000	59,000
Elba (Town)	100	0	---	---	---	---
Leroy (Village)	0	100	Village of Leroy	1,600,000	1,100,000	830,679
Leroy (Town)	75	25	Village of Leroy	---	---	---
Oakfield (Village)	0	100	Village of Oakfield	350,000-400,000	190,993	280,174
Oakfield (Town)	65	35	Village of Oakfield	55,000	53,000	---
Pavilion	90	10	Town of Pavilion	---	---	---
Pembroke	97	3	Village of Corfu	Unknown	Unknown	---
Corfu	---	---	---	---	---	---
Stafford	100	0	---	---	---	---
Tonawanda Indian Reservation	---	---	---	---	---	---

*Based on results of local government surveys.

2. Recent Trends

Two major trends regarding water supply are evident within the County. The first is the provision of municipal water systems that can provide domestic and fire protection water as well as attract industrial users that may have high water demands. The second is to incorporate water conservation programs and to recycle water.

3. Future Conditions

Table 3 is taken from the December 1996 Executive Summary of the Genesee County Comprehensive Public Water Supply Study. It presents capacity and average and maximum consumption in the year 2020 for Genesee County. Based on this data, 66% of the municipalities will not be able to meet the maximum demand for water in the year 2020. The executive summary lists:

- The municipalities that need to be evaluated for the feasibility of inter-municipal water systems or sub-county water districts to meet their future water supply needs:
  - Town and Village of Alexander
  - Town of Bethany
  - T of Byron
  - Town of Darien
  - Town and Village of Oakfield
  - Town of Pavilion
  - Town of Pembroke
- The water systems that need to develop auxiliary supplies and water quality protection programs:
  - Village of Alexander
  - Village of Corfu
  - Village of Elba
  - Village of Oakfield
  - Town of Pavilion
- The water systems that need to develop water conservation programs:
  - Town Batavia
  - Village of LeRoy
  - Village of Corfu

TABLE 3

FUTURE WATER DEMANDS
FOR COMMUNITY WATER SYSTEMS

MUNICIPALITY	1995 ESTIMATED POPULATION SERVED	1995 EST. WATER DEMAND AVERAGE DAY (GPD)	1995 EST. WATER DEMAND MAXIMUM DAY (GPD)	2020 ESTIMATED POPULATION SERVED	2020 EST. WATER DEMAND AVERAGE DAY (GPD)	2020 EST. WATER DEMAND MAXIMUM DAY (GPD)
Alabama Town	55	9500	19,000	65	10,594	21,188
Alexander Town	950	87,000	118,000	1,300	115,125	174,250
Alexander Village	490	67,000	78,000	600	75,800	95,600
Attica Village (Pt)	0	0	0	100	8,000	16,000
Alexander Part Town	460	20,000	40,000	600	31,325	62,650
Batavia City	16,400	2,648,734	3,507,000	16,450	2,652,734	3,515,000
Batavia Town	3,828	381,866	764,200	6,890	630,801	1,262,070
Bergen Town	1,495	213,220	426,440	2,045	261,208	522,415
Bergen Village	1,103	184,960	369,920	1,400	208,720	417,440
Bergen Part Town	392	28,260	56,520	645	52,488	104,975
Bethany Town	20	1,600	3,200	20	5,538	11,075
Byron Town	108	8,000	16,000	150	12,110	24,220
Darien Town	1,050	64,000	93,000	1,400	111,275	187,550
Elba Town	805	58,300	98,700	870	63,500	109,100
Elba Village	700	54,100	90,300	750	58,100	98,300
Elba Part Town	105	4,200	8,400	120	5,400	10,800
Leroy Town	6,300	950,000	1,400,000	6,600	978,200	1,456,400
Leroy Village	6,003	863,882	1,227,764	5,550	827,642	1,155,284
Leroy Part Town	257	86,118	172,236	1,050	153,758	307,516
Oakfield Town	2,450	215,000	404,000	2,545	222,600	419,200
Oakfield Village	2,000	176,000	326,000	1,950	172,000	318,000
Oakfield Part Town	450	39,000	78,000	595	50,600	101,200
Pavilion Town	789	58,720	117,440	945	71,550	143,100
Pembroke Town	846	73,300	146,600	1,040	169,105	338,210
Corfu Village	780	70,000	140,000	850	75,600	151,200
Pembroke Part Town	66	3,300	6,600	190	93,505	187,010
Stafford Town	112	6,700	13,400	120	10,365	20,730
Tonawanda Indian Reservation	0	0	0	0	0	0
TOTALS	35,208	4,775,940	7,126,980	40,440	5,314,705	8,204,508

4. Roles

a. Genesee County Departments

It is recommended that the County:

- Continue with the operation of the Genesee County Sewer & Water Agency.
- Set up a water advisory task force or empower the Sewer and Water Agency to provide the planning and management functions of a water advisory task force.
- Provide input to towns on zoning changes that make sense on a county-wide basis.
- County Health Department should discourage individual wells when municipal systems are available or feasible.

b. Affiliated Agencies

The Genesee County Sewer & Water Agency should:

- Provide planning and management functions of a water advisory task force.
- Employ engineering, legal and professional assistance for proper resource planning and management.
- Along with local assistance, conduct planning studies for inter-municipal systems and to periodically update the county-wide water study.
- Assist in developing watershed protection programs and/or wellhead protection programs.
- Assist in developing water conservation programs.

c. Local Governments

Local governing bodies should consider:

- Assisting with and following the recommendations of the water advisory task force.
- Examining the feasibility of assisting developers in providing municipal water systems to forecasted industrial parks and residential growth areas.
- Discouraging development of individual water sources when municipal sources are available.
- Cooperating in the formation of inter-municipal water systems.

d. Private

Private organizations and developers should work closely with local governments to install new or utilize existing municipal water systems. Engineers and planners employed by private developers must recognize that local governments are planning for the future, not just for the current development proposed.

e. Plan Status

As previously discussed, the Genesee 2000 Update recommended the reactivation of the GCSWA which has recently occurred. Another major step is the preparation of the Genesee County Comprehensive Public Water Supply Study. This document, which was prepared in 1996, takes an in-depth look at the existing water systems throughout the County. It provides a guide for the maintenance, expansion and potential sharing of water system related services throughout Genesee County.

C. STORMWATER DRAINAGE

1. Existing Conditions

Presently, storm drainage facilities are owned and maintained by local municipalities (town, village, city). Most of the storm drainage facilities throughout the County consist of roadside swales, cross-culverts and driveway culverts, which are maintained by the local highway department. Population centers, such as the City of Batavia, have a network of stormwater piping in place along with a maintenance schedule to keep it operational. Rural areas currently have no formal piping system, and problems are addressed as they arise.

Concerns have been expressed regarding the potential flooding south of the City of Batavia from Tonowanda Creek. Back in the 1970's, two dams were proposed but did not get constructed.

Across the County there is a wide array of stormwater quality and quantity programs. There are no specific guidelines for the County as a whole. Those municipalities that have guidelines in place have a hard time enforcing them because they do not want developers to view them as obstacles and move to the next municipality where there are no requirements.

2. Recent Trends

As the population of Genesee County grows, so does the amount of impervious surfaces (i.e., roads, buildings). These impervious surfaces create more stormwater runoff to local creeks and streams because there are less grass areas to allow stormwater to be absorbed in the soil. The runoff from these impervious areas contains pollutants (such as grease and oil) from building materials, pavements and vehicles. These pollutants decrease stormwater quality in a given drainage basin.

As the population grows, the potential for problems with stormwater quantity or quality increases. Small creeks and swales may begin to overflow or flood because of development upstream that did not provide detention. In some instances, an upstream area that was developed may not be within the same municipality, which would make the drainage problem even more difficult to correct.

In summary, the trend has been for each municipality to set their own guidelines regarding stormwater quality and quantity with varying levels of enforcement and no consistency between municipalities.

3. Future Conditions

If the current trends continue, developments in upstream areas will aggravate flooding and stormwater quality issues downstream. The inconsistencies of stormwater regulations, or the lack thereof, among municipalities may cause additional problems and escalate to legal action.

4. Roles

a. Genesee County Departments

The overall role that Genesee County should undertake with regard to storm drainage should be to assist in the education and coordination between the local governments. The Genesee County Soil & Water Conservation District is currently set up to help with the education of local officials and the general public concerning storm water quality and quantity issues. A County Drainage Committee should also be set up, consisting of a member of each municipality's Drainage Committee (or Highway Superintendent). This will help to address stormwater issues on a county-wide basis and ensure consistent regulations.

b. Affiliated Agencies

The role of the Genesee County Drainage Committee would be to:

- Assess the current stormwater issues throughout the County and work closely with the Genesee County Soil & Water Conservation District to ensure a consistent set of guidelines that will address stormwater issues. This may include evaluating the feasibility of the following:

  - Installing regional detention facilities to control stormwater flows.
  - Installing individual development detention facilities to control stormwater flows.
  - Assisting municipalities on low cost measures to address stormwater quality (i.e., open vegetated swales).
  - Acting as an advisory board to local governments on current NYSDEC and Army Corp. requirements as well as maintenance and ownership of drainage facilities.
  - Hiring professional legal and engineering assistance for proper planning and implementation.
  - Educating the public on the need for stormwater guidelines.

c. Local Governments

The local governments (town, village, city) are ultimately responsible for the enforcement of the stormwater regulations. They should work closely with developers to achieve their goal through:

- Reviewing plans of proposed construction improvements to ensure compliance with stormwater requirements.
- Collecting fees for developers' proportionate shares to downstream or regional improvements.
- Providing guidance to developers on obtaining approval from agencies having jurisdiction (i.e., NYSDEC, Army Corp.).
- Volunteering a member of the Drainage Subcommittee or Highway Department that is familiar with their local drainage to serve on the County Drainage Committee.

d. Private

The role of the private sector is to abide by the requirements of the local municipality and NYSDEC. They should be educated to understand the importance of stormwater requirements and the potential problems if the guidelines are not met. Engineers and planners employed by private developers can provide new and innovative solutions to stormwater problems, but they must recognize that local governments are planning for the future - not just for the development proposed.

e. Plan Status

The Genesee 2000 and the Genesee 2000 Updates grouped water and sewer together with the emphases on sewer being sanitary. The issue of storm drainage was not specifically evident in the past documents referenced. Since storm drainage has typically dealt with storm water quantity (i.e., flooding, piping) and they are generally addressed at the local government level, County-wide studies have not typically addressed this issue.

D. NATURAL GAS

1. Existing Conditions

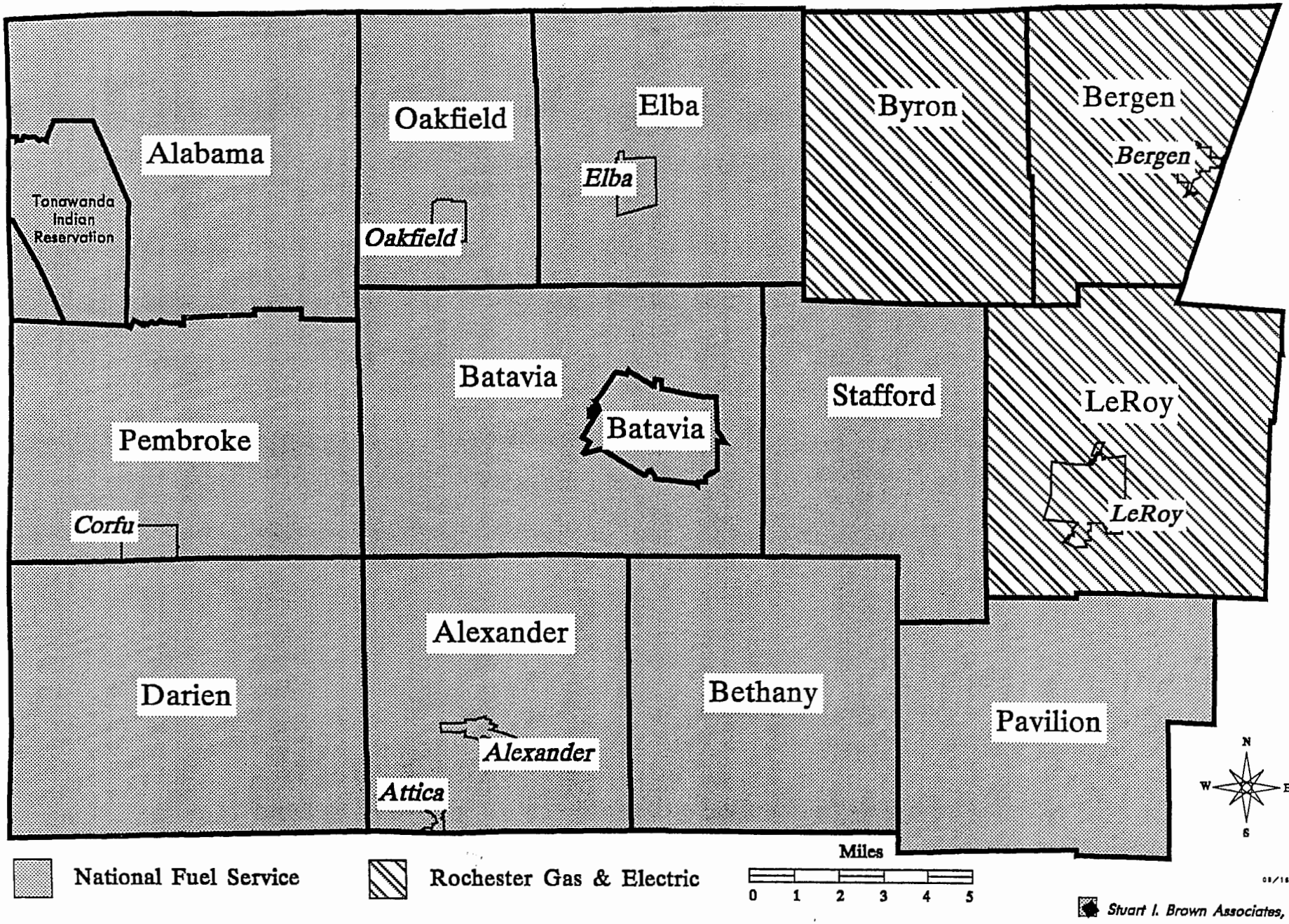
Natural gas is supplied throughout Genesee County by National Fuel and Rochester Gas & Electric (RG&E). As shown on Figure U-2, RG&E provides service to the eastern portion of the County and National Fuel supplies the rest. In general, most urban areas are served. Rural areas with low population densities and long lengths of piping per customer are not cost effective.

NOTE: Entire County serviced by:
Cable: Time Warner Communications
Electric: Niagara Mohawk (except Village of Bergen)
Telephone: NYNEX

Natural Gas Service Areas

Genesee County - 1997

Figure U-2



Both agencies indicate no significant problems with the existing distribution system. Normal maintenance is provided along with an approved survey process to identify problem areas. A 24" diameter Empire State Pipeline traverses in an east-west direction with no apparent connections.

2. Recent Trends

Most industrial sites require gas to attract businesses to the area. RG&E reports that there has been considerable activity in the Town of Leroy.

3. Future Conditions

Natural gas suppliers do not project growth, but react to population projections and zoning information supplied by the municipality.

4. Roles

Genesee County - the County Planning Department should establish itself as the clearinghouse for planning activities. The County, with information supplied by local governments, should supply the following information to the gas companies so that efficient expansions of their system can occur:

- Population projections
- Areas of residential concentration
- Maximum populations by density
- Areas proposed for commercial or industrial sites
- Potential developments during early phases of design

The County can also work with local governments in order to combine developments to help defray the extension of pipeline costs. For example, if no one business or residence could afford to extend a pipeline, the costs could be accounted for by a group of businesses or residences.

E. SOLID WASTE AND RECYCLING

1. Existing Conditions

Solid waste disposal and recycling does not appear to be a major issue within Genesee County at the present time. In 1987, GLOW (Genesee-Livingston-Orleans-Wyoming Solid Waste Management Committee) was formed. It included County officials from the four member counties along with a technical advisory committee. Its job is to provide regional coordination for solid waste disposal and recycling.

In 1992, GLOW prepared a solid waste plan and analysis. This plan is updated every two years and addresses issues such as:

- Planning, coordinating and education regarding solid waste disposal and recycling.
- Coordinating residential hazardous waste drop-off.
- Coordinating farmers pesticide drop-off.
- Coordinating a materials exchange program.

Approximately 68% of the residents surveyed responded that this current program meets the needs of their community very well or moderately well.

Waste disposal in Genesee County is primarily accomplished by private waste haulers contracting with individual property owners as shown on Table 4. Genesee Environmental Technical Services (GETS), Association for Retarded Children (ARC), Waste Management, Genesee Disposal, Modern, et. al. collect the refuse and transport it to landfills located outside the County (i.e., Seneca, High Acres). Residents also have the option of bringing their refuse to transfer Stations. Most waste haulers set limits on the number of containers for a certain price and then charge additional fees for each additional container. The City of Batavia and the Village of Leroy have entered into contracts with ARC and General Environmental, respectively.

Recycling throughout the County is handled in much the same way as solid waste disposal. Private haulers contract with individual property owners and take the waste outside the County. Batavia, Leroy and Elba have a municipal contract with private haulers. Municipal transfer Status are available for those residents who don't contract separately. The City of Batavia picks up and disposes of appliances and also has a leaf program in place through which leaves are taken to a compost facility. Figure U-3 indicates areas serviced by private and municipal waste haulers, along with locations of transfer Status.

2. Recent Trends

The recent trends regarding waste disposal and recycling within Genesee County are:

- Increasing the amount of recycling - the more items recycled and the more types of items able to be recycled, the fewer items taken to the landfill.
- Awareness of hazardous waste - the education of the public that some household items (and pesticides) are classified as hazardous waste and need to be disposed of accordingly.
- Exploration of additional waste disposal sites, if current ones no longer accept waste.
- Decrease in state grants to the GLOW Solid Waste Management Committee.

3. Future Conditions

Recent trends will continue into the future. As stated previously, if the type of items to be recycled increases, less volume of refuse will need to go to the landfill. If possible, the materials exchange program needs to be expanded. This is an economical win-win situation.

TABLE 4

CURRENT WASTE HAULER SERVICE

MUNICIPALITY	WASTE HAULERS
Alabama Town	Municipal
Alexander Town	---
Alexander Village	---
Attica Village (Pt)	---
Batavia City	ARC
Batavia Town	Cerefine Disposal, GETS
Bergen Town	GETS, Waste Management, Genesee Disposal, Modern
Bergen Village	---
Bethany Town	CID
Byron Town	Waste Management, CID
Darien Town	BFI, CID, Genesee Disposal
Elba Town	Waste Management
Elba Village	Municipal
Leroy Town	---
Leroy Village	Genesee Environmental
Oakfield Town	BFI, Waste Management
Oakfield Village	CID, Waste Management, BFI, Genesee Disposal
Pavilion Town	CID, Municipal
Pembroke Town	PDI, GETS, BFI
Corfu Village	---
Stafford Town	Waste Management, CID, GETS, Genesee Disposal
Tonawanda Indian Reservation	--

4. Roles

a. Genesee County Departments

The County should analyze the feasibility of remaining a contributing member of the GLOW Committee in light of recent budget cuts. Factors such as dollars expended, benefit received, potential for increased recycling programs, and the ability of landfills to accept waste should be investigated.

b. Affiliated Agencies

The work done by GLOW needs to be continued. If the four-county consortium of GLOW is no longer feasible, a committee or task force needs to be established to continue the work being performed by GLOW presently. In addition, provisions for alternative landfills need to be established in the event existing landfills will no longer accept materials.

c. Local Governments

The role of the local government should be to implement or continue with yard waste removal programs. Grass clippings need not be included with the advent of mulching mowers. The County and GLOW do need to continue to educate the public on the methods and benefits of mulching rather than bagging and disposing of grass clippings. In addition, local governments should continue to ensure that trash is being removed from properties on a regular basis to avoid potential health problems and unsightliness.

d. Private

The private haulers need to continue providing efficient service at fair prices to the residents. They also need to report violations of wrongdoing regarding waste disposal and recycling to the local governments for enforcement. One aspect of collection brought up at a Focus Group meeting was the desire for private companies to collect from a given area on the same day. This would alleviate intermittent collections five days a week.

e. Plan Status

The Genesee 2000 plan identifies solid waste management as one of the County's most urgent problem. A recommendation was made calling for the GLOW Solid Waste Management Committee to be empowered with decision making capacity to help resolve this issue.

The Genesee 2000 update stated that "private companies seem to be fulfilling the County's solid waste needs." At that time, several companies were working towards securing a landfill to service the County.

It appears that the issues identified in these previous plans were investigated and acceptable solutions were presented so that solid waste management is no longer considered a significant issue throughout the County.

F. COMMUNICATION

Communication is a topic that covers a wide array of facilities. Based on technical developments, consumer demand, and deregulation, this is changing at an alarming rate. The components of this topic are:

- Electric
- Cable
- Telephone (local, long distance, fax, cellular, E-mail, teleconference, pagers, Internet, etc.)

1. Electricity

a. Existing Conditions

Electricity, as shown on Figure U-2, is provided throughout Genesee County by Niagara Mohawk, with the exception of the Village of Bergen, which provides their own. Everyone within the County that has requested electricity and can pay the appropriate fees, receives it. There are no major problems with the electrical system. Some of the minor problems are:

- Town of Pavilion - weak network because there is only a single feed to the area
- Northeast Batavia - nearing capacity
- Darien - growth pains

Each year Niagara Mowhawk expends 1.0 to 1.5 million dollars to update and improve these systems. The above referenced minor problems will be addressed as part of their yearly maintenance.

b. Recent Trends

The single most important trend is deregulation as of January 1, 1997. This will allow other utilities (i.e., cable, electric) to carry phone transmissions over their lines.

At the present time, utility companies obtain growth information from builders, dodge reports, county and towns. There is no one source of growth information or proposed development. Developers contact utilities to request service for the actual installation.

c. Future Conditions

It is difficult to forecast the future conditions. According to Niagara Mohawk, the existing roles of power companies may change. The power companies will provide poles, pipes and wires, but the power could be purchased by commonwealths from power brokers. As a result of deregulation, prices are frozen for five years and competition may actually drive prices down.

2. CABLE

a. Existing Conditions

Genesee County is wholly located within the franchise area of Time Warner Communications, as indicated on Figure U-2. Although cable service is available throughout the County, it is not provided to all residents. The extension of cable service is a direct result of the number of customers in a given area. For example, cable service is provided throughout the City of Batavia, but it is not cost effective to provide cable service on rural roads where customers are few and far between. While the Public Service Commission sets the standards for the extension of cable service, Time Warner reports that they exceed the minimum standards.

b. Recent Trends

In the past, the trend was to obtain cable for more varied television programming than local stationing could provide. In more recent years, satellite dishes and Direct TV have gained in popularity.

c. Future Conditions

Time Warner Communications is presently upgrading portions of their system to fiber optic. This is scheduled to be completed by the year 2000.

3. TELEPHONE

a. Existing Conditions

Genesee County is essentially serviced by one telephone company, NYNEX as shown on Figure U-2. Telephone service is provided to all customers who wish to purchase regardless of the remoteness of the area. The Public Service Commission sets the standards for the extension of telephone service throughout the area.

b. Recent Trends

Recent trends and changes in the communication legislature may benefit local customer service and products. The recent deregulation is intended to encourage competition to drive prices down. The local telephone providers will begin to provide additional services which could include cable television, long distance telephone service, Internet access, video conferencing and many more new products and services.

c. Future Conditions

NYNEX has presently upgraded many of their central office switches from analog to digital. By 1998 all the central office switches will be digital. In addition, fiber optic services are available throughout the area. The fiber optic services are dependent on the type of service requested by customers.

d. Roles

1. Genesee County

- To act as a high source of planning and development information.
- To empower a committee made up of local leaders and representatives from the telecommunications industry to investigate such issues as:

  - Placement of telecommunications towers
  - Teleconferencing among County governments
  - Internet access and its benefit to the County.

2. Local Government

- To provide planning information to the County so that they may act as a single source of planning information.
- To assist in the setting up of commonwealth to purchase power. For example, a grouping of farmers could purchase power at a more reasonable rate.
- Designate an individual to serve on a county committee to investigate issues, arrive at solutions and act as liaison between the committee and the town.

3. Private

The single most important thing that private organizations can do is to keep the county committee informed of trends and changes so they can adequately be prepared.

III. ANALYSIS OF ISSUES, OPPORTUNITIES & CONSTRAINTS

A. ISSUES

Issues pertaining to utilities were identified during the development of this Technical Report. Resident, local government and Focus Group surveys, along with Focus Group meetings, determined the identification and importance of the issues. The following issues were identified according to their perceived level of importance:

1. Water

Results of the Focus Group survey and the resident survey indicate that water is the most important issue related to utilities in Genesee County today. Concerns about water quality purity and taste are repeatedly mentioned by City and Village residents. Based on the survey results and comments expressed at the Focus Group meetings, maintenance of high quality public water systems along with the extension of public water service to areas on individual wells is a primary issue. Addressing these issues will help attract commercial/individual businesses which may require a significant volume of water.

Although water is the primary utility related issue, the County has already begun taking steps to address this issue. The reactivation of the Genesee County Soil & Water Agency (GCSWA) has provided a committee to study and make recommendations regarding water. The development of the Genesee County Comprehensive Public Water Supply Study has provided a guide to identify specific areas of concern and potential options.

The key opportunity related to water is to continue with the development of the recently completed Water Supply Study and to implement the recommendations as the GCSWA sees appropriate. Investigating existing systems for potential upgrades or cost savings along with the continued study of water main extensions are paramount. Another key opportunity to be investigated is the consolidation of water districts and administration.

2. Sanitary

Results of the resident survey indicate that sanitary sewers are the second most important utility related issue facing Genesee County today. The Focus Group survey indicated that electricity rates were slightly more important. After discussion at the Focus Group meeting, it was decided that since sanitary issues can be health related, they should take precedence over electricity, which is more of a money related concern. The primary issue regarding the sanitary system is maintenance of efficient municipal collection and treatment systems along with providing these systems to areas that are presently on individual treatment systems. The efficient collection and disposal of sanitary waste will:

- Attract commercial/industrial businesses that may need to dispose of significant volumes of water.
- Provide alternatives for individual treatment systems that fail.
- Provide the ability to monitor the final product of the treatment system.

There are two opportunities or guidelines essential to the development of an efficient disposal of sanitary waste. The first is to study and recognize existing and future growth centers early on so that infrastructure can be sized for full build-out. This will allow growth to occur in accordance to the vision of the local government and not be limited by the capacity or placement of sanitary collection and disposal systems.

The second opportunity is consolidation or sharing of services. For example, the sharing of administration duties, maintenance and equipment can provide a significant savings to two or more municipalities. These cost savings can be utilized to provide new or expanded treatment systems. These issues and potential opportunities should be investigated by the recently reactivated GCSWA as described under the Roles portion of Sanitary System section of this report.

3. Stormwater Drainage

Results of the resident survey indicated that storm drainage systems receive the lowest ratings for meeting the public needs. Although the Focus Group survey reported electricity rates as a more important issue than storm water drainage, the second Focus Group meeting determined that storm water drainage should be the third ranked issue. Genesee County has not experienced storm water quality problems to the extent that other, more urbanized areas have

There is a unique opportunity within Genesee County to address stormwater issues before major problems occur. At present, the County has not been developed to the point where stormwater quality and quantity problems are insurmountable. Implementation of the following measures will ensure that stormwater does not become a significant concern for County residents:

- Create a County stormwater drainage committee to develop stormwater regulations.
- Educate local governments and the public on the need for stormwater regulations.
- Implement and enforce the requirements of the stormwater guidelines.
- Encourage public input on the guidelines through printed information made available at town halls.

This will provide a uniform set of requirements that can be enforced on a consistent basis throughout the County. Measures should be established to protect sensitive land and appropriate land for drainage purposes. Public education, to make people aware of stormwater issues and the consequences of not managing stormwater quality and quantity, will likely make implementation of proposed regulations smoother. Finally, a consistent set of stormwater requirements will reduce attempts by developers to skirt their obligations or to request waivers.

4. Electricity

Results of the residents survey and the Focus Group survey stated an issue with the high cost of electricity. During the Focus Group meeting, it was decided that of more significance and perhaps as the answer to the high cost of electricity is the recent deregulation of this utility. The intent is to provide competition amongst utility companies to decrease costs. In addition, each utility can provide different services over their lines. For example, a cable company could also provide telephone service. The long range affect that deregulation will have on prices and service is difficult to predict.

5. Coordination

Although not ranked, the need for utility companies to access planning information for the entire county from one source was identified as an issue. Presently, utility companies must obtain planning information from towns, villages, city, county, private developers or Dodge Reports. The Genesee County Planning Department should act as a clearinghouse of planning information.

IV. GOALS & RECOMMENDED ACTIONS

This section presents the County's goals and recommended actions for utilities which have been identified based on the opportunities and constraints defined in the previous section. Actions which should receive the highest priority were identified by Focus Group members and confirmed by the Steering Committee. These priority recommended actions are presented in the last subsection.

The County's involvement in utility related issues will vary from 'Administering and Educating' the public for municipal systems to 'coordinating' private systems.

As such, the following vision statement summarizes the County's goals and aspirations for utility related items.

Vision Statement:

"To coordinate and oversee the extension and/or maintenance of efficient, affordable utilities throughout Genesee County. The County shall also act as a clearinghouse of planning information for the logical extension and maintenance of private utility systems."

A. Water

Goal: To provide efficient and affordable municipal water systems throughout Genesee County. This includes the maintenance of high quality public water systems along with the extension of public water systems to areas presently on individual wells.

Actions:

(1) Continue the work of Genesee County Sewer & Water Agency (GCSWA) and implement their recommendations.

Responsibility: County Legislature
Timeframe: ongoing

(2) Implement measures outlined in the recently completed Water Supply Study, specifically to investigate existing water systems for potential upgrades, (e.g. well head protection) or cost savings along with continued study of water service extensions.

Responsibility: GCSWA, County Planning, Water Suppliers
Timeframe: short-term

(3) Investigate the feasibility/benefits of consolidating water districts or administration.

Responsibility: GCSWA, Water Suppliers
Timeframe: immediate

B. Sanitary System

Goal: To provide efficient and affordable municipal sanitary collection and treatment systems. This includes maintaining and updating existing systems along with providing new systems to areas presently on individual treatment systems.

Actions:

(4) Continue the work of Genesee County Sewer & Water Agency (GCSWA) and implement their recommendations.

Responsibility: County Legislature
Timeframe: on-going

(5) Study and recognize existing and future growth centers early-on for the proper design of infrastructure.

Responsibility: GCSWA, County Planning, Local Sewer Agencies
Timeframe: short-term

(6) Investigate the feasibility/benefits of consolidating sewer service or administration.

Responsibility: GCSWA, Local Sewer Agencies
Timeframe: intermediate

C. **Storm Water Systems**

Goal: Genesee County shall provide guidance and education to the local governments and the public through the Genesee County Soil & Water Conservation District and the County Drainage Committee. The local governments shall provide an efficient and affordable storm water collection system and consistent regulations to address storm water quality and quantity.

Actions:

(7) Set up a County Drainage Committee consisting of a member of each municipality's drainage committee or highway superintendent.

Responsibility: County Legislature
Timeframe: short-term

(8) Implement measures outlined by the County Drainage Committee. This may include installing regional detention facilities to control storm water flows, assisting municipalities on low-cost measures to address storm water quality, and acting as an advisory board to local governments on current NYS DEC and Army Corps requirements as well as maintenance and ownership of drainage facilities.

Responsibility: County Drainage Committee, GCSWCD, Local Governments
Timeframe: intermediate

(9) Assist with the education of local officials and the general public concerning storm water quality and quantity issues.

Responsibility: GCSWCD, County Drainage Committee, Local Governments
Timeframe: intermediate

D. **Natural Gas & Communication Systems**

Goal: Genesee County shall act as a clearinghouse of planning information so private companies can properly plan their facilities for existing & future developments.

Actions:

(10) Invite key members of natural gas & communication systems to specific County Planning Board meetings in order to trade information regarding development areas and existing infrastructure.

Responsibility: County Planning Board
Timeframe: intermediate

(11) The County should act as a clearinghouse of planning information so that private utility companies can logically plan their facilities for existing and future developments.

Responsibility: County Planning Department
Timeframe: short-term

E. **Solid Waste & Recycling**

Goal: Genesee County shall continue to coordinate through the Genesee Livingston Orleans Wyoming (GLOW) Solid Waste Management Committee the efficient & affordable solid waste disposal & recycling performed by private companies throughout the County.

Actions:

(12) Analyze the feasibility of remaining a contributing member of the GLOW committee in light of recent budget cuts.

Responsibility: County Legislature
Timeframe: on-going

(13) Increase the amount of recycling, provide further education of the public regarding hazardous wastes, and explore additional waste disposal sites.

Responsibility: GLOW
Timeframe: on-going

Appendix J

Transportation Technical Report

TRANSPORTATION

GENESEE COUNTY COMPREHENSIVE PLAN

August 1997

GENESEE COUNTY COMPREHENSIVE PLAN

TRANSPORTATION REPORT

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I. INRODUCTION

The Technical Report on transportation presents background information, an analysis of issues and opportunities, and recommends actions to be taken by Genesee County, local governments, and the New York State Department of Transportation to provide an efficient and dependable transportation system within Genesee County.

The first part of the report contains background information on the existing transportation systems, recent and future trends, and the roles of government agencies and private organizations on transportation maintenance and the potential need for expansion. The information was compiled by the Consultant with assistance from Focus Group members and County Highway Department staff.

The second part identifies and analyzes the issues that affect the transportation systems within Genesee County and presents opportunities for addressing existing needs and constraints against realizing the opportunities. The issues and options were identified during the first Transportation Focus Group meeting and other written surveys of residents, Focus Group members, and local governments.

The third part identifies and presents recommendations on how to address significant issues regarding transportation to be included in the Genesee County Comprehensive Plan.

The transportation systems were broken down and analyzed as follows:

- Highways, roads & streets
- Airports
- Railways
- Public transportation

II. BACKGROUND INFORMATION

A. HIGHWAYS, ROADS & STREETS

1. Existing Conditions

Genesee County has a highway system of interstate and state roads, county highways, and city and village streets which are interconnected and owned and maintained by the State of New York, Genesee County and the local municipalities. The road system jurisdictional breakdown is as follows:

- 216 miles (State of New York)
- 255 miles (Genesee County)
- 459 miles local government (Towns/Villages)

Please refer to Figure T-1 which shows the highway network system, jurisdiction, and highway classifications.

The highway network throughout the County is a good working system and affords good transportation connections through each town. The state system provides direct access from all directions in the County to the City of Batavia. As a result of the three surveys conducted (Focus Group, Residential, & Municipal), the existing highway conditions for all jurisdictions were rated to be 'good,' and snow removal and highway maintenance were rated 'above average.'

The major arterials through the County are under the jurisdiction of the NYS DOT and are primarily Routes 5, 20, 33, 63, 19, 98 & 77. Based on the most recent state highway surface condition report, all of these roads are in good surface condition and operate well. From a traffic standpoint, the roads have ample capacity with the peak traffic volume conditions occurring on Routes 5, 33 & 63. The average daily traffic for these three main arterials is 26,800 vehicles. The County roadway system and local jurisdictional systems are also in good surface condition for the most part and have ample capacity to provide for safe access for the general public and truck routes. It should be pointed out that the existing truck routes should be maintained and kept in good condition.

2. Recent Trends

The most recent trend as it relates to the highway network is to intensify the sharing of services and equipment. There is presently a 'spirit of sharing services' (e.g., snow removal, utilization of County motor pool resources, and renting of equipment from the state and County). It was made clear from all sectors of the public that in order to become a more cost-effective and efficient system and to meet the growing needs of the County, the sharing of services and equipment was paramount. Further, in some areas the consolidation of services may be essential.

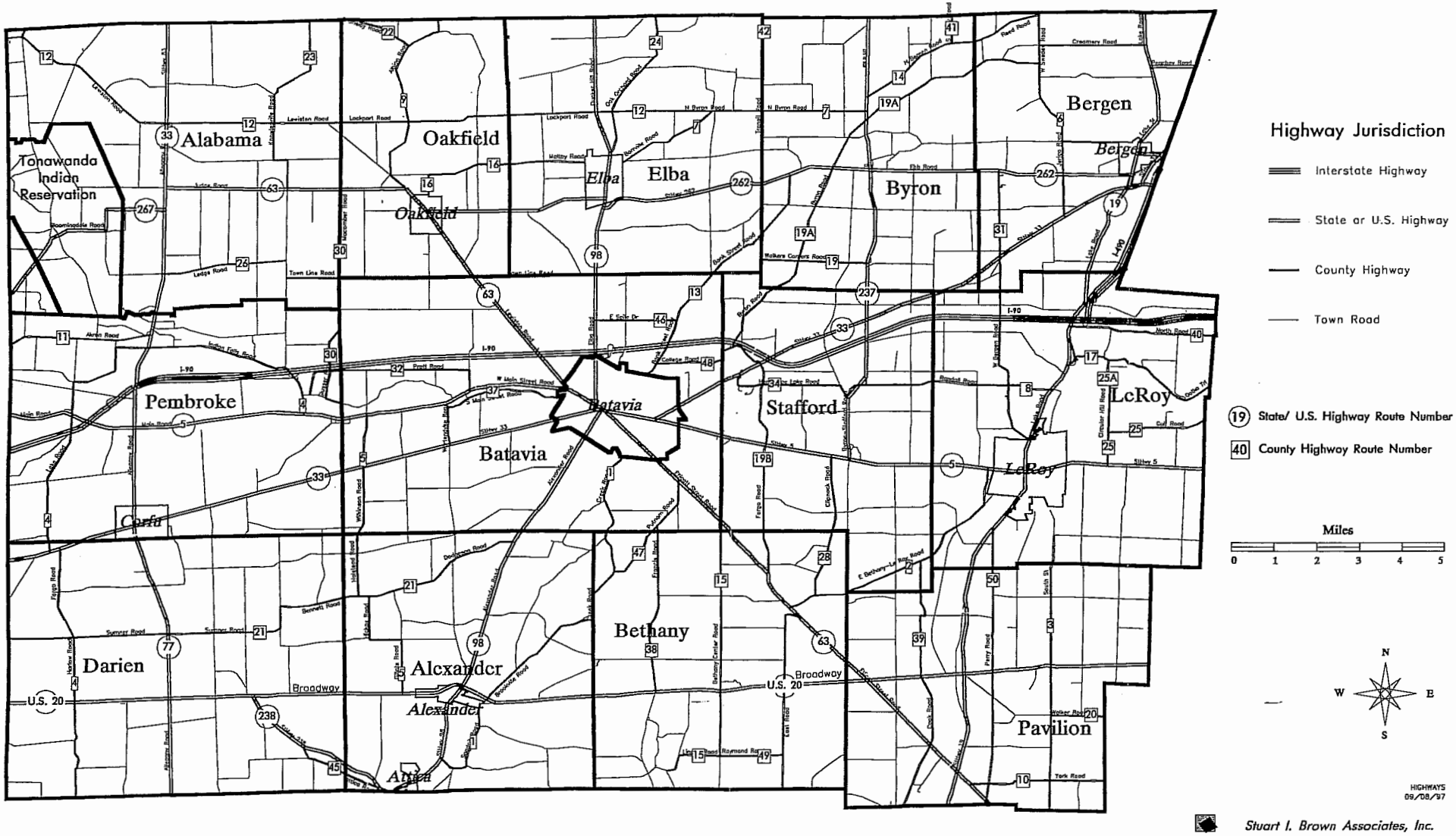
3. Future Conditions

The modest population growth which Genesee County has experienced in the last two decades is expected to continue into the future. Further development of commercial and industrial uses will attract residential growth. If the highway system is not maintained and certain improvements to major arterials implemented, the County's plan for continued growth of commercial and industrial sites will not take place. In fact, it is now imperative to strategically plan for major highway improvements which will provide adequate capacity in the upcoming century. From the three surveys conducted, there was general consensus on the most important major improvements as follows:

- Improvement to the Route 77 corridor for Darien Lake.
- The construction of a bypass for Route 63 south of the City of Batavia.
- The reconstruction of the intersection of Main & Oak Streets in the City of Batavia.

Figure T - 1

HIGHWAY CLASSIFICATION MAP



- The reconstruction of the Routes 5 & 63 intersection in the City of Batavia.
- The reconstruction of the Routes 20 & 77 intersection in the Town of Darien.
- The construction of a bypass for Routes 5 & 33 along the north side of the City of Batavia in the area of Genesee Community College.

The projects listed above will not only improve traffic circulation and flow, but will provide a much safer system; in particular, through and around the City of Batavia.

4. Roles

In the Focus Group and local government surveys participants were asked about the roles of various departments which affect the transportation system in Genesee County. For highways and streets, the agencies which were polled included the County Highway Department, local highway jurisdictions, and the NYS DOT. The roles and responsibilities of these agencies are described below.

a. County Highway Department

Presently, the Genesee County Highway Department provides highway maintenance of the road systems, drainage ditches, and shoulders for the County's 255 mile system. Their responsibilities include small bridges and culvert maintenance and replacements. The Highway Department also provides rental of equipment and use of the County's motor pool for repairs of local community equipment. The County provides, upon request, sign making for local roads, towns, and villages. The Highway Department should also provide snow removal, not only for their highway system, but in smaller communities where assistance is needed. They should provide professional engineering services for improvements to the local road systems, as well as the design and replacement of small bridges and culverts. Because of the County's resources, they should spearhead the transportation team on strategic planning for highway capital projects.

b. Local Governments

Local governments presently provide road and street maintenance, as well as snow removal for their systems and have assisted the local school districts in the removal of snow from their parking areas. Local governments should be looking to County and state entities on how to better share services and equipment for a more efficient total highway street system.

c. NYS DOT

NYS DOT Region 4 provides an aggressive highway maintenance program of their state system; the Thruway Authority also has an aggressive maintenance program for I-90. The NYS DOT provides road signage for local governments and sharing of services. They should be offering administrative support (e.g., seminars on highway maintenance and snow removal), training for safety and highway maintenance, and new techniques for the preservation of highways.

B. AIRPORTS

1. Existing Conditions

Genesee County presently has two airports for commercial use. The major airport, which is owned and operated by Genesee County, is located off Saile Drive in the Town of Batavia north of the Thruway. The airport is going through an expansion of runways at this time to allow for more traffic and larger aircraft to land. The expected runway extension to 5,500 feet will allow aircraft up to 60,000 pounds to land which would have a major impact on commercial and industrial development within the County. The continued expansion of the airport is viewed by

the public and municipalities within the County as extremely vital for economic growth. The second airport is located outside of the Village of Leroy and has in the past been privately owned and operated. The Village is seeking a grant in the amount of $100,000 for airport improvements with the intent of becoming a viable mode of transportation which would enhance economic growth in the area. To date, there has been very little support for the County to provide financial assistance to this endeavor; the basic sentiment of the public is that this should be a private enterprise development.

2. Recent Trends

Traffic to the airport is steadily increasing both for distribution of goods and services to the surrounding counties and for business travel from the major industrial corporations. This activity will continue as the airport is improved and expanded allowing larger aircraft to land.

3. Future Conditions

Genesee County is contemplating the expansion of the existing 4,400 foot long runway with an additional 1,100 feet in fiscal year 1998 and has a strong possibility of funding. Such an expansion will allow for a wider range of aircraft to land at the airport and will increase the potential for economic development. With this runway expansion and terminal improvements, the Genesee County Airport could become more of a freight hub between Rochester and Buffalo. The airport is a major component in the future vision for transportation in Genesee County.

4. Roles

a. Genesee County Highway Department

The airport is primarily under the jurisdiction of the Superintendent of the County Highway Department. Presently, the Highway Department's role includes administrative operation, physical maintenance, planning, and airport expansion. In January 1997 the County Legislature approved the creation of an assistant to the Highway Superintendent, Airport Manager, who devotes full-time service to the administrative side of the airport's operations. In time, the County Highway Department should be phased from this system, and the Genesee County Airport Advisory Board should take a more active role in the operation of the airport. The County Legislature will be developing goals and policies for the future plans of expansion and operation.

C. RAILWAYS

1. Existing Conditions

The existing rail system throughout Genesee County is adequate for present needs. The County is served by Conrail, the Lehigh Valley, and Erie Lackawanna railroads. Over the course of time, some of the rail lines were abandoned due to the lack of freight usage and the shifting of industrial users in the County. The system is primarily used for freight traffic, and there are no passenger terminals within the County at this time.

2. Recent Trends

Within the County, the trend appears to be to preserve existing railroad rights-of-way in order to allow for the revitalization of industrial areas and growth in the future. There is concern that once the rights-of-way have been abandoned to private use, it will be extremely difficult to get them back for relocation of rail lines. There is a trend for industry to utilize the rail system which is making a concerted effort to become a viable mode of transportation once again in the delivery of goods. Also, with the growth of the airport, the rail system is becoming more attractive for the delivery of goods to industrial users.

3. Future Conditions

The existing mainline rail system through Genesee County will probably not change significantly. However, there is strong indication that spurs will be added for future industrial and commercial development. Along with expansion of industrial services, it is believed that at some time in the future there may be a need for a passenger terminal in the City of Batavia for commuters to Rochester, Buffalo and the rest of the state.

4. Roles

a. Private

Genesee County government has very little jurisdiction or responsibility for the existing rail system through the County. Rail service is primarily the responsibility of the individual rail companies, but it is suggested that the following agencies should offer their input to the rail companies on future planning efforts for the enhancement of economic growth in the County: Genesee Finger Lakes Regional Planning Council, Genesee Transportation Council, and Rochester Genesee Regional Transportation Authority.

D. PUBLIC TRANSPORTATION

1. Existing Conditions

Genesee County is predominantly a rural/agricultural community with the exception of the City of Batavia and the villages. Presently, public transportation is limited to the Batavia Bus Service which is owned by the Regional Transit Company. The bus system in Batavia provides public transportation for residents and school children. There is also a fleet of buses for the Association of Retarded Children and a limited taxi service which primarily serves the City of Batavia.

2. Recent Trends

The Batavia Bus Service has recently made some major changes in their operations; specifically, the door-to-door approach has been modified to a loop system to encourage more ridership. There has been a decline in ridership in recent years, and the bus service will be completing a study over the next six months to determine if this loop system increases ridership within the County. It is recognized that as the population ages, this service will become a more viable form of transportation throughout the County.

3. Future Conditions

The Batavia Bus Service is expected to become more heavily utilized in the future. It is possible that the system will be expanded to rural areas outside the City of Batavia to provide the senior population a safe, easy form of transportation. The need for mass transit is also envisioned in the future (e.g., elevated rail system) for commuters to and from Rochester and Buffalo. Overall, however, public transportation in Genesee County will not see major growth, except in the City of Batavia.

4. Roles

a. Genesee County Highway Department

Presently, the Genesee County Highway Department DPW garage houses and maintains the Association of Retarded Children's bus fleet and also provides space for the Batavia Bus Service to park vehicles. Other agencies have little involvement with public transportation in the County.

b. Affiliated Agencies

Future planning and growth of public transportation should be the responsibility of the Genesee Finger Lakes Planning Council, Genesee Transportation Council, and Rochester Genesee Regional Transportation Authority.

III. ANALYSIS OF ISSUES, OPPORTUNITIES & CONSTRAINTS

A. ISSUES

Issues pertaining to the transportation system were identified during the development of this Technical Report. Resident, local government and Focus Group surveys, along with two Focus Group meetings, determined the identity and importance of the issues. The following issues were identified according to their perceived level of importance:

1. Highways, Roads & Streets

Results of the Focus Group and resident surveys indicated that the preservation and expansion of the existing highway system throughout Genesee County was the highest priority. Concerns about maintenance, upkeep, and an efficient highway system were clearly expressed. Additionally, there were a number of specific highway intersections and corridors identified which have experienced traffic concerns; in particular, the intersections in the City of Batavia at NYS Routes 5, 33 & 63 and also the Route 77 corridor to Darien Lake.

There has been expressed a great opportunity for intensifying the sharing of services and equipment. This spirit of sharing of services is presently underway with the County and various local communities, as well as with the NYS DOT. It is clear that this particular opportunity will lend itself to be the most cost-effective and well balanced manner in which to continue the expansion of the highway system through a cooperative effort and higher level of maintenance.

2. Airports

The Genesee County Airport has experienced an increase in traffic, in particular with freight handling for the industrial users in Genesee County. The primary issue to be considered at this time is the expansion of the existing runway to allow larger craft to land. Along with this issue, the Leroy Airport has a major impact on the community as it relates to providing commuter service for business travelers and customers. There needs to be a balance between both the County & Leroy airports with better cooperation with the public and private sectors. To this end, there is a great opportunity for the County and public to work together to provide more efficient and quicker service to the business and industrial users in Genesee County. Accomplishment of this goal will be realized by the expansion of the County Airport's runway and assistance to the Leroy Airport for passenger traffic.

3. Railways

Results from the Focus Group and municipal surveys clearly indicated that the main issue with the existing rails in Genesee County has been the abandonment of many of the old railroad lines to surrounding properties. The concern is raised by the elimination of more and more opportunities for industrial users to access rail service at their facilities. It is suggested, as the key opportunity for this mode of transportation, to preserve the existing railroad rights-of-way in order to allow for the revitalization and future growth of industrial areas. It is recognized that it will be very difficult to retrieve rights-of-way once they been lost by abandonment. With the preservation of existing rights-of-way, where possible, it is assured that this form of transportation will become vital once again for the delivery of goods to industrial and business users in the County.

4. Public Transportation

Based on the results of the resident and Focus Group surveys, public transportation is not considered as high a priority as some of the other modes of transportation. There is an issue relative to bus service for the elderly in the County; Batavia Bus Service presently provides this service. In the near future the Batavia Bus Service is looking at the possibility of major changes in their operations to take into account providing services to the population which is aging. Destinations of these elderly will include shopping, entertainment, and work.

IV. GOALS & RECOMMENDED ACTIONS

This section presents the County's goals and recommended actions for transportation which have been identified based on the opportunities and constraints defined in the previous section. Actions which should receive the highest priority were identified by Focus Group members and confirmed by the Steering Committee. These priority recommended actions are presented in the last subsection.

The County's goals and aspirations in transportation are summarized by the following vision statement:

Vision Statement:

"Provide an efficient and dependable transportation system to promote economic growth and means to allow safe movement of County residents and businesses. Additionally, the vision includes coordinated shared services and appropriate expansion of system capacity."

A. Highways, Roads & Streets

Goal: To provide an efficient and affordable highway system throughout Genesee County.

Actions:

(1) Develop a shared services program with County and local governments for highway maintenance (e.g. equipment, manpower).

Responsibility: County Highway Department, individual municipalities
Timeframe: on-going

(2) Initiate an engineering study for a northern and southern bypass around the City of Batavia. The study shall determine needs, impacts, costs and benefits.

Responsibility: County Legislature, County Highway Department
Timeframe: intermediate

(3) Request the NYS DOT study the Route 77 corridor for improvements.

Responsibility: County Legislature, NYS DOT
Timeframe: short term

(4) Coordinate with NYS DOT and City of Batavia on major intersection reconstruction projects (Routes 5 & 63 and Main & Oak Streets)

Responsibility: County Legislature, County Highway Dept., City of Batavia, NYS DOT
Timeframe: intermediate

B. **Airports**

Goal: To provide facilities with the capacity to become a hub for expanding freight and a mode of transportation for the business and non-traditional passengers.

Actions:

(5) Support the expansion of the existing runway of the County Airport.

Responsibility: County Legislature
Timeframe: short-term

(6) The County Highway Department shall be phased out of the operations of the Airport and a contract management firm shall be employed to operate the Airport.

Responsibility: County Legislature
Timeframe: on-going

(7) The County shall encourage and support, where possible, the Leroy Airport in its endeavor to serve corporate and general aviation needs.

Responsibility: County Highway Department
Timeframe: short-term

C. **Railways**

Goal: Continue to provide an efficient and affordable freight rail service to industry and develop a safe and affordable passenger rail service within Genesee County.

Actions:

(8) The County shall take an active role in supporting the preservation of existing railroad rights-of-way and encourage rail service to industry.

Responsibility: County Planning and Economic Development Departments
Timeframe: on-going

(9) Lobby Conrail to study the need for future passenger rail terminals.

Responsibility: County Legislature
Timeframe: intermediate

D. Public Transportation

Goal: Support and encourage the expansion of public bus service outside the City of Batavia.

Actions:

(10) The County shall consider financially assisting the bus service to increase their area of service and schedule to assist people in getting to and from their jobs.

Responsibility: County Legislature
Timeframe: intermediate

(11) The County shall purchase a transport van for senior citizens to get them from their homes to services and recreation.

Responsibility: County Legislature
Timeframe: intermediate

E. Summary

The Transportation Focus Group has identified the following actions as having the highest priorities which should be highlighted in the Comprehensive Plan.

(1) Develop a shared services program with County and local governments for highway maintenance (e.g. equipment, manpower).
(2) Request the NYS DOT study the Route 77 corridor for improvements.
(3) Support the expansion of the existing runway of the County Airport.
(4) The County Highway Department shall be phased out of the operations of the Airport and a contract management firm shall be employed to operate the Airport.
(5) The County shall take an active role in supporting the preservation of existing railroad rights-of-way and encourage rail service to industry.

Appendix K

Parks, Recreation and Culture Technical Report

PARKS, RECREATION & CULTURE

GENESEE COUNTY COMPREHENSIVE PLAN

DRAFT: May 20, 1997
REVISED: May 30, 1997

GENESEE COUNTY COMPREHENSIVE PLAN

Technical Report
Parks, Recreation and Culture Focus Area

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TECHNICAL REPORT

PARKS, RECREATION & CULTURE

I. INTRODUCTION

The technical report on Parks, Recreation & Culture presents background information and an analysis of issues and opportunities, and recommends actions to be taken by Genesee County and local governments to affect more beneficial use of parks and create recreation and cultural opportunities in Genesee County.

To obtain a good perspective of the needs and desires of the community, a wide variety of people were chosen to serve on the Parks, Recreation & Culture Focus Group. The group consisted of individuals from the following organizations:

- YMCA
- Leroy Historical Society
- Genesee-Orleans Arts Council
- County Legislature
- Genesee Community College Performing Arts Center
- County History Department
- City of Batavia Youth Bureau
- Gillam Grant Center
- Environmental Management Council
- Genesee County Cooperative Extension
- Darien Town Board
- Richmond Memorial Library

The first part of the report contains background information on the existing parks, recreational programs, and cultural events including past trends and future needs. The roles of governmental agencies and private organizations will be discussed and how these groups have interacted to shape the programs and activities currently in place. A summary of the parks, recreation and cultural policies contained in existing plans is also provided.

The second part identifies and analyzes the issues that affect Parks, Recreation & Culture in Genesee County and presents opportunities for addressing existing needs and constraints against realizing the opportunities. The issues and options were identified during the first Focus Group meeting and through the use of the written surveys from residents, Focus Group members, and local governments.

The third part presents the recommendations of the Parks, Recreation & Culture Focus Group for policies and actions to be included in the Genesee County Comprehensive Plan.

II. EXISTING SYSTEM AND PLANNING INFORMATION

A. PARKS

Genesee County contains approximately 320,640 acres and extends approximately 18 miles from north to south and 28 miles from east to west. Figure 1 shows that there are 13 parks within the County boundaries. The parks are owned and operated by the 31 different municipalities within the County. Two of the 13 parks are County owned and maintained. In the *Genesee County Park and Forest Annual Report - 1995* it was noted that 182,000 people visited these two parks. The following will give an overview of the two County parks and the eleven town and village parks.

1. Dewitt

Located centrally within Genesee County, Dewitt (also known as Cedar Street Park) contains 62 acres in an urban setting. In 1995, a Parks Advisory Committee was formed to develop and establish the Rules & Regulations and select a firm to develop a Park Master Plan. The Master Plan, completed in 1995, identifies opportunities for fishing, hiking, picnicking, and a performance center. The bulk of the Master Plan has yet to be constructed, and its implementation is subject to providing adequate funding.

2. Bethany

Figure 1 shows that Bethany Park (Genesee County Park & Forest) is located in the southern portion of the Town of Bethany. This park is vastly different from Dewitt since it is much larger (435 acres), and it is more nature oriented. Bethany offers picnicking in a natural setting with miles of nature trails and mature growth forests. The park is abundant with wildlife and offers a beautiful atmosphere for passive recreation.

ADMINISTRATION

Genesee County Parks & Forest is responsible for the operation and maintenance of Dewitt and Bethany Parks. Their operating budget in 1996 was approximately $150,000; the 1997 budget is approximately $210,000. Revenues are generated from the issuing of fishing permits and the rental of shelters, but they are an insignificant part of the overall budget. For example, in 1995 only $4,400 was raised as part of the overall $150,000 budget. Volunteers serve to keep the overall County budget in line. In 1995, the Park Superintendent supervised the work of 182 non-paid staff who completed 2,220 hours of work in both parks. The largest budget items are the maintenance of 23 buildings and 4 large playgrounds, the mowing of 45 – 60 acres, snow removal, and general cleanup of the grounds and buildings.

Capital projects are also a major responsibility of the Parks Administration. Over the years, roads have been extended/improved and picnic shelters and restrooms constructed. The Dewitt Master Plan defines major undertakings for the future.

RECREATION/EDUCATION

The recreational opportunities for both Dewitt and Bethany are in the form of "passive" recreation. In other words, the focus is not on sporting activities; rather, the focus is family picnicking, hiking, fishing, and the appreciation for the natural beauty of the area.

Educational activities are organized along the seventeen miles of nature trails, including the Braille and large print nature trail, and 1.5 miles of self-guided nature trails. The Park personnel conduct interpretive walks in conjunction with the Annual Conservation/Education Field Days each year. The Superintendent attended 15 meetings as a representative of the Park, which included the BOCES Advisory board for Conservation-Heavy Equipment, the Western NY Search Dogs SAR Team, the Massasaugua SAR Team, and the Region Eight Forest Practice Board ([1])

Education also includes an outreach program where the Parks personnel participate in the Genesee County Fair/Government Day, County Fair, and various career days.

3. City of Batavia

The City of Batavia parks and recreational facilities provide leisure and recreation opportunities for all County residents. In 1990 the City's "Recreation Plan" addressed issues that are also of concern to the County as follows:

- Multi-use facilities
- Access for the disabled
- Partnerships with school districts, municipalities and County
- Greenspan along Tonawanda Creek
- Biking/hiking trails

Centennial Park was identified as a possible location for major cultural events and celebrations since it is an urban type of park.

4. Towns & Villages

The balance of the 13 parks in the County as shown on Figure 1 are town and village facilities. Their size and function vary depending on the needs of each community.

B. RECREATION

1. County Programs

The County's role to date has been to maintain the parks' system with a primary focus on families and education. There are no programs, staff, or funding to support organized recreational programs not related to the Department's primary focus. Consequently, there are only two baseball fields in the County's park system.

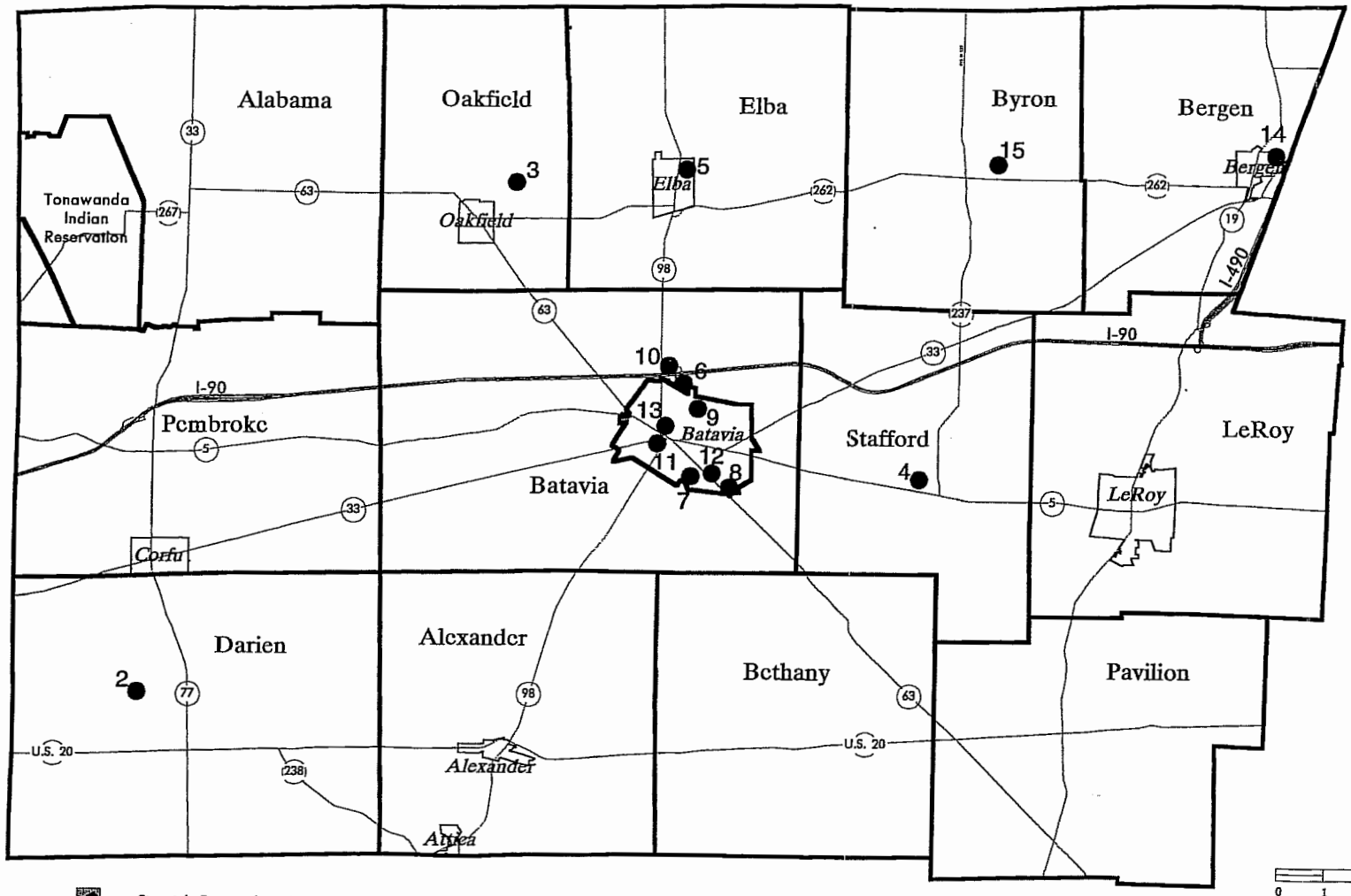
One need identified in various reports and newspaper articles is a community swimming area. Dewitt Park offers a good potential for development of community swimming as documented in the park's *Master Plan*. However, members of the Focus Group suggested that this park may not be feasible for public swimming. A possible indoor swimming facility was also discussed during this comprehensive planning process.

[1] Genesee County Park & Forest Annual Report - 1995

LOCATION OF PARKS

Genesee County Comprehensive Plan

FIGURE 1



PARKS SHOWN ON MAP:

1. Genesee County Park & Forest
2. Darien Lake State Park
3. Lions Park
4. Emery Park
5. Elba Village Park
6. Centennial Park
7. Kibbe Park
8. Cedar Street Park
9. MacArthur Park
10. Lambert Park
11. Williams Park
12. Wallace Park
13. Austin Park
14. Village of Bergen Park
15. Town of Byron Park

PARKS NOT SHOWN:

Town of Batavia Park
Village of Oakfield Park

LeRoy Parks:

- Anchor Boating/ Fishing Park
- Wildwood Park
- Presidential Acres Park
- Genesee Park
- LeRoy Little League Park
- Mill Street Park
- Trigon Park
- Hartwood Park
- Oatka Creek Bank
- Tennis Courts

Miles
0 1 2 3 4 5

N
W E
S

Stuart I. Brown Associates, Inc.
D.J. Parrone & Associates

PARKS
09/08/97

2. Municipalities & Schools

The community facilities offered by Towns and Villages play an important part in local recreational programs. Figure 2 shows the schools and community centers within Genesee County. These schools offer use of their facilities to outside organizations, as well as organizing comprehensive recreational programs. It was noted during the Focus Group process that there is a cooperative partnership between municipalities, schools, and local organizations, which makes local programs possible for the residents of Genesee County.

3. Private Sector

Private organizations are instrumental in the planning and organization of recreational programs. Groups like the YMCA, YWCA, Sportsman's' Group, snowmobile clubs, and local booster groups (to name a few) are significant contributors who primarily rely on volunteers and community involvement to make their programs successful. A cooperative spirit between these groups, municipalities, and schools is essential for the success of recreational programs.

Figure 2 shows six privately owned and operated golf courses that provide recreational opportunities. In addition, Darien Lake Theme Park is located in Genesee County, and it draws visitors from all over western New York State. Since the County is primarily rural, there are also many opportunities for hunting and fishing on privately owned lands.

C. CULTURE

The following County departments and organizations are directly funded in all or part by Genesee County:

- County Historian's Office
- Holland Land Office Museum
- Genesee Community College
- Cooperative Extension
- Public Libraries
- Genesee – Orleans Regional Arts Council
- Chamber of Commerce – Tourism

In 1994 the Genesee-Orleans Regional Arts Council conducted a survey to determine the community's cultural strengths and needs. A summary of their findings shows that people are positive about the cultural life in the County. They acknowledge "the proximity, but comfortable distance from Buffalo and Rochester." They note the summer popularity of attractions like Darien Lake, Letchworth State Park, Batavia Downs, and the "Wings of Eagles" Air Show. The following cultural attributes are listed in order of most frequently mentioned:

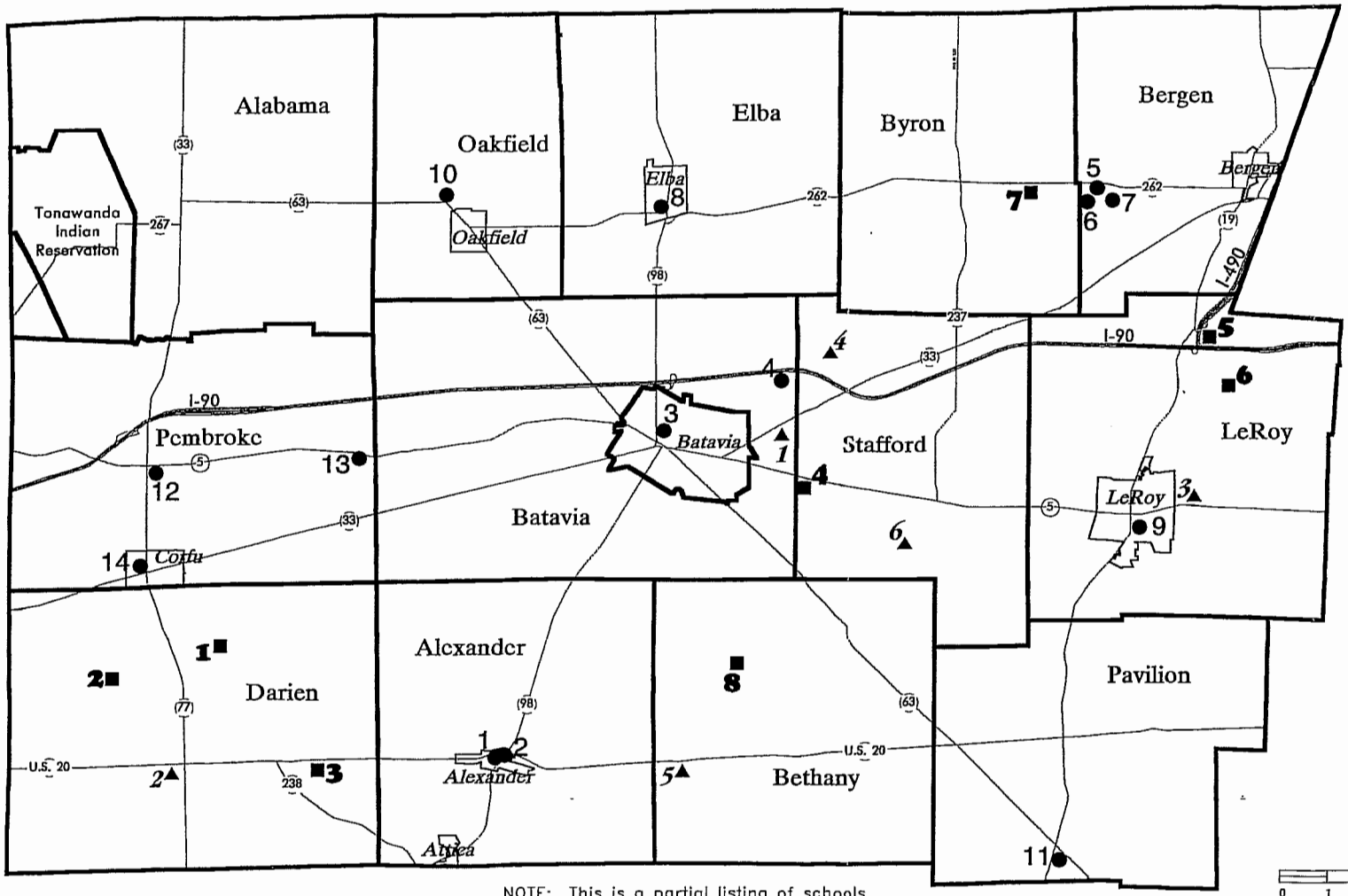
1. Performing Arts Groups

Genesee County is home to many performing artists and arts organizations. Some of the groups identified include Genesee Symphony Orchestra, Genesee Chorale, Batavia Concert Band, and the Elba Elegants. These groups are organized as not-for-profit, and they have a yearly performance schedule.

LOCATION OF SCHOOLS & COMMUNITY CENTERS, GOLF COURSES, AND CAMPSITES

FIGURE 2

Genesee County Comprehensive Plan



Schools/ Community Centers

1. Alexander Central School
2. Central Elementary School
3. NYS School for the Blind & Park
4. Genesee Community College
5. Byron-Bergen Central School
6. Gillian-Grant Community Center
7. Byron-Bergen Elementary School
8. Elba Central School
9. LeRoy Central School
10. Oakfield Alabama Central School
11. Pavilion Central School
12. Pembroke Central Jr./Sr. H.S.
13. East Pembroke Elementary
14. Corfu Elementary

Golf Courses

1. Terry Hills Golf Course
2. Chestnut Hill Country Club
3. LeRoy Golf Course
4. Country Club of Batavia
5. Bethany Hills
6. Carter's Sweetland Pines

Camping

1. Darien Lake Camping Resort
2. Darien Lake State Park
3. Skyline Camping Resort
4. Golden Mobile Campground
5. Timberline
6. Frost Ridge
7. Southwoods RV Resort
8. Lei-Ti Campground

Miles 0 1 2 3 4 5

N W E S

NOTE: This is a partial listing of schools. For example, there are schools within Batavia and LeRoy which are not shown.

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2. Festivals

Some of the most notable events identified during the comprehensive Focus Group meetings included:

- Tulip Festival (May)
- Picnic in the Park (July 4th)
- Labor Daze (September)
- Oatka Festival
- Wing-Ding Weekend

In addition to these major events, the towns and villages hold festivals and carnivals that reflect their individuality.

3. Visual Artists and Organizations

The Batavia Society of Artists has a membership of over 50 people, and the Arts Council lists over 200 crafters.

4. Historical Societies, Museums, and Historic Buildings

There are many historical societies in towns throughout Genesee County. One of the most notable is the Holland Land Office Museum which publishes an annual report. The museum is a registered National Historic Landmark owned by the County of Genesee. The building houses the collections of the Holland Purchase Historical Society. The County also has a Landmark Society that is active in the discussion to create an historic district. Figure 3 shows some of the notable places and museums discussed.

5. Arts Council

The Arts Council is a not-for-profit service group dedicated to the support and promotion of cultural events and local artists.

6. Library

There are six libraries that serve this rather large geographical area as shown on Figure 3. The primary financial support is provided by the School District through taxation of properties. However, the Library System does receive some financial support from Genesee County. The Library System is currently involved in development of a community resources database to improve the flow of information between individuals and the public agencies.

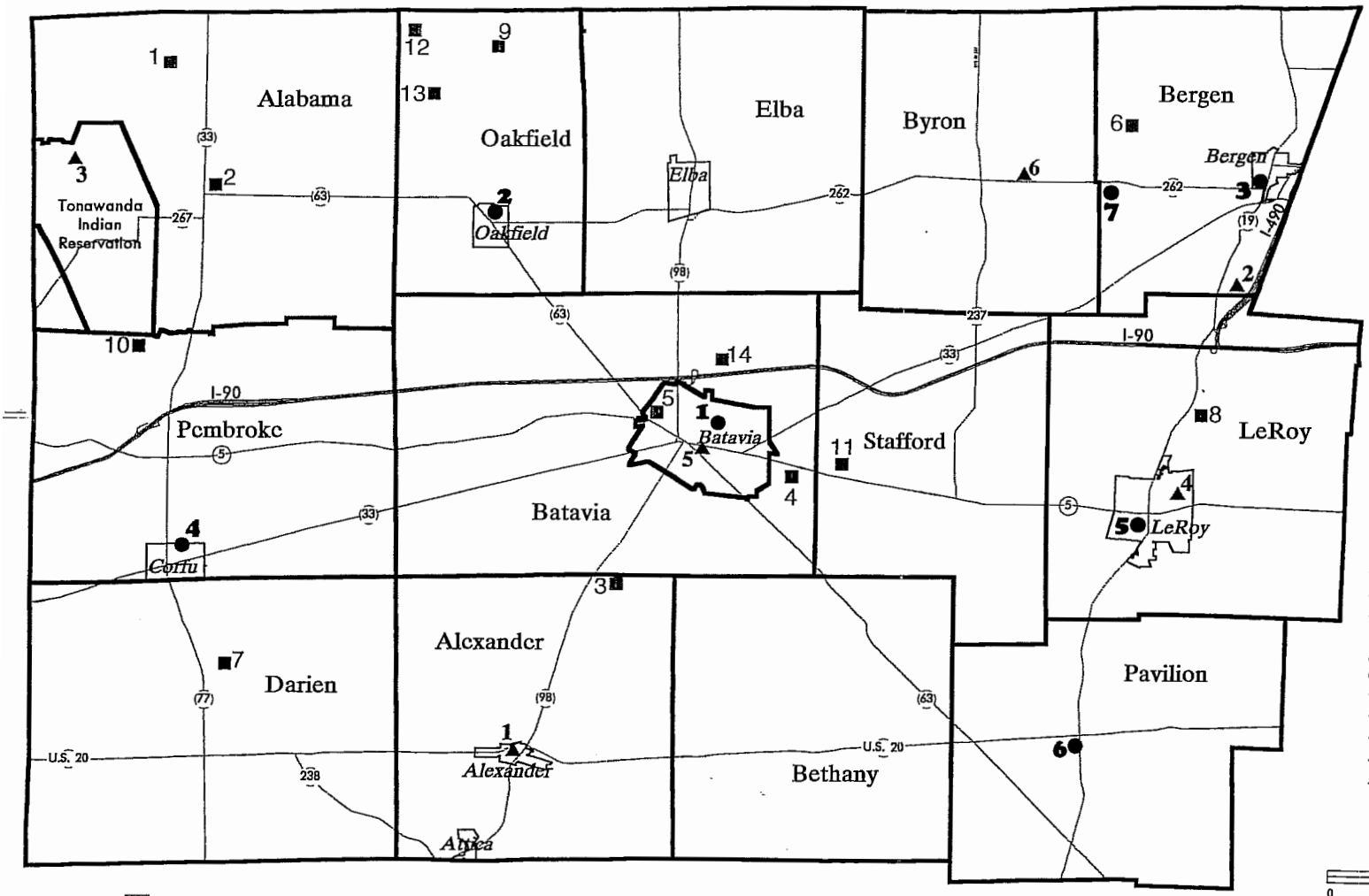
7. Genesee Community College

The Fine Arts Center and Theater at Genesee Community College is an important cultural asset to the County. The College has an active Theater Department that offers educational classes and the Fine Arts Committee contracts with professional performing arts groups.

LOCATION OF LIBRARIES, MUSEUMS, AND POINTS OF INTEREST

FIGURE 3

Genesee County Comprehensive Plan



LIBRARIES

1. Richmond Memorial
2. Haxton Memorial
3. Byron-Bergen Public
4. Corfu Free
5. Woodward Memorial
6. Pavilion Public
7. Gilliam Grant Library

MUSEUMS

1. Alexander Museum
2. Bergen Museum
3. Tonawanda Seneca Indian
4. LeRoy House
5. Holland Land Office Museum
6. Byron Museum

POINTS OF INTEREST

1. Iroquois National Wildlife Refuge
2. White Memorial State Game Farm
3. Batavia Caoperative Hunting Area
4. Genesee County Fairgrounds
5. Batavia Downs
6. Bergen Swamp
7. Darien Lake Theme Park
8. Buttermilk Falls
9. Goose Pond Observation
10. Indian Falls Lake
11. Devil's Rock
12. Oak Orchard Creek State Refuge
13. Oak Orchard Creek State Game Farm
14. Dwyer Stadium

Miles
0 1 2 3 4 5

N W E S

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MUSEUM
09/08/87

D. ROLES & RESPONSIBILITIES

1. Genesee County

The most significant roles the County serves in terms of Parks, Recreation and Culture are funding and providing adequate facilities. For example, the County maintains two parks and an educational program related to the parks. In addition, they fund many County agencies related to recreation and culture and provide facilities for organized events. The Comprehensive Plan Focus Groups emphasized that the County needs to be a leader of the community, particularly in the area of getting different agencies, groups, and municipalities to cooperate and share ideas and resources.

2. Local Governments and School Districts

The cooperation and sharing among local communities varies across Genesee County. The local government survey shows that most people believe that, overall, cooperation is at an acceptable level; however, in specific areas the surveys note areas for improvement. This is evidenced by the call to develop a community swimming area and for the improvement in the flow of information. The School Districts are essential in that they provide substantial community facilities that are necessary to meet the expanding recreational demands of Genesee County residents.

3. Private Organizations

Private organizations are the backbone of the recreational and cultural events in Genesee County. There is no substitute for the time and effort these groups contribute to the community. Their future efforts and hard work are the key to the Genesee County community.

III. ANALYSIS OF ISSUES, OPPORTUNITIES AND CONSTRAINTS

A. PARKS & RECREATION

The major issue with regard to Parks and Recreation is defining the role that the County should play and the level of its involvement. This issue was discussed at the Focus Group, and survey questions (Focus Group, Residents, and Local Government) were written to encourage community input.

1. Focus Group & Survey

This survey unanimously states that people are satisfied with the County Parks Department services. However, they are not "generally satisfied' with the current level of funding. Money constraints are a common thread in most communities, but many examples of volunteerism and partnering were cited during the Focus Group discussions that turn this constraint into an opportunity. The Focus Group discussions and the survey identified many needs and perceptions and raised additional questions about the current and future state of the County Park system. These concerns fall under the need to have a long-term plan that should carefully explore and prioritize the following issues and constraints:

- Role – the Focus Group members strongly believe that the County needs to pave the way and bring communities together in a partnership. Genesee County's responsibility is leadership.

- Parkland Expansion – respondents associate Genesee County with rural living (family atmosphere), and they emphasize the need to retain this feature. An expanded park system was identified as an important part of this goal. Development of "greenspan along Tonawanda Creek" was one suggestion.

- Community Services – the need for a community swimming area was emphasized, and Dewitt Park was identified as a solution. Seventy-six percent of people surveyed believe that a swimming area is essential or important.

2. Residents' Survey

The results of the Residents' Survey generally support the issues identified by the Focus Group: the need for an expanded park system and for a community swimming facility. Of the Parks and Recreation facilities which residents were asked to rate, community swimming facilities were the most strongly supported. Almost two-thirds of respondents rated swimming facilities as essential or important. Additional parks for picnicking received the next highest rating, followed by additional open space. Almost one-half the respondents indicated that additional athletic fields/facilities were not important, while the other half felt they were essential or important.

3. Local Government

The majority of the local governments are satisfied with the County Parks Department in terms of the current level of service (86 percent) and of funding (56 percent). In general, the local government survey supports the priorities identified by the Focus Group for a stronger County role in terms of leadership and an expanded park system and recreational programs, including a community swimming area. Fifty-four percent of local government officials responded that community swimming facility needs are not well met. However, only 15 percent view this as an essential priority. Some of the specific comments include:

- Recreation Fields – for youth and adult programs including a night-time facility.
- Green Space – for nature/bike path and educational opportunities, e.g., at the Bergen swamp.
- Facilities – need for new facilities and expanded use of existing schools.
- Grants – assist towns & villages in obtaining funding.
- Partnership – sharing of resources and information.

B. CULTURE

This is a wide topic that includes many organizations and events in Genesee County. The major theme seems to be "how can Genesee County improve the quality of life for its sons & daughters" and "how can the County attract people to visit and live in Genesee County." To address these questions, the Focus Group identified the following desirable traits of Genesee County:

- Safe Community
- Rural Setting
- Family Atmosphere
- Agricultural Heritage
- Historic County

It is important to understand these traits and perceptions to develop a direction for the cultural support and direction in the years ahead.

1. Focus Group & Survey

The need for a "County Directory" was first identified in Focus Group discussion and strongly supported in the survey (88 percent). The directory function would be to educate the public as to what is available in Genesee County. The suggestions of the Focus Group indicate that this may best be accomplished through the Library System in a computer database form. Increased County financial support for the Library System was clearly indicated in the survey questions and in the Focus Group discussions. The entire Focus Group indicated that existing services were believed to be provided very well to moderately well. The problem indicated was that the system was overtaxed and not available throughout the County to the extent necessary. Over 50 percent of the respondents indicated the importance of expanding library services and facilities. Other significant areas for consideration include:

- Leadership – County should take lead in creating partnerships between service groups and governments, encouraging volunteerism, identifying common goals, and improving communication.

- Community Space – there is an identified need for a performance pavilion and place to have major community arts events.

- Tourism and Marketing – promote major events through use of available resources, i.e. newspapers, developing a theme & transportation to name a few. One idea is to increase emphasis on cultural activities (arts events, historical preservation, museum, library) to provide a rich cultural environment that will encourage new residents to move to Genesee County and existing residents to stay.

2. Residents' Survey

In rating the importance of providing recreational/cultural activities, the residents clearly indicate that library services and facilities are the most critical. In addition, 63.8 percent of the respondents identify a need for a program and event directory for Genesee County. Overall, the residents support by a majority the idea of a community theme, community arts, museum services, and historical preservation.

3. Local Government

Similar to the Focus Group survey, the idea of a local directory received significant support (88 percent). Local governments also gave high marks to the existing Library System where 52 percent of respondents (twice the next highest category) stated that services meet individuals' needs "very well." In fact, all cultural activities were rated highly, with more than 50 percent of respondents indicating their needs were very well or moderately well met. The results indicate that the priorities of local government officials are tourism, encourage living in Genesee County for recreation, cultural events, historic preservation and an increased emphasis on library facilities. A summary of local government comments includes:

- Leadership – County needs to be more involved, communicating with school districts, creating a public awareness, coordinating efforts with communities.
- Promote Tourism – by marketing and making events accessible through improved transportation.
- Community Space – provide access to public facilities and construct a performing arts pavilion.

IV. GOALS & RECOMMENDED ACTIONS

This section presents the County's goals and recommended actions for Parks, Recreation & Culture which have been identified based on the opportunities and constraints defined in the previous section. Actions which should receive the highest priority were identified by Focus Group members and confirmed by the Steering Committee. These priority recommended actions are presented in the last subsection.

The County's involvement in Parks, Recreation & Culture is to provide strong leadership in the establishment of a collaborative effort that is structured to strengthen the parks, recreation and cultural opportunities in Genesee County.

As such, the following vision statement summarizes the County's goals and aspirations for Parks, Recreation & Culture:

Vision Statement:

"Our diverse parks, recreational programs, and cultural events create a family atmosphere which makes Genesee County an interesting place to visit and a wonderful place to call home."

A. Coordination and Support

Goal: Improve communication and cooperation to facilitate a higher level of services for the people of Genesee County.

Actions:

(1) Development of a community theme/identity to enhance cultural events and encourage people to visit and live in Genesee County. This theme should reflect the essence of Genesee County and the values of its people.

Responsibility: County Manager, Legislature
Timeframe: short-term.

(2) Study appointment of a person or group of people to act in a leadership role in planning and monitoring arts programs, cultural events, and recreational activities. It should be this person's responsibility to develop an evaluation of current programs and the needs of the community.

Responsibility: County Manager, Legislature
Timeframe: short-term

(3) Appointment of County Recreation and Cultural Advisory Committee. This group should meet on a regular basis to discuss common problems, issues, and concerns, and to work together to serve the needs of the community more effectively.

Responsibility: County Manager, Legislature
Timeframe: short-term

(4) Encourage and lead an effort of increased cooperation with other municipalities and private organizations to provide recreational and cultural facilities and programs. Examples of such projects include development/expansion of community swimming facility, development of cultural center, etc.

Responsibility: County Manager, Legislature
Timeframe: on-going

B. **Technology and Information Delivery**

Goal: Develop a communication system which is or has the ability to be interconnected to allow for an affordable, easy, and free flow of information.

Actions:

(5) Continued support of public libraries in terms of funding and distribution of information to residents. This effort should also be directed towards a leadership role in developing an affordable telecommunications system which will provide electronic links with libraries and County departments/agencies for public access to information about County services.

Responsibility: County Manager, Legislature, Library System
Timeframe: on-going

(6) Development of community resources' database through public libraries on events, organizations, and services.

Responsibility: County Manager, Legislature
Timeframe: intermediate

C. **County Parks**

Goal: Improve County park facilities to increase number of activities which occur to assure a high level of utilization and provide adequate funding and maintenance.

Actions:

(7) Develop an overall County-wide master plan for parks. This plan should define short and long-term needs, interdependence on state, town and village facilities and intergovernmental cooperation to assure proper use of these facilities.

Responsibility: County Parks
Timeframe: long-term

(8) Implementation of Dewitt Park Plan. This plan was recently completed, and when implemented, it will become a valuable asset to the community.

Responsibility: County Parks
Timeframe: intermediate

D. **Promotion/Marketing**

Goal: Increase people's awareness of the events and opportunities available in Genesee County.

Actions:

(9) Provide support to increase tourism and show local color. This can be accomplished through a number of measures. Suggestions include a marketing campaign, providing transportation to local events, providing space (indoor/outdoor) for events to take place, and increased coordination effort.

Responsibility: County Manager, Legislature
Timeframe: intermediate