Onondaga County Legislature

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KATHERINE M. FRENCH
Deputy Clerk

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WAYS AND MEANS COMMITTEE REVIEW OF THE 2014 TENTATIVE BUDGET
PLANNING AND ECONOMIC DEVELOPMENT COMMITTEE DEPARTMENTS AND AGENCIES
SEPTEMBER 23, 2013
DAVID H. KNAPP, CHAIRMAN

MEMBERS PRESENT: Mr. Jordan, Mr. Holmquist, Mr. Kilmartin, Mr. May, Ms. Williams, Mrs. Ervin
ALSO PRESENT: Chairman McMahon, Mr. Liedka, Mr. Andrews, Mr. Ryan, Mr. Plochocki; also see attached list

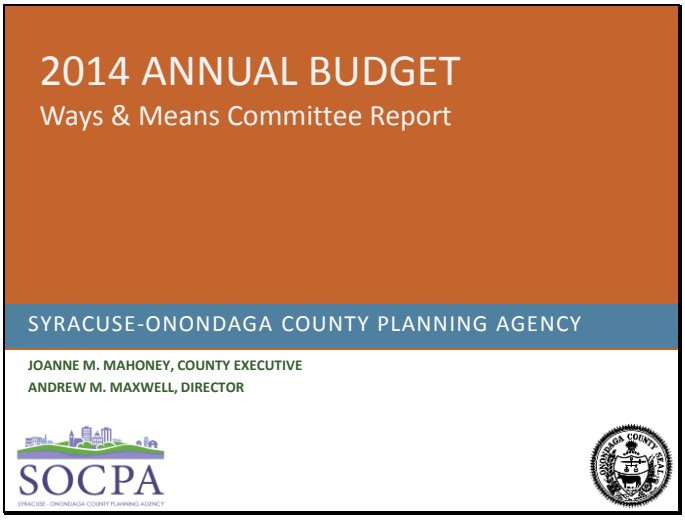
Chair Knapp called the meeting to order at 9:26 AM.

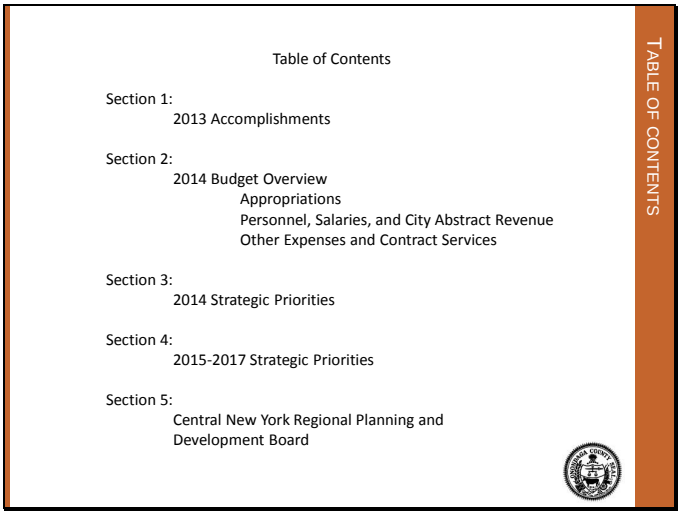
SCOPA (Including CNY Regional Planning Board) - pg. 5-108: Andrew Maxwell, Planning Director; Don Jordan, Jr., Deputy Planning Director; Tracey Waldron, Administrative Assistant; Daniel Hammer, Management Analyst; David Bottar, Executive Director of the CNY Regional Planning Board

Mr. Maxwell introduced himself to the committee as the new director of SCOPA noting he has been in the position for 11 weeks. During this time he has been working hard to get up to speed on the many things the agency does to advance good planning practices in Onondaga County. He has had great support from county staff and others in county government.

Mr. Maxwell introduced all those present at the table *(as noted above)* and stated he would be leaning on Mr. Jordan to answer any questions with regard to GIS and address service operations. He thanked the committee for their consideration and added he would be respectful of their time.

Mr. Maxwell presented the following:





2013 – YEAR IN REVIEW

2013 KEY ACCOMPLISHMENTS – MERGER

Key Accomplishments – Merger

In 2013, with the approval of the County Legislature and the Common Council, the County Executive and the Mayor signed into law the merger of the City's Bureau of Planning & Sustainability with SOCPA. The reconstituted SOCPA has been bolstered in a variety of ways, including:

SOCPA
SYRACUSE - ONONDAGA COUNTY PLANNING AGENCY

- *A more formalized reporting structure for City services.*
- *Creation of a dedicated City Planning program within the Agency.*
- *Greater collaboration on City and County planning activities.*
- *A synergy of professional planning resources that will enable the Agency to offer more comprehensive planning services, particularly to municipalities.*
- *Expanding our Geographic Information Systems (GIS) resources, which will enable us to pursue a variety of essential initiatives including implementation of an Enterprise GIS to support critical County applications, development of custom applications to meet user needs, and offering enhanced municipal services, among others.*

- Agency comprised of 5 programs including 4 main divisions; County Planning, City Planning, GIS and City Zoning, divisions overseen by 5th program Administration
- Administration charged with determining long-term direction of agency and provides various functions including budgeting, accounting, personnel decisions, etc.

2013 KEY ACCOMPLISHMENTS – COUNTY PLANNING

Key Accomplishments – County Planning Division

Our mission is to provide and promote effective planning throughout the County to ensure a high quality built environment, cost effective infrastructure, stewardship of natural resources, and economic growth, within the County's fiscal ability.

In 2013, County Planning staff:

1. Continued to solicit feedback from the County Legislature, stakeholders and citizens on the draft Onondaga County Sustainable Development Plan.

2. Hosted the Onondaga County Planning Federation's 25th Annual Planning Symposium to provide continuing education and state mandated training to hundreds of planning and zoning board members and citizens throughout CNY.

3. Provided staff services to the Onondaga County Planning Board to review over 520 municipal zoning and subdivision referrals, and conducted a number of multi-agency coordinated reviews with municipalities and project applicants on complex cases.

4. Completed the annual addition of properties into certified Agricultural Districts and began the 8-year review of Agricultural District 3 (per NYS regulations and County Legislature resolution 71-2004).

5. Participated in local planning projects, including:
   - Vision CNY Regional Sustainability Plan
   - Otisco Lake Watershed Management Plan
   - FOCUS on Onondaga Lake Report
   - Broadband Availability Analysis

6. Continued Agency and staff service in the following areas:
   - Municipal planning assistance and inter-agency coordination
   - Onondaga County Multi-Jurisdictional Hazard Mitigation Planning
   - Onondaga County Council on Environmental Health, ESAC
   - Agriculture & Farmland Protection Board / Agricultural Council
   - Environmental Reviews for CDBG Program
   - Syracuse Metropolitan Transportation Council
   - NYS Census Data Center Affiliate
   - CNY Vitals

- SCOPA is committed to making the changes necessary to make the Sustainable Development Plan something everyone can support; flexible and willing to meet in any forum to discuss a finalized plan this body would be willing to adopt

2013 KEY ACCOMPLISHMENTS – CITY PLANNING

Key Accomplishments – City Planning Division

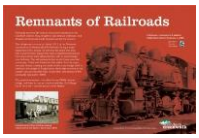
The City Planning Division is a team of professional planners dedicated to providing the highest level of service and leadership in urban planning and design, public art, environmental initiatives, and historic preservation to promote and enhance the livability and prosperity of the City of Syracuse.

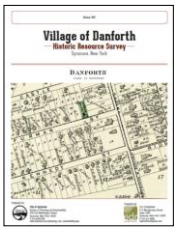
In 2013, City Planning staff:

1. Completed the City's draft *Comprehensive Plan 2040* and components parts including:
   - Land Use & Development Plan
   - Sustainability Plan
   - Historic Preservation Plan
   - Bicycle Plan
   - Public Art Plan

2. Administered State and Federal grant programs within the City including:
   - NYS sponsored Brownfield Opportunity Area (BOA)
   - NYS Local Waterfront Revitalization Program (LWRP) for Onondaga Creek
   - NYS Environmental Restoration Program (ERP)
   - Federal Energy Efficiency Community Block Grant

3. Managed the design and pending implementation of new amenities along the Syracuse Creekwalk including: historic and way finding signage, rain gardens, and new lighting.





4. Provided staff services to the Syracuse Landmark Preservation Board and managed the preparation of Historic Resource surveys and Historic District expansions within multiple City neighborhoods.

5. Developed and began implementation of a Public Art program at the Syracuse Hancock International Airport and provided staff support to the Syracuse Public Art Commission.

6. Provided technical assistance and guidance on urban design, planning and sustainability to citizens, developers, and other agencies during the City's highly regarded Pre-development process.

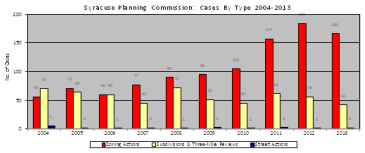
2013 KEY ACCOMPLISHMENTS – CITY ZONING

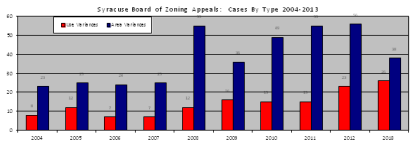
Key Accomplishments – City Zoning Division

SOCPA's Division of City Zoning processes a large volume of inquiries and applications regarding City zoning and subdivision matters.

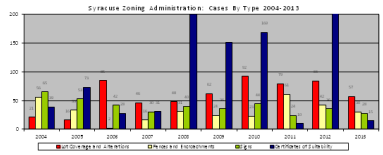
In 2013, Zoning Administration staff:

1. Provided staff services to the Syracuse City Planning Commission and the Board of Zoning Appeals.

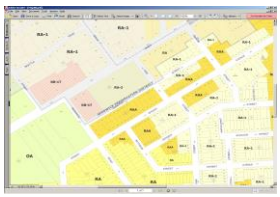




2. Conducted administrative reviews of requests for sign permits, lot alterations, waivers of building and yard restrictions, fence restriction waivers, project site plans, and Certificates of Suitability, as authorized by the City Zoning Ordinance.



3. Continued to work with SOCPA GIS staff to maintain the City Zoning Atlas.



4. Worked closely with City Planning staff on the City's Land Use Plan, which is an integral part of the City's Comprehensive Plan and will serve as the guiding document for extensive revisions to the Zoning Rules and Regulations.

2013 KEY ACCOMPLISHMENTS – GIS

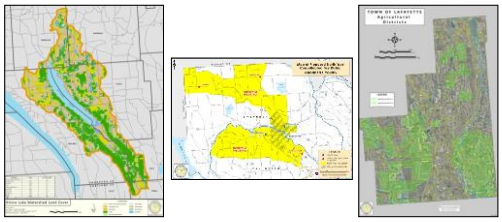
Key Accomplishments – Geographic Information Systems (GIS) Division

SOCPA's GIS division is responsible for building and maintaining the County's GIS. We create, acquire, and maintain a wide array of spatial datasets, maps, and applications that support government functions. The GIS has become an essential tool that is used by most County departments to maximize effectiveness and efficiency and improve decision-making. The GIS division also provides extensive spatial data support to the City of Syracuse and towns and villages in the County. GIS staff also manages, distributes, and supports the County's digital aerial photography program (Pictometry).

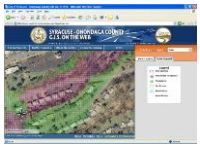
In 2013, GIS staff:

1. Developed a strategy and began implementing an Enterprise GIS for Onondaga County to support critical County applications such as asset management systems.

2. Provided spatial data support and mapping to more than 25 County departments, municipalities, and other government entities.



3. Continued to maintain the County-City GIS website that provides the public worldwide with access to 28 layers of County and City spatial data. Since the site went live in 2005, over 730,000 visitors from more than 80 countries have spent over 80,000 hours learning about Onondaga County. The site has saved the County over $4 million if GIS staff had to handle the requests satisfied by the website.



4. Continued to manage and support the *Pictometry* air photo application which is used by over 100 county employees in 18 departments, the City, all 19 towns, and more than 10 other government entities in the County. The software and high resolution aerial images result in time and fuel savings from reduced need for field trips and site visits. Weather permitting, a re-fly is planned for the Spring of 2014.

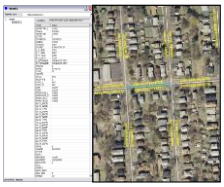
2013 KEY ACCOMPLISHMENTS – 911 ADDRESS ADMIN.

Key Accomplishments – GIS Division - 911 Address Administration Program

SOCPA's GIS Division's 911 Address Administration program supports the County's 911 system through three major activities: telephone data base quality control, address administration, and development and enhancement of digital geographic resources.

In 2013, Address Administration staff:

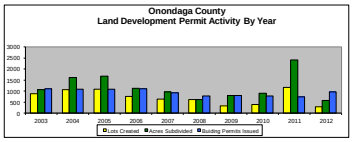
1. Continued to provide critical mapping and spatial data support for the implementation of 911's new Computer Aided Dispatch (CAD) system. The spatial component of the new system provides 911 call takers with a great deal of information that can be critical in emergency response and can lead to improved response times and a safer community.



2. Assigned new addresses and corrected existing addresses that don't work properly in the 911 system through agreements with 27 municipalities in the County and upon request for other municipalities. Staff also review proposed street names under Local Law 5-1972. Staff also performed quality control of telephone databases to increase the accuracy of the telephone location information that is supplied by the telephone companies to the County 911 system.

New Addresses Assigned	1,500
Addresses Corrected	660
Proposed Street Names Reviewed	50
Street Name Letters of Compliance Issued for Filed Subdivision Maps	180
Telephone Database Problems Corrected	560

3. Continued to build the Agency's Land Development Monitoring system that tracks subdivisions, building lots, and municipal building permit and demolition data to help keep the emergency services address databases current.



2014 BUDGET OVERVIEW

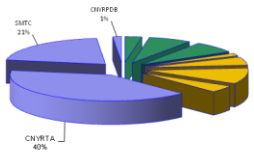
2014 BUDGET OVERVIEW - APPROPRIATIONS

570 Account Contract Services – 62% of 2014 Appropriations

Syracuse Metropolitan Transportation Council (SMTC) - $1.25 million
SMTC is a Metropolitan Planning Organization required under Federal Transportation Law as a prerequisite to the allocation of over $300 million in federal capital funds over the next 5 years. The County advances the SMTC operating budget with 100% federal reimbursement.

Central New York Regional Transportation Authority (CNYRTA) - $2.4 million
New York State mandated match for transit services.

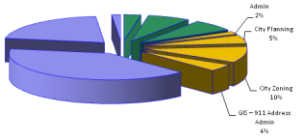
Central New York Regional Planning and Development Board (CNYRPDB) - $86,027
A five county (Cayuga, Cortland, Madison, Onondaga, Oswego) planning organization funded by 1/3 land area and 2/3 population formula.



SOCPA Programs – 21% of 2014 Appropriations fund SOCPA programs fully reimbursed

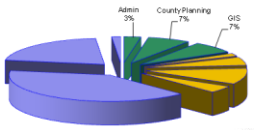
City Administration, City Planning, and City Zoning
Funded by the City of Syracuse.

GIS – 911 Address Administration
Funded by 911 Emergency Communications.



SOCPA Programs – 17% of 2014 Appropriations

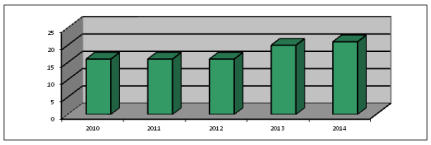
County Administration, County Planning, and GIS



- Total budget $3,297,066, slight decrease from 2013 modified number
- Significant portion of appropriations reflect programs and contract services that are reimbursed
- Only $6,000 of CNYRPBD's request is local dollars

2014 BUDGET OVERVIEW – PERSONNEL, SALARIES, AND CITY ABSTRACT REVENUE

PERSONNEL

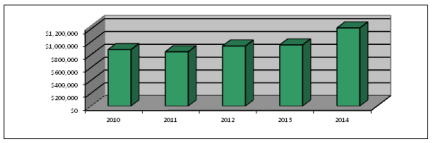


Notes:

1. Funded positions increased from 20 in the 2013 BAM to 21 in the 2014 proposed budget due to a planned restructuring of the GIS Division in 2014, which will enable us to provide enhanced GIS services to meet County and municipal needs and to compensate for a retirement in 2013.

Proposed changes resulting from restructuring the GIS Division in 2014:
Unfund a Planner 4 position (Grade 33) due to retirement
Create a Research Technician 2 position (Grade 11)
Create a GIS Specialist 1 position (Grade 11)

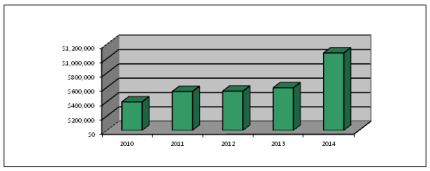
SALARIES



Notes:

1. Salaries increased ($263,502) from 2013 due primarily to the City/County merger in 2013 and restructuring the GIS Division.

CITY ABSTRACT REVENUE



Notes:

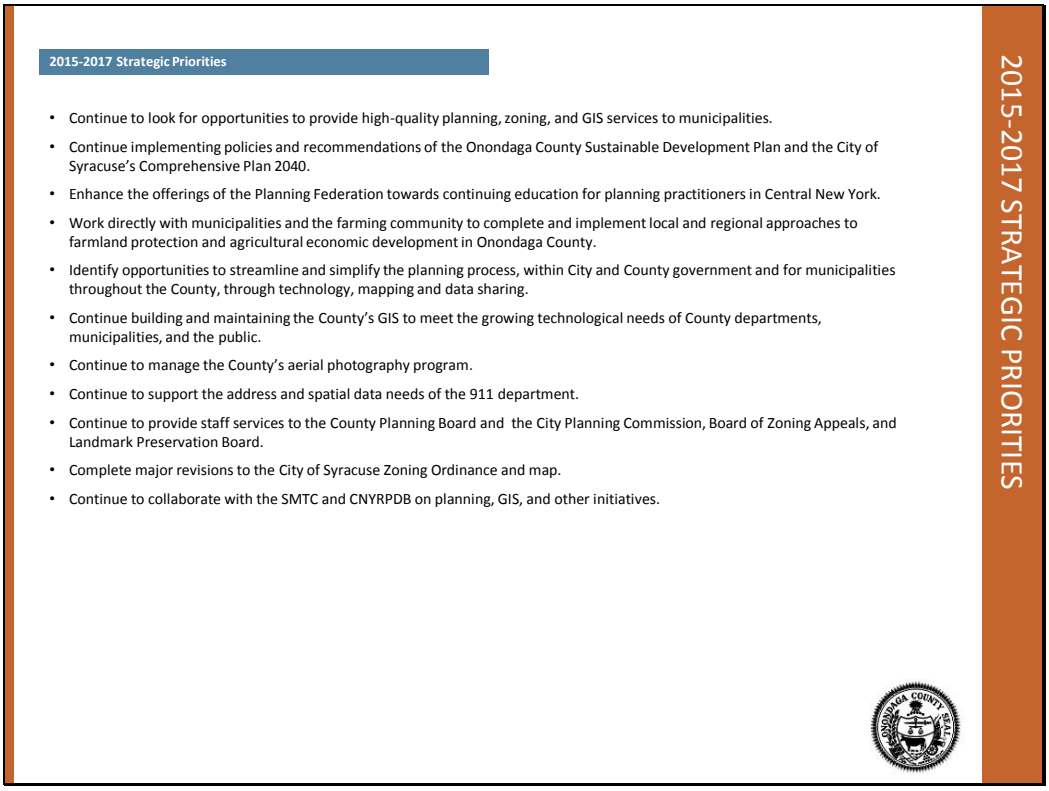
1. The City Abstract charge increased ($486,017) from 2013 primarily due to the merger in 2013. The Abstract charge includes estimated costs for City Administration, Planning, and Zoning, adjusted by reconciliations with 2012 and 2013.

- Renewed focus on customer service – reaching out to towns and villages offering support for their planning needs; distributed copy of new brochure produced in-house and being mailed to mayors and town supervisors in the county advising them of ways in which SCOPA can assist them ***(on file with the Clerk)***

2014 STRATEGIC PRIORITIES

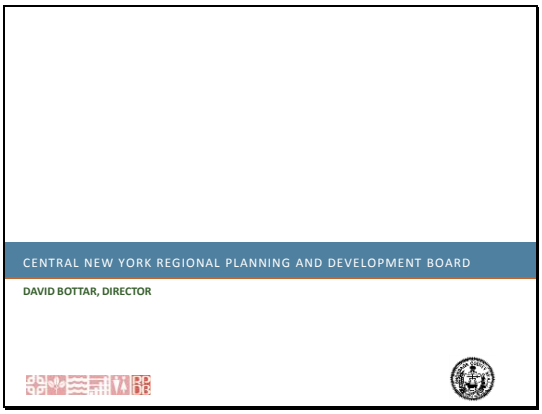
2014 Strategic Priorities

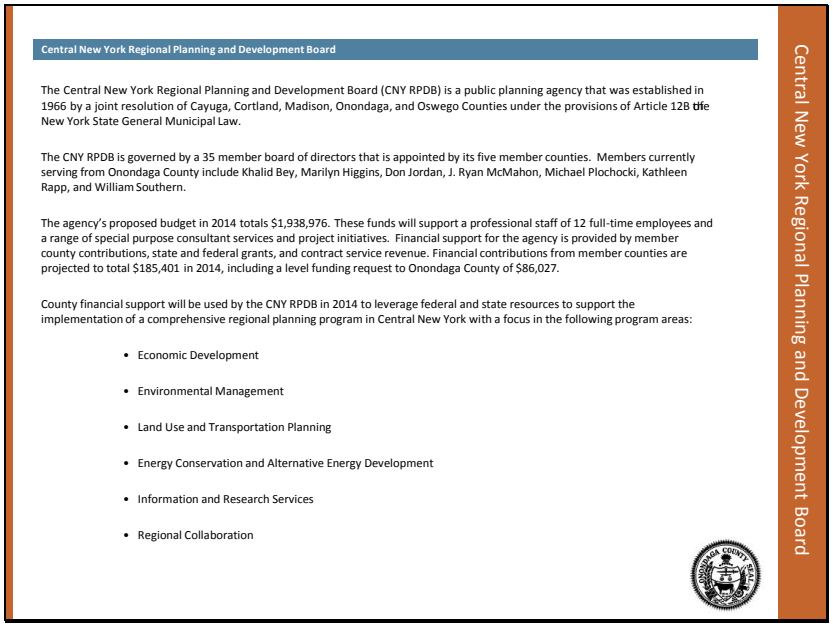
- Pursue opportunities for planning, zoning, and GIS efficiencies made possible by the merger in 2013.
- Continue to pursue adoption and implementation of policies and recommendations of the Onondaga County Sustainable Development Plan and the City of Syracuse's Comprehensive Plan 2040.
- Enhance SOCPA's service and utility to municipalities through direct planning, zoning, and GIS assistance .
- Support and facilitate an open public process for major community planning projects such as the I-81 challenge and the future of Onondaga Lake and its shoreline.
- Continue to support and facilitate the activities of the Onondaga County Planning Federation, including the Annual Symposium, with the goal of providing continuing education for local planning and zoning board members.
- Support farmland protection and rural communities in consultation with the Agriculture Council and Agriculture and Farmland Protection Board. Pursue funding and, if awarded, manage the preparation of a Farmland Protection Plan for Onondaga County.
- Complete the 8-year review of Agricultural District #3 and the annual addition of land into State certified agricultural districts.
- Continue to pursue and administer State and Federal grants that advance sound planning throughout the County.
- Continue to participate in the City's pre-development review process to facilitate development projects in the City and conduct coordinated reviews of projects throughout the County as a service to municipalities.
- Continue to provide staff services to the City Planning Commission and Board of Zoning Appeals and assist the public with inquiries and applications regarding City zoning and subdivision matters.
- Begin major revisions to the City of Syracuse Zoning Ordinance and map pursuant to the adoption of the City's new Comprehensive Plan.
- Continue to develop the County's Enterprise GIS to support critical County applications and to make spatial data more readily available to County departments, municipalities, and the public.
- Provide GIS services to municipalities such as spatial data analysis and custom mapping, data creation and maintenance, and custom application development.
- Manage a re-fly of the County to provide County departments and municipalities with current, high-resolution, oblique aerial photography.
- Continue to support the address and spatial data needs of the 911 department.



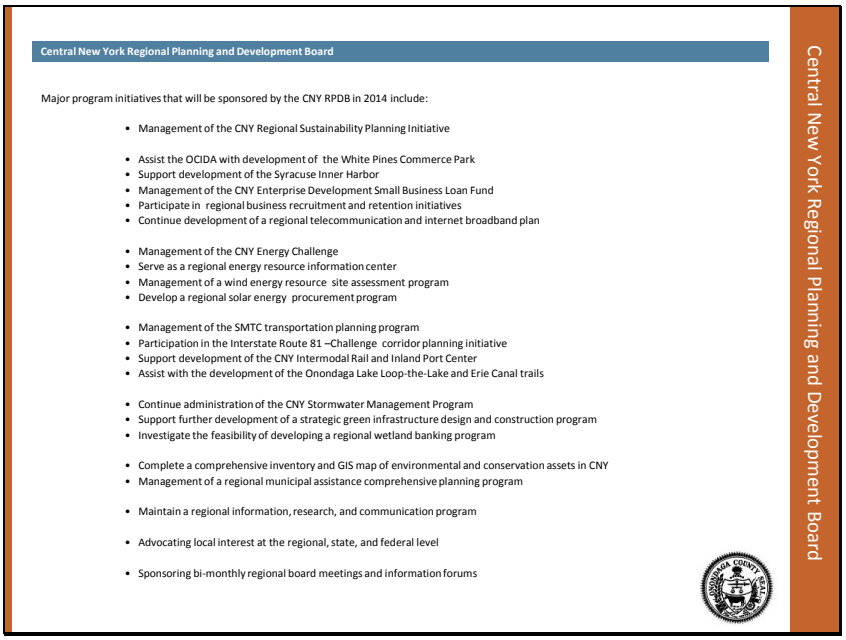
- SCOPA has much to offer; staff committed to working with Legislature and town/village governments to provide high quality proactive approach to support good planning and economic development

Mr. Maxwell turned the presentation over to Mr. Bottar from the CNYRPDB for presentation of his budget. Mr. Bottar presented the following:





- Structure services to complement existing county resources
- Energy Program is supported by significant funds from NYSERTA
- Transportation Planning work mainly through SMTC
- Well received Stormwater Management Plan primarily focused on Onondaga County – assist local municipalities with compliance of federal regulations passed down via the EPA in cost effective manner
- Preform research studies requested by member counties in CNY
- Small decrease in 2014 budget primarily due to study projects completed in 2013
- Funding request hasn't increased in over 20 years due to aggressively seeking federal and state grants to support operations and contract service revenues – municipalities contract with them for assistance in implementation of projects



- Completed the CNY Regional Sustainability Plan in June - a statewide initiative from Governor's office and NYSERTA for all 10 regions of the state; state using plans to allow communities in each region to compete for $30M in funds each year, funding was announced this summer; each region can compete for a maximum of $6.5M
- Planning in Action – used planning documents as basis to compete for federal and state funds; quality plan prepared to identify projects and bring state focus on key projects in the region, helped a number of communities apply for these funds, goal is to capture a good share of the funds for the CNY region; helped communities prepare applications that were due in August 2013; worked with Onondaga County for Loop the Lake Project funding
- Focus on securing funds in 2014 for recommendations in the CNY Regional Sustainability Plan and County's plan

Chairman McMahon stated he has a little constructive criticism for the way in which the County Executive's Sustainability Plan was rolled out. The first thing to realize is that we make policy here in this room; the Executive's Plan was an initiative. The Executive had every right to push the initiative but it was rolled out as being the County's Plan to some of the towns and villages. You can certainly see where certain elements of the plan may make the leadership nervous. Looking back, this makes it very important in your position to build trust because many of us in this room represent a supervisors and mayors who lost that trust in county government on this topic. Your offer to work on a new path, as to what was proposed, beginning with some of the items we are comfortable with, is appreciated. Good progress was made last year on the agricultural element with the assistance of Mr. Knapp. The Legislature had the Onondaga County Neighborhood Initiative, which will start going into areas of the county where there is aged housing stock, based on the Syracuse Neighborhood Initiative model. We too believe in investing where we have infrastructure. The concern lies in some of the other policies that were being allocated for without coming to the Legislature and finding consensus beforehand. This is the reason the approach was wrong and why it failed. Going forward the approach of getting out and meeting with mayors, supervisors and board members of the towns that would be greatly affected is a great strategy.

Chairman McMahon asked what revenues we are actually collecting; seems to be $80,000 each year **(pg. 5-108 Line A590057)**. Ms. Waldron confirmed the funds were related to the OCIDA grant. Mr. Jordan stated the grant is used each year to offset CNYRPDB costs. This is the reason Mr. Maxwell stated only $6,000 of their request is local dollars, as the rest is funded via this grant.

In answer to Chairman McMahon; Mr. Bottar stated that grant funds previously mentioned are a state program from both the planning and capital improvement side; NYSERTA Cleaner Green program. Phase 1 was to allow funds to complete the Regional Sustainability Plans, which have been completed. Phase 2 is funding for capital projects primarily oriented to two areas: projects that will reduce energy consumption in the state or provide for development of renewal energy resources and projects that will reduce greenhouse gas emissions within a community. The range of projects is wide but you must demonstrate that you are meeting one of these goals. Demonstrating to the state how the Loop the Lake project would comply with the overriding criteria was an interesting challenge; believes they were able to make their case. Another project they assisted on was with the Village of Skaneateles; applied for funding to replace all municipal lighting with LED and to

deploy a solar array to help energize their wastewater treatment plant. They also worked with COR Development for their Syracuse Inner Harbor project. They are considering the installation of a geothermal energy system for their commercial mixed-use development; assisted in application preparation. These are some examples of the projects; one was actually highlighted in the plan with callout boxes and graphic depictions of what the Regional Planning Board felt were key projects in our region. We wanted to bring attention to those projects in our plan and then followed up with project applications. If successful, this would be new money to our region.

Chairman McMahon asked if they would have an application process for projects to go forward. Mr. Bottar responded that in some cases they helped to prepare the application on behalf of a municipality, an applicant or private developer. In other cases, we serve as the applicant ourselves. In the examples given, we helped to prepare the applications for other entities.

Chairman McMahon asked what the specific need was for the new positions in the GIS division. Mr. Jordan responded that in the merger we combined our GIS and address administration programs into the GIS Division being directly supervised by the Deputy Director. The current staffing is 3-GIS positions and 2-positions directly supporting 911 and fully funded by 911. A key member of the 911 team retired this year; a Planner 4 position who was also our address administration program manager. He took with him a wealth of experience and was very highly regarded in Emergency Communication circles. We are trying to make up for that loss and believe we will have to do this by committee; proposed a Research Technician 2 position to take on the day-to-day address administration work that directly supports 911 and a GIS Specialist 1 position. The retiree was able to develop GIS skills overtime and was able to provide the lion's share of work that 911 expects from our agency in terms of GIS support. This will now have to be spread out over our GIS staff. In response to Chair Knapp, Mr. Maxwell stated the impact on the budget will be a net increase of $21,000.

Mr. Holmquist stated he appreciated whoever in their office pulled down the offensive Agenda 21 Sustainability Plan logo. Unfortunately, it is throughout this whole proposal and is still on the home page of ongov.net. This plan was discredited a long time ago, is not county policy, and is not going to be county policy, and is not funded. He views this as a political campaign to advocate for a cause that is not supported. Agenda 21 has deep and widespread option and he finds this deeply offensive. Mr. Maxwell responded that he appreciates that there has been significant discussions about this. He is somewhat new to this but wants to throw the discussion wide open with those having deep concerns with the plan and the direction the plan goes in. There are probably a variety of areas within the plan that we can agree on and this is where he wants to focus. If we can shift the direction to areas we do agree on and can promote good development all over the county then that's something he wants to talk about. He appreciates the opinion of Mr. Holmquist and would like to discuss it further.

Mr. Holmquist stated he appreciates that Mr. Maxwell is in a new roll and reaching out. Unfortunately, any objective person that attended the meetings would say the opposition is immense. Supervisors, mayors and elected officials were so opposed to it that they passed resolutions against it, wrote letters to SCOPA, the Legislature and the County Executive. The plan was lifted verbatim from Agenda 21. One would think that once this kind of feedback was received the plan would be removed from the county's homepage. Again, he appreciates that it has been removed from the SCOPA's page but it remains on the county taxpayer funded homepage and isn't our policy. When this feedback is received from towns, villages and other people who support freedom and don't want these things, you'd think the plan would be scraped and you would start with something brand new. Start with some commonality, building the relationship; defenses are sky-high right now. There is no chance of anything passing. Let us start out by not lifting Agenda 21 verbatim throughout the entire document. Here we are two years later, still advocating for and talking about this plan. Whatever you can do would be appreciated; don't believe this should be on our homepage. Every time a law-abiding citizen goes to our website, they are poked in the face with this offensive icon. While it is probably true that no one in this room has the authority to remove it from the homepage, there are certainly people here who could advocate for its removal. The person who insists on having this there should take it down, and then we can work together. Mr. Maxwell responded that his points were well taken. We aren't going to talk our way through all of this this morning but he would like to talk further with Mr. Holmquist and the rest of this body about all of those details.

Mr. Holmquist stated that perhaps SCOPA could build a bridge and start a new conversation. Everyone has common interests and goals as Mr. Knapp and others have been working on. He believes it would be smart for SCOPA to come out with a statement rescinding this plan, recognizing that no one wants it or supports it. He recommends scraping the plan and working with the people to build something together, rather than trying to push something nobody wants. Legislator Jordan agreed adding that our county website should not be expressing purported policies that haven't been endorsed by this County Legislature. This is the policy setting body and that should certainly be honored and respected. False impressions should be avoided at all costs.

Legislator Jordan stated that roughly half of SCOPA is dedicated to functions that were previously performed at the city level but of a $5 million dollar budget the abstract is only reflecting about $1 million dollars in chargebacks. He is not sure how this number was determined, or how a department that is half dedicated solely to Syracuse planning and zoning activities is only being charged one fifth of the total costs for the department. Mr. Maxwell responded that the Office of Zoning Administration for the City of Syracuse is a long-standing function within the agency and this year we added in the City Planning Division. The way it is structured those services that are specific to the city are charged back to the city in full via the abstract, including salaries and benefits, as his half of his salary package. Mr. Morgan added that it is tough to look at the overall budget in this way as some of the big dollars in the budget are passing through. Much of the contractual expense account is a pass through. **Mr. Morgan stated he would provide information with backup to show how the charge was calculated. Legislator Jordan stated that would be very helpful.**

Mrs. Rapp asked if there was any plan to move forward with expanding broadband service to remote areas of the county in the coming year. Mr. Jordan stated not that he is aware of. Planning did some research on where broadband exist in the county, potential funding opportunities to further extend broadband, and the collaborations that might be necessary to do that. Planning does not have the resources to progress this in terms of pursuing funding. They have been keeping their eye on potential funding sources and participated in a webinar that the USDA had on potential funding. That source has been around for a while and there has never been any funding to NYS that he is aware of. There was a requirement that whoever receives the funding also owns and operates the system, so there are so real challenges with the county being involved. Often the actual provider secures the grant funds and works to extend the broadband with towns, villages and in some cases county partnerships. Chair Knapp suggested that Mrs. Rapp hold that question for Economic Development, adding we are working on some initiatives with them on this exact topic.

Mr. Bottar added that this topic is something that is being discussed all across NY, particularly in smaller rural counties. In 2004 the Regional Planning Board hired a consultant to inventory where the major fiber resources are in this region; the database is dated but still fairly accurate. As touched on in the printed material provided, we have been talking at the Regional Planning Board about this area. Rather than each county at the Planning department level having to develop the expertise to pursue the funding resources that are out there, this would be a good time for us to step up in the coming program year and see if we can make a concerted effort to identify opportunities to further develop telecom resources here in CNY. It is certainly going to be a priority in the coming year for them and he and Mrs. Rapp have discussed how they can address this from a staffing standpoint. Mrs. Rapp stated that was her follow up.

Mr. Jordan stated there might be a service Planning can provide from a GIS prospective in terms of working with municipalities to refine the data that exists on where there is service and where there is a lack of service. As they were going through this process, he meet with the Town of Elbridge who has been active in this over the years to see what they had done and how we could be of service to them. We certainly could offer help to other communities as part of our municipal service.

Mr. Kilmartin asked for their thoughts and visions on the proposed City Zoning Ordinance provisions, what progress has been made to date and their long-term view. Mr. Maxwell stated a lot of the substance for the City's Comprehensive Plan revisions was done when creating a new Land Use Plan. It establishes a broad vision for the city and would act as basis for any changes we would make to the city zoning code from a legal prospective. Currently the city's code is an outdated patchwork of different policies that have been put in place overtime. It is not a user-friendly document. Additionally it is preoccupied with use. This is something we are used to, zoning being mostly about use. What we are trying to do is push more towards form and caring about the way a neighborhood looks, feels and functions, and being less preoccupied with the uses that are there. We think a mix of uses is something that is healthy for a community. Zoning can be very restrictive when

focused on use. We are pushing toward a more hybrid approach, looking at the use and the form. This is a more modern approach, with more flexibility for communities, and for people in the development business. This will take quite a bit of time. The City Council has not adopted the comprehensive plan yet. Once that happens we would then be in a position to initiate a program of overhauling the code from top to bottom, which has never been done. We think it is time to make it something clearer, more user-friendly and predictable for neighbors and people in the development community. This is something that in theory would probably take 8-24 months to complete, once the Land Use Plan is adopted.

Mr. Kilmartin asked when the Comprehensive Plan might be adopted. Mr. Maxwell responded that it could be soon, it is hard to say. It has been an ongoing discussion with the council and has been on their agenda for much of the year. There has been some back and forth over the last few months with regard to changes that the council may want to make to the plan. We are still navigating but it could happen in the next month or two; believes six months might be a fair estimate.

Mr. Kilmartin asked whom the major players were that assisted in advancing the plan. Mr. Maxwell stated that his office spearheaded it but for each component of the comprehensive plan developed thus far, we put together a Stirring Committee of neighborhood residents, business people, developers, architects, preservationists; a wide variety of people who are active in the community in these areas. They are the ones really charged with stirring the efforts in developing each component of the plan, including some city councilors who participated. For each component there was a little bit of a different group. In all there were upwards of 100 people just on the Stirring Committees and this doesn't include the neighborhood and public meetings held. In total over two years there have been close to 1,000 unique participants. It has been a long and inclusive process.

Mr. Ryan stated he believes merging the Planning Agencies was a good thing. If there are fences up hopefully, those fences will come down and we will get to a point where we are working together regardless of it being a city, town, village, county or regional thing. How this body and your body helps promote the sharing of services, resources and consultations with the towns, villages and city is a good thing. Hopefully, we can all get to a point where we are proactively working together. We all must work towards this model. Mr. Maxwell is getting there and is on the right track for a successful year. Mr. Maxwell responded that he really believes we as a community have more in common, than we have differences. We succeed and fail as an entire community. To the extent that the agency can be a part of bringing people together around things that are shared, we are interested in pursuing those together.

Chair Knapp asked for expansion on the increase in travel and training **(pg. 5-108 Line A694010)**. Mr. Maxwell responded that as an agency they are very small compared to other major metros Planning Agencies. For us it is not about growing the size of the agency but building the capacity of the agency. Travel and training can be used to grow the expertise of each person on the team. We have a very good professional staff. I want to grow their abilities, they want to absorb the different things going on around the country and best practices, helping us thrive as a community. As a side note, this is another area where the people in the city-oriented divisions would charge the abstract for any travel and training. Wants to make sure that we have those sort of things covered, are learning as a staff and can share some of our stories of success with the rest of the nation.

Mr. Plochocki stated he would like to make a few measured clarifications to Mr. Holmquist's statement. It is true that Agenda 21 as a philosophical principal is very unpopular with those of us on the legislature. That being said, he would not interpret his comments to mean that all of us on the legislature think for example that global climate changes are a myth or that all remedies to it are conspiracies. Many of us see a distinction between Agenda 21 in its most extreme form and more measured approaches to it. Second, it is true as he stated that the Sustainability Plan in its current form is essentially dead. This is no exaggeration. In its current form it is very unpopular with many on the legislature. That being said, Mr. Holmquist's statement that it was deeply offensive and universally discredited might be a little too much. For example, among the local towns and villages both Skaneateles and Marcellus strongly supported the current form. Many, like him don't support it in its current form but do like elements within it. The plan in its current form may be dead but to say the plan and all of its elements are dead would be inaccurate. In fact, the last he heard, a group called the Energy and Sustainability Committee was reviewing the plan; an ad hock committee. When the plan comes out of that

review, he feels there will be significant changes and welcomes the discussion. Accordingly, we can debate what the meaning of dead means with regard to legislation.

Mr. Plochocki agreed with Mr. Holmquist in regards to removing the links on the website to the current form. A plan that is essentially dead in its current form doesn't have a lot of value. Is there a way to the extent that you feel this should be linked, that it can be made very clear that the plan is in draft form, and that it is being extensively reworked. He doesn't think we are universally saying there can be no reference to a Sustainability Plan, in any form, on the website but we do have concerns with a plan that is perhaps being misinterpreted by the public. Mr. Maxwell responded that he would certainly look into this right away. The plan has been removed from the agency website but as mentioned, the draft plan is available on the County's homepage. He will look to see if there is a way to couch that within the context of, this is something that is in draft form at this time and is being reviewed to see how it might be changed. He appreciated and respects everyone's comments on this.

Mr. Kilmartin stated that Mr. Maxwell has handled himself very well throughout his short tenor, in this new position. A lot of issues and concerns have been thrown at him very quickly. He appreciates the way he has conducted himself.

Mr. Kilmartin stated that Mr. Holmquist has a number of concerns and some of us at the Legislature share at least some, if not many of those. Mr. Maxwell has put a good foot forward trying to address some of those and I think going forward we have opportunities ahead of us to sit down and say what should be on future websites – goals, plans, common issues, policy past, policy proposed. A good way to advance things is to see what we can agree on to implement and then tackle the bigger issues with time going forward. Mr. Maxwell responded that he appreciates the sentiment. He is slowly getting to know each member; wants to know the goals and interests of each.

Mrs. Ervin thanked Mr. Maxwell for his presentation and stated that going forward she would like to get to know what his agency does and what they are not responsible for. Mr. Holmquist agreed.

COMMUNITY DEVELOPMENT - pg. 3-104: Robert DeMore, Director; Nina Andon-McLane, Administrative Planning & Funding Coordinator, Susan Grossman, Project Coordinator

Mr. DeMore stated he would present some highlights, then pass the presentation onto Ms. Andon-McLane. Ms. Grossman was present to answer any questions they may have on the Led Grant.

Mr. DeMore:

- Recipient of over $190 million in federal and state funding, completed rehab work on over 5,400 county homes
- Recipient of 7 Lead Hazard Reduction grants totaling over $20 million, worked on 1,200 homes
- 154 housing rehab/lead reduction homes in progress
- Sold 371 homes to low income, first-time home buyers
- Rehabilitated over 300 commercial properties
- Spent $36M in Capital Development Funds; $63M total in infrastructure improvements to towns and villages in combination with local governments

Ms. Andon-McLane:

- Past 3 years priority given to Green projects reducing storm water runoff, incorporate recycling or porous pavement; HUD cited Green priority as one of their best practices to be shared with other grantees
- Incorporate Green building initiatives with housing rehab programs – weatherization improvements, energy efficiency, HVAC improvements and eco-friendly materials such as low VOC paints/finishes, on-demand hot water heaters, low flow showers, faucets and toilets

Community Development
2014 Budget Presentation

- *Before photo – Liverpool home*

- *After rehab using Lead and CD Block grant funds, many different funding sources used to put together these projects*

- *Before photo - Solvay home*

- *After rehab used Lead and NYS Affordable Housing Corp funds*

- *Ramp sample from Van Buren – NYS Access to Home Fund allows for ramp construction and bathroom modifications so individual can stay in their home or return home from nursing home or extended care facility*

- *Ramp example from Solvay also using NYS Access to Home Fund; apply yearly and have been pretty successful in getting grants*

- *Home ownership example - before rehab photo*
- *Located in Mattydale on Boston Rd.*
- *Homes acquired via HUD, private sources or tax delinquent properties*

**See Mr. DeMore's comments below*

- *After rehab - take the worst house in the neighborhood, vacant for years at times, rehab it and put it back on the tax roll, selling to low income first-time homebuyer; in this case they received a $20 subsidy*
- *Get grants from various sources – primarily the state for rehab subsidies*

- *Before example of commercial work done in Camillus on Genesee St.*
- *Looks like two different buildings but is actually one building*

*Mr. DeMore pointed out the valley over the porch resulted in a water problem. Their on staff architect redesigned the roof to solve the water problem.

- *After rehab photo - 50/50 matching grant for exterior façade and structural improvements*
- *Target villages with lower income districts, want to maintain services and businesses in the area*

- *Capital Project example - Park Hill section of Dewitt added curbing and handicapped accessible sidewalks*
- *The town put in new water and sewer lines and repaved the road*
- *Cooperative project improved the neighborhood; before cars parked along the grass strip causing erosions of the lawns and there was asphalt instead of sidewalks*

Mr. DeMore stated they want to do more façade improvements to businesses in the Village of Camillus. They have completed six or seven business up to this point and it has provided a dramatic improvement to Main Street. He hopes to be able to complete four or five more.

- *Village of Liverpool on Tulip St*
- *Streetscape project able to incorporate flexipave for the porous pavement; rainwater goes down through it rather than into the sewers*

- *Cicero Senior Center - new roof, previously built an addition, completed a new parking lot this year and have done energy conservation work on the building which was cold and drafty*
- *Have funded many different senior centers throughout the years – Baldwinsville, Manlius, Fayetteville and other locations*

- These photos give you an idea of type of work we do.

- Economic impact of grants include:
  - improving the safety and condition of the county's housing stock
  - funding required repairs for low income homeowners that cant finance repairs on their own
  - performing lead hazard reduction for homeowners and tenants at houses where there are children under age 6
  - improving accessibility for disabled people
  - offering home ownership opportunities for people whom might otherwise not be able to purchase a home
  - funding capital improvements throughout the county
  - providing jobs for local contractors
  - increasing sales of building supplies
  - increase both sales and property tax revenue
  - improving the appearance of low-income business districts
- $4.6M budget request for 2014, of this $3.1M is from HUD's Entitlement Grant – Community Development Block, Home and Emergency Shelter Grants, $1.5M is anticipated competitive grants mostly from NYS for housing and rehab or home ownership subsidies
- Asking for $75k in local dollars for 2014; past years have received from 0-$146k
- Housing inspector and administrative aide positions eliminated to cut costs via attrition, filled the vacancies from within our department, saving approximately $170k in salary and benefits for 2014
- In the future looking to apply soon for 8th Lead Grant from HUD for $2.5M or more, $500k Land Bank Grant for the county, apply to NYS Affordable Housing Corp for home improvement funds and additional home owner subsidies for the Vacant House Program, will again apply for Back to Home Program for ramps and bathroom modifications and NYS Restore; also anything else that is appropriate to their mission

In answer to Chairman McMahon, Ms. Andon-McLane stated they did receive a little more Grant Block Funds. HUD was very late in passing the budgets; anticipated they would be funded at less than last year's grant amount. At the very end of our planning process, the final grant was increased by $136,000. The funds were put into housing rehab for this year. Chairman McMahon responded that when that happens you have some flexibility. We went through the process where certain projects were targeted and then we found out, after the fact, that we had more money, so you then allocated that differently; is that how this worked. Ms. Andon-McLane stated the money was added to the housing rehab projects because they had already completed the Capital Rehab Projects with the lower budget. It normally would have been added into the Capital Project budget.

Chairman McMahon asked for a list of housing rehab projects and the dollars being spent. **Ms. Andon-McLane stated the list could be pulled together.**

In answer to Chairman McMahon, Mr. DeMore stated the commercial loans are just for the exterior of the building. Quite often, businesses use their own money to improve the interiors; e.g., the building photo you saw from Camillus was a bar, the interior was completely gutted and we helped with the exterior and the design. We have our own architect who designs the façade of the buildings, to return them to their historical look.

In answer to Chair Knapp, Mr. DeMore confirmed it was a 50/50 split for the façade work and whatever they do inside is done on their own. We started being paid for some of the façade work this year as part of the grant. Most of our grants aren't repaid if you stay there during the eligibility period but for commercial, we decided to get a little money back.

Chairman McMahon stated he is a critic of how the current CDBG process is being done and asked if any alternatives had been looked at. Mr. DeMore responded that he spoke with the HUD representative after their conversation. We are in the fourth year of a five-year consolidated plan. Any changes would be up to the Executive Branch; the representative wasn't crazy about the idea but said it could be done with an explanation as to why, after four years, we wanted to change it. The plan is popular with the villages and towns, not everybody gets what they want but the process has certainly never been criticized as to fairness.

In answer to Chairman McMahon, Ms. Andon-McLane stated the five-year plan expires at the end of 2014. Chairman McMahon stated now is really the appropriate time, if we are going to make a change, to start preparing it. Mr. DeMore responded absolutely.

In answer to Chair Knapp, Ms. Andon-McLane stated the next five-year plan would have to be submitted in July 2015. Chair Knapp added this would be after we are already into the plan. Ms. Andon-McLane agreed,

noting the Capital Project selection process is also part of our HUD required Citizen Participation Plan. They are very big on this. We hold public hearings and have a Representative Stirring Committee, a cross section of people including two elected officials from this body, two mayors and two supervisors.

Mr. Holmquist asked where the $75,000 in local dollars was listed and how the amount was determined. Ms. Andon-McLane responded that it was included in the interfund transfers – non debt service **(pg. 3-104 Line A590070)**. This amount helps to close the funding gap needed for the administrative staff and the amount of admin we have available. HUD has substantially reduced the Home Grant and somewhat on the Block Grant. The Block Grant has been cut several years in a row. Each time this is reduced, it reduces the amount of funds we have as you are only allowed a certain amount for admin from each of the grants. Mr. Holmquist stated he didn't recall seeing local dollars in the past. Mr. DeMore responded that he believes there was about $50,000 in local dollars for 2011. Mr. Morgan stated the interfund transfers are listed in the budget book on **pg. 3-53 Line A66880** for 2014.

Mr. Holmquist asked to be provided with a listing of the local dollars used to bridge the administrative costs for the past 5-10 years. Mr. DeMore responded that he believes he has the figures and will provide them. Chair Knapp noted that if they hadn't consolidated the two positions we would be looking at significantly more. Mr. DeMore added that we saved $170,000 by not filling those spots.

Mr. May offered his compliments on the work adding, they are really hitting the mark for the goals of these projects. The benefit to these communities and neighborhoods seem obvious and has been appreciated, at least in his area.

Mr. May asked if the goal for rehab projects was to break even or to make a little profit to cover our investments as we move along. Mr. DeMore responded that we spend the grant we have and break even on the rehab. A mortgage is placed on the rehab and if the home is sold within 2-3 years, we would regain those funds. This stops people from just flipping a house. On the homeownerships we were losing money at one point, now we are breaking even or making a little bit of money. We are particular about the homes we purchase, making sure we can at least break even. He inspects every home before it is purchased, it is reviewed and estimates are done. We can't make too much money, if it is a HUD house they want the money back. There is a fine line but we are doing better.

Chairman McMahon noted part of Community Development is choosing some losers because of the impact it has on the neighborhood. Mr. DeMore added the two tax-sale properties from the Town of Onondaga were losers; got them for nothing and will just breakeven. We ran into a septic problem in one; houses were in terrible shape. We will be speaking about the tax-sale properties to the Planning Committee in October and will show how over the years the assessment on our homes goes way up, compared the tax held properties of the general public. We don't cherry-pick but we can't loss $20,000 - $30,000 per house for long because it just doesn't work with the fund company. We have purchased some dumpy places. Purchased a home on Matty Avenue in Mattydale; was an unbelievable mess, turn it around. The house was bought on the open market from the estate.

Mr. DeMore stated Mr. Meyer is working on funds for rehab to local Veterans, to keep them in their homes. There may be some money and with Community Development's expertise, this is something they are going to pursue. Chair Knapp added that if they could find the funds this would be a great synergy with their expertise.

Chair Knapp stated beyond the assessed value, many of these houses haven't even paid taxes in years. Now they are back on the tax roll and at a higher rate. Mr. DeMore added, and they are fixed up. In addition, there are a number of small vacant lots that could be sold, if someone were to market them. If we could connect these odd lots with property-owners, a person could pick up a decent addition to their property for a small amount and we could get it off the tax sales. We are spending money notifying people that don't care about the property. He has been looking at this for the last few months and will be back to discuss it further on a different basis.

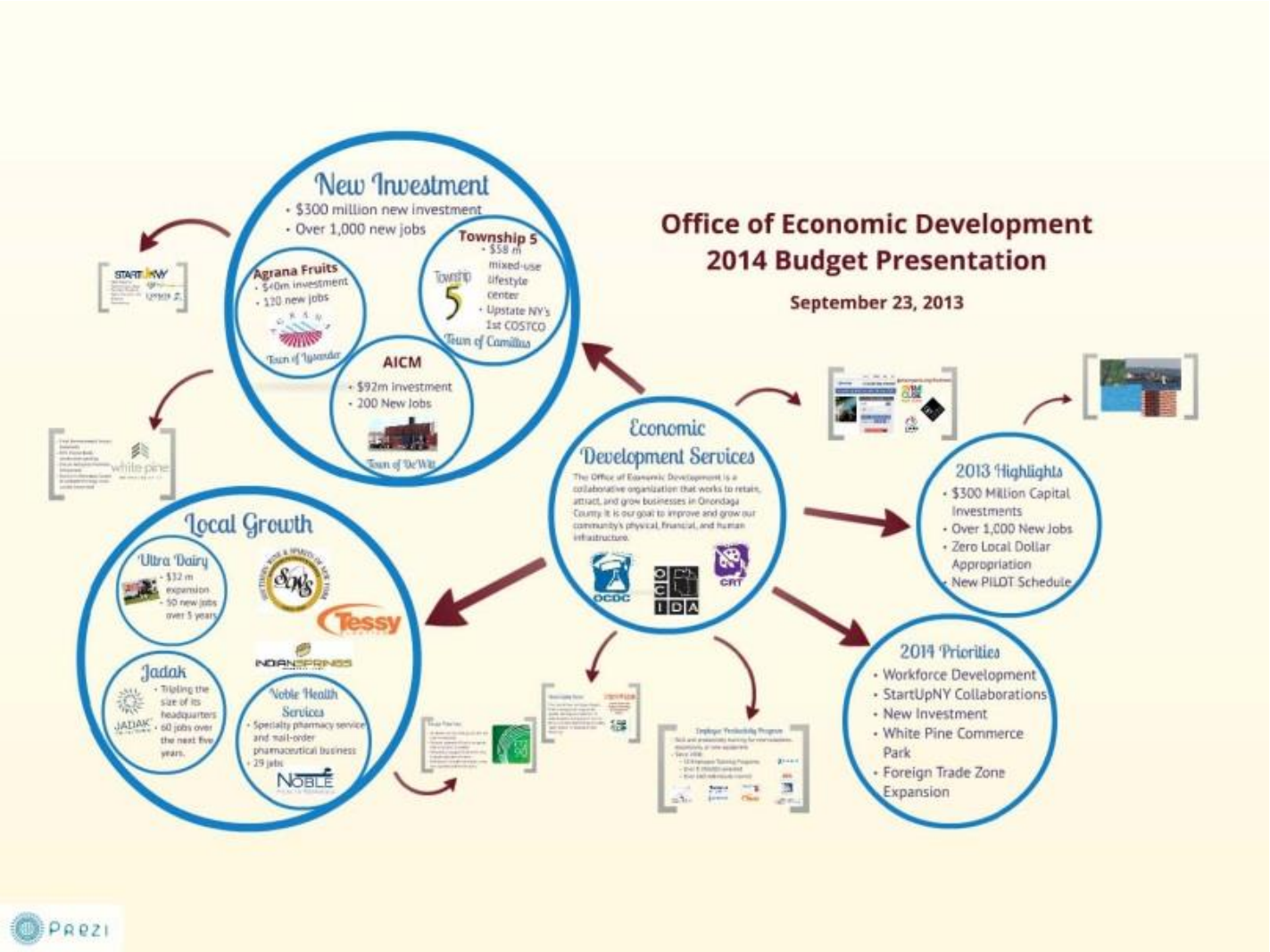
Mrs. Rapp stated that a ton of work has been completed in her district; Community Development has really been helpful. She asked if there has ever been a return on investment study completed in terms of increased sales, assessments and so on. Mr. DeMore responded that Mr. Hammer just completed a study on the

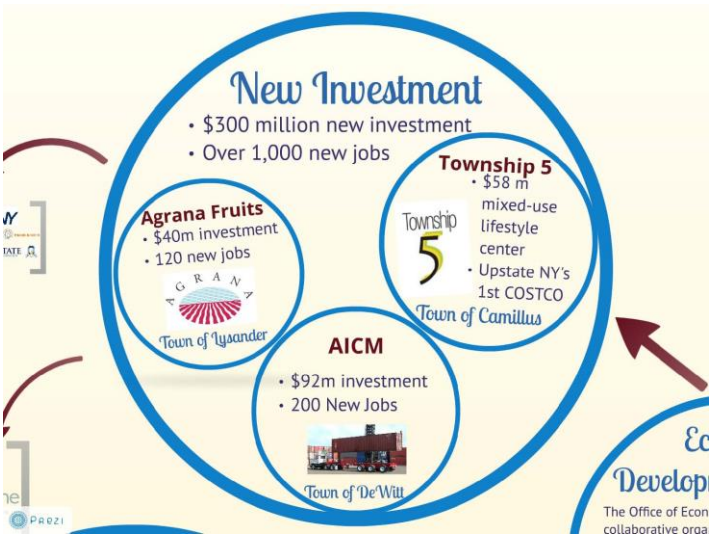
assessment. It shows how the assessment has gone up dramatically on our properties verses other properties; will be present in to Planning Committee in October. Mrs. Rapp stated she believes it will be very interesting to have a direct correlation of money spent, to actual bottom-line improvement.

Mr. Jordan stated that he has been to some of the rehabbed homes. It is a great benefit to the community. Community Development and their contractors do a great job, he commends them for their work.

ECONOMIC DEVELOPMENT – pg. 3-96: Mary Beth Primo, Director; Kristi Smiley, Program Analyst

Ms. Primo reported that 2013 was a year of tremendous growth for Onondaga County and presented the following:

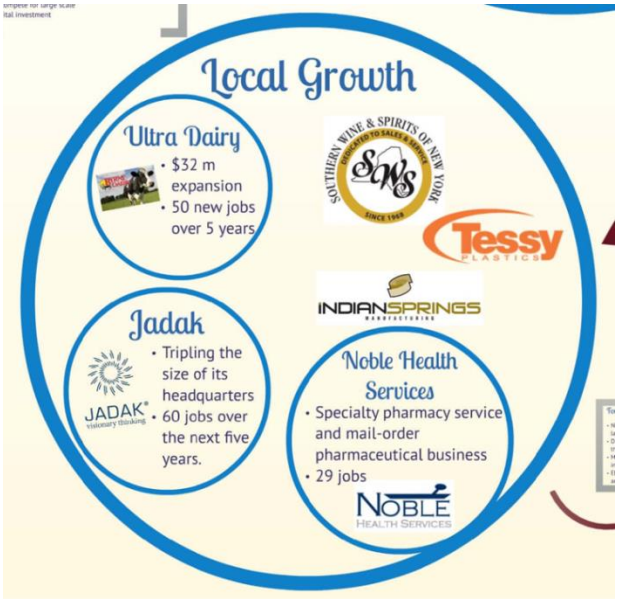




- *Agrana will process fruit for use by the dairy industry; team effort to put together package selling location, community and workforce, was in competition with 5 communities in NYS and 2 outside of NY*
- *AICM new company manufacturing 53 ft. intermodal containers; locating at the former New Venture Gear facility, using over 500 sq. ft.*
- *Town and school district strongly support Township 5, Costco will draw people from 150 mile radius; pay high wages, provide insurance and 401K*

- *Key component of our attraction offerings*
- *Will complete lengthy environmental review in October, once completed can apply for Shovel Ready Certification from NYS and will embark on aggressive national marketing campaign*

- *Leading effort to bring national attention to new program*
- *Great opportunity to showcase assets; next spring will host site selectors and corporate real estate decision makers with support of CenterState CEO and National Grid, facilitating collaboration between private business and academic research*



- *2013 notable year for local businesses; worked with companies to expand their physical and employment footprints*
- *Ultra Dairy opened 10 years ago, currently employs 167; 100k sq. ft. expansion wasn't easy were courted by Idaho and have many customers there, with the help of the Chairman and Co. Ex. pulled together monies from various sources; dairy success passes onto local suppliers receives milk from 280 dairy farms in 60 mile radius*
- *Jadak located in Hancock Airpark, specializes in advanced barcode scanning technology; $6M project; currently has 99 well paid employees*
- *Noble Health subsidiary of Kinney Drugs, currently employs 2; investing $3M in former General Electric bldg.*

- *Received Federal approval for reorganization in March*
- *Meet with Town Supervisors to explain program 1 week ago; could be big benefit to businesses that import*
- *Will extended benefits to Oswego, Madison and Cayuga Counties*

- *Each organization serves a unique purpose and together combines comprehensive programs and services*

- *OCIDA and OCDC particapte in providing loans to viable companies, 3 partners each offering $100k – usually OCIDA or OCDC participates with the other 2 partners*
- *Have helped 12 businesses since created 6 yrs. ago; assisted Simple Admit and Slide Technologies in 2013*

- *Program provides matching funds*
- *PILOT - A new Payment in Lieu of Tax (PILOT) Schedule developed by OED Staff upon review and discussion of best practices across the nation and looking at what competitors were offering; OCIDA Board revised the PILOT policy to be more competitive, robust and streamlined – easier to understand; rolled out within past month*

- *By year end will have facilitated over $300M in capital investment and supported all kinds of businesses and nonprofits such as SU, SUNY ESF, Tessy Plastics and others mentioned; investments help root companies here for many years to come and create jobs both temporary construction and permanent jobs*
- *Can't rest on our laurels, strongly supports the proposed Economic Development Incentive Fund - great addition to the Office's portfolio of assistance tools, funds could be used to supplement or complement other sources of funding where regulatory restrictions limit use*

- *Onondaga County is a terrific place to live and work*
- *To ensure local economy continues growth it is essential to keep young people in our community and ensure current residents enjoy a high quality of life*
- *Must develop a larger and more skilled workforce; meet with Dr. Crabill, OCC President to discuss workforce training – how we can work together to provide customizable and timely training to existing companies and promotion of ourselves to business we are trying to attract; looking forward to a successful partnership*

- *Vibrant cultural scene critical to entice people to stay here and come here*
- *To showcase our cultural and recreational assets CRT provided significant support to CNY Arts and the CVB's region-wide arts and cultural events calendar and marketing campaign* gotocnyarts.org
- *Calendar is one of the final steps implemented from the IDEAS Collaborative recommendation; CRT has been a member of IDEAS Collaborative since inception; this tool makes it easier to highlight what we have to offer*

- *Strategic priorities for the next three years include a continuing focus on improving our workforce; successfully establishing StartUpNY partnerships; attracting outside capital investment and siting quality tenants at White Pine Commerce Park; and expanding regional use of the Foreign Trade Zone*
- *Office of Economic Development will continue to deliver our high quality services cost effectively; 2014 budget request includes a zero local dollar request for operations and administration - office is primarily funded by administrative fees OCIDA, OCDC, and CRT pay to the County and revenues from the Foreign Trade Zone*

Chairman McMahon stated as everyone can see 2013 was a very good year. He fully supports the new Economic Development Fund and has been working with the County Executive and the Economic Development team for some time on its development. He is happy to see it in this presentation. We continue to sell ourselves short when competing against Rochester, Albany and Buffalo, essentially regions that are struggling. We need to be able to compete with regions that are succeeding, typically Sunbelt regions of the country or some western states. The difference between NY and these states is the tax structure, cost of doing business. We already have a major disadvantage. Through collaborative efforts with the IDA and OCDC, we have done some innovative things. Unfortunately, we need to be more aggressive with pilots and offering programs like the Economic Development Fund just to keep an even keel with the economic incentives that are out in the market place. We have the quality of life and the CNY workforce; we just don't have a real business climate, mainly due to our friends in Albany. He applauds the Economic Development office for working with some of the ideas he and some of his colleagues have had. When we really target things like StartUpNY and the new tools for your toolbox, hopefully 2014 will be as successful as 2013 was.

Mrs. Rapp asked if they considered targeting food manufacturers based on the multiplier effect for the community. Ms. Primo responded that every business has a multiplier effect, some more than others, and the dairy business defiantly does. After much analysis, we have a number of industries we are targeting and are working with a number of other offices within the region. We are targeting food production, advance manufacturing, health and biosciences, tourism and financial services. Mrs. Rapp responded that she had heard about the other areas but not about food production. This makes since because we are basically an agricultural base.

Mrs. Rapp asked what was done with the White Pine sewer issue. Ms. Primo responded that this is why the SEQRA took so long to complete; went off sight to complete SEQRA for anticipated roadwork and proposed sewer route. Next month when the OCIDA group approves our SEQRA, they will be approving not just the environmental review for the 339-acre property itself, but also the sewer route. Nothing could be done on the sewer until this was complete; have already had conversations with County Transportation about the roadwork and will now be talking with WEP. Mrs. Rapp added, in order for this property to become shovel-ready the improvements need to be completed. Ms. Primo responded that they know they have to move toward this, don't know if the sewer actually has to be completed or if all the plans and specs have to be completed. They are trying to get a better handle on this as they have heard different things from the state. Mrs. Rapp stated this could be encouraging because if we get a tenant, we could do some cost sharing.

Mrs. Rapp asked if Ms. Primo had an opportunity to pursue her recent suggestion to go after other business in the Canadian market. Ms. Primp stated that they are beginning a process with CenterState to create closer relationships with Canadian businesses and may go up to visit the Canadian Ambassador's office.

In answer to Mrs. Rapp, Ms. Primo stated there isn't a need for the Foreign Trade Zone because of NAFTA. We aren't charged duty on items from Canada.

In answer to Mrs. Rapp, Ms. Primo state she has not heard anything further with regard to funding for housing removal at the Hancock Field. It is presently city owned property. Mrs. Rapp added the demolition would provide 50 additional acres in the Town of Dewitt.

Mr. May noted that Ms. Primo started in terrible economic times adding, it must be great to see all of your offices hard work come through the pipeline. Ms. Primo responded that in some respect, it wasn't good for the county but for her and her office, it was. Just like a lot of our local companies during this very difficult economic time, we all got our house in order, revamping our policies so that they were more robust. We did this again this year after discussions with the Chairman. There are number of things that have been rolled out in the past five years that are a benefit to local businesses and this community. This gave us a little breathing room and we are now spring off from it.

Mr. May stated his questions center around the Economic Development Fund, how it is used and applied. He fully supports it but wants to understand it better; questioned what type of applications the fund would be used for. Ms. Primo stated that Economic Development is a very collaborative process. There isn't anything that we do, whether getting information to a company or giving some kind of financial assistance that we don't do in conjunction with many other organizations, governmental bodies and/or institutions. For instance, in the Ultra Dairy process there were different governmental bodies, OCDC, OCIDA and National Grid all coming together to contribute to that effort. This will be just one more source that we can go to. Often times the sources that helped with Ultra Dairy aren't going to be there for whatever reason; e.g. National Grid assisted because it was a $32 million dollar project, if project had been $20 million dollars they wouldn't have provided any funds and they contributed about $100,000. This brings us one more pool of funding to go to. Our PILOT is probably the most significant incentive that we can provide but often times we can't provide a pilot for the types of investment a company is interested in doing; e.g. they already have a facility and want to put money into it but it's not going to increase their assessed value to any great degree. We can't offer them a pilot and yet they might be investing a few million dollars and hiring new people. It would be nice to be able to say the Onondaga County Executive and the Legislature have this fund, let's go to their advisory council and see if we can get some funds to assist the investment you are making in our county. These are just two examples of ways in which this fund can be helpful.

Chairman McMahon added that one of the problems they had with Ultra Dairy was they just went through the same process in Cortland County and were awarded much of the state funding for that project. Therefor NYS wasn't as aggressive for the project in Onondaga County. Ultra Dairy knew the dollar figure they had to have, we really had to piece that together. Agrana also knew their dollar figure. In the beginning, we were competing against others in New York State but in the end, it came down to us and a company in New Hampshire. There were different obstacles with NYS as compared to other states and the Agricultural Fund pitched in to get us over the top. Those are two big type projects in which this fund could be useful, there are plenty of others as Ms. Primo answered. Ultra Dairy made it very clear, in the meetings he attended, that it didn't make a lot of since for them to do this expansion in central New York. They were doing this because this is where they live. It made more business since to do this in Idaho because the customers came from the state of Washington. Our flexibility and the team, is what really sealed the deal. This is just another tool that will hopefully help to build on those success stories.

In answer to Mrs. Rapp, Mr. Morgan stated the $1.5 million for this fund is coming from the general fund. It is in the budget and is local dollars.

In answer to Mr. Holmquist, Ms. Smiley stated she brought over the budgets for CRT, OCDC and OCIDA this morning, realizes they don't have them right now but they are here.

Mrs. Rapp asked if we anticipated picking up the Intermodel Port in Dewitt. Ms. Primo stated that it is amazing to her that OCIDA had to come up with its own money to do a SEQRA and this project doesn't have to. They are very early on, it will be a great project but they aren't at the point of coming to her for any kind of additional assistance.

Chair Knapp stated that the County Executive mentioned in her budget that we continue to be the number one recipient of State Economic Development Grant funds. This is a direct reflection of Ms. Primo and her team, "Congratulation and please keep it up". Ms. Primo responded that they are involved in this and she thanks

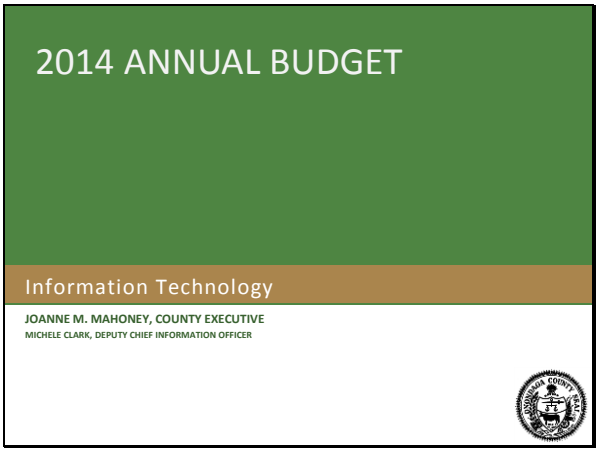
him for his support but there are a lot of people who have been involved in this. We have been very lucky to have great projects here.

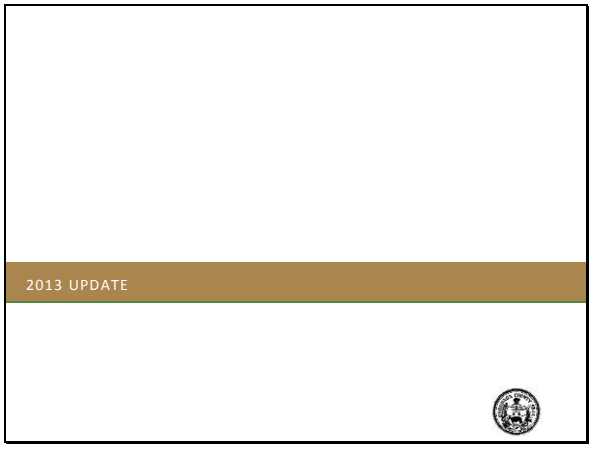
Chair Knapp asked Ms. Primo to expand on the broadband project that a number of people have been working on. Ms. Primp responded that a few months back Mr. Knapp called and asked how they could help the communities in the county that do not have broadband availability. At about this same time James Fayle, Empire State Development CNY Regional Director was embarking on this project and wanted local support. A meeting was put together in her office. Mr. Fayle stated the state really wants to get involved but the first thing they want to know is the need; want to conduct a survey. They were struggling as to how they could disseminate the survey to gather the best policy information. There were follow up meetings with Mr. Knapp, ESD and others to determine how the survey would be distributed to obtain the information necessary. Simultaneously, the state is looking for different pools of money they can tap into once the need has been determined. The state envisions a private public venture; private companies would bring broadband to the localities and the localities would make an application for the funds to help support costs.

Chair Knapp added that they had a meeting with several of the town supervisors, particularly in the southern and western parts of the county, where the survey was distributed and provided to libraries and local festival and such for people to fill out. Bunches have been returned but he doesn't know the exact number. They wanted to find out where the dead zones are and how much people will pay for the service. This is a big piece of the puzzle for an independent business looking at bringing in broadband. There will be more information to follow.

INFORMATION TECHNOLOGY - pg. 3-74: Michele Clark, Deputy Chief Information Officer

Ms. Clark stated she was pleased to present her budget but first wanted to update them on 2013 projects and then would provide insight into the 2014 plan.





- *2013 is full of major projects; some will be completed this year, others in 2014 and 2015.*

2013 UPDATE: PC/LAPTOP 5-YEAR REPLACEMENT PLAN

PC Centralization

In order to reduce the costs to purchase, deploy and support personal computers, laptops, tablets and other computing devices, we began to standardize the purchase and deployment of these devices in 2011. The 2014 Budget year will be Year 4 of a 5 year plan to standardize the systems used throughout County government. This practice is common in the private sector and has proved to be very successful there.

As we deploy these new computers and devices, we monitor the support that our department delivers to the users of these systems. An eighteen month review demonstrates a positive trend. We are seeing that after a department receives its new, managed devices, employees experience significantly fewer work disruptions from hardware failures and virus/malware attacks. We believe that over time, this will result in reduced Total Cost of Ownership of these computers and devices.

Implementation is being accomplished on a departmental basis. The table below summarizes the status of our 5 year plan.

2011	Comptroller Finance	Economic Development Management & Budget	Emergency Management Personnel	Facilities Management
2012	Risk Management County Clerk District Attorney Purchasing	Community Development Aging & Youth Hillbrook	Law Legislature Metro-Water	Board of Elections Parks Probation
2013	Health	Center for Forensic Sciences	Sheriff - Jail	Information Technology
2014	WEP 911 Administration	Veterans	Sheriff - Administration	County Executive
2015	Planning Library	Mental Health	Corrections	Transportation

- *Reduction in lost use productivity, standardization across computing platforms and ability to push applications out through devises all contribute to lower total costs of ownership*

2013 UPDATE: OTHER PROJECTS

Service Center

The IT Help Desk began its transition during 2013 from a "break fix" help desk to a client focused service center. This strategic initiative was enabled by the PC technology refresh program. We are seeing fewer hardware-related failures on the newer, managed desktops and laptops, freeing up our technicians to respond quickly to the mission critical needs of departments.

To drive continuous service improvements, a new Help Desk application was implemented. To maximize service delivery and leverage County investments in enterprise systems and platforms, the PeopleSoft CRM module was selected and put in production this year.

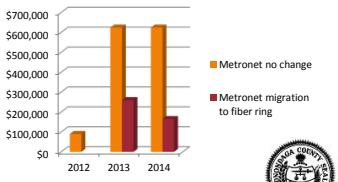
Expected benefits include:
- Streamlined access to IT services and problem resolution; a single point of contact
- Less "unproductive wait time" by IT clients ; shortened response time
- More thorough analysis; more time to get it right the first time
- More proactive problem avoidance; trends and root causes more quickly identified
- Baseline metrics established; continuous improvements based on actual past performance

VoIP

We completed a major telecommunications project to replace very expensive phone service with a Voice over Internet Protocol, or VoIP, telephone system. This was done at the Civic Center Complex, County Office Building, Sheriff's Office, Justice Center, Jamesville Corrections, Center for Forensics and both County Courthouses. Approximately 2270 phones were converted. Savings of approximately $345,000 will be realized on an annual basis.

Replacement of "Syracuse MetroNet" Services

The special pricing on high-speed data circuits provided by Verizon as part of the "Syracuse MetroNet" program cam e to an end in 2013. Careful planning and negotiation with the vendor contained costs during 2013 while we implemented a new solution. As a result, 2013 costs were capped at $260,000 and 2014 costs will drop back to $165,000. The chart below shows the annual costs and subsequent savings.



2013 UPDATE: OTHER PROJECTS

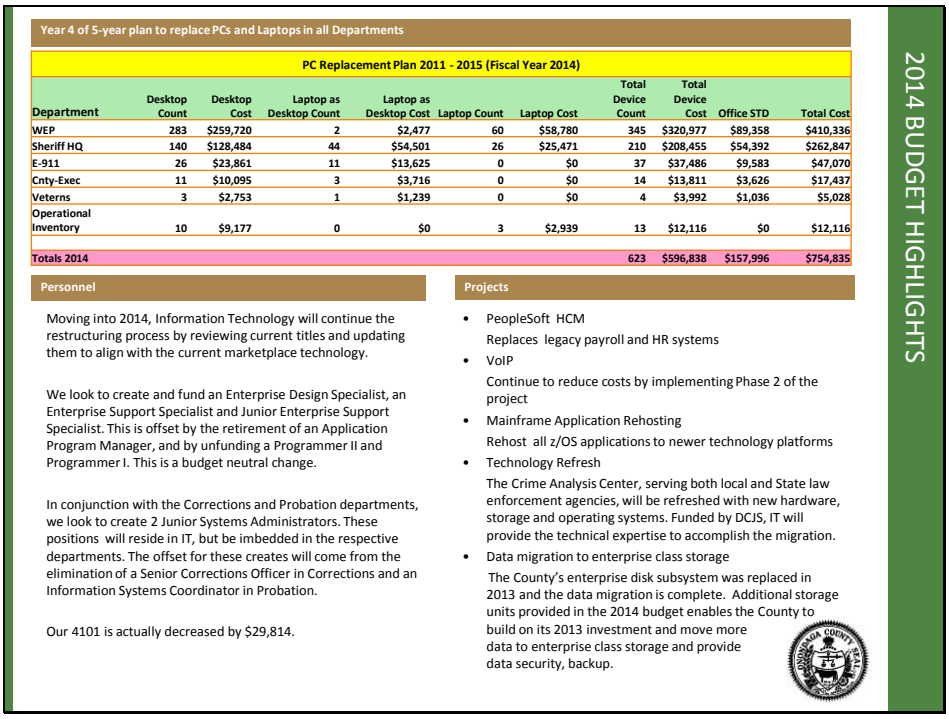
Mainframe Migration

- The mainframe migration was slated to be complete by the end of 2013. Due to project overruns and resource constraints we are now targeting a completion in June 2014.
- By the end of 2013, the County plans to have removed the following legacy applications from the mainframe:
  - INFOSYS/MGT Information Technology Helpdesk case management migrated to PeopleSoft Enterprise Helpdesk
  - Vital Statistics accounting for birth and death certificate purchases migrated to the PeopleSoft framework
  - PRACTIS District Attorney prosecution case management system migrated to NYPTI PCMS
  - The Criminal History Arrest Incident Record System (CHAIRS),
    - Central repository of incident, arrest, alarm, and officer activity information
    - Used by more than 2,000 sworn officers in 20 law enforcement agencies in Onondaga County.
    - In service for more than 30 years, now holds > 6 million records.
- Our budget assumes that all remaining legacy applications will be migrated from mainframe to our new technology platform by midyear.

Technology Refresh

In 2013, multiple stand alone servers were virtualized and incorporated in IT's server farm. Virtualized servers make administration faster and easier, saving time and money. It also reduces the physical space the equipment requires and saves energy. The consolidation includes:
- Kronos Time and Attendance Servers - 4 physical to 3 virtual
- Tracs, Ticketing Software – 2 physical to 2 virtual
- Livescan Mugshot – 1 physical to 1 virtual
- DSS HSEN Servers – 7 physical to 7 virtual
- DSS CIMSYS – 1 physical to 1 virtual
- PeopleSoft – 3 physical to 3 virtual
- Prowatch – 1 physical to 1 virtual
- TimeMatters – 1 physical to 1 virtual

2014 BUDGET OVERVIEW



Year 4 of 5-year plan to replace PCs and Laptops in all Departments

PC Replacement Plan 2011 - 2015 (Fiscal Year 2014)

Department	Desktop Count	Desktop Cost	Laptop as Desktop Count	Laptop as Desktop Cost	Laptop Count	Laptop Cost	Total Device Count	Total Device Cost	Office STD	Total Cost
WEP	283	$259,720	2	$2,477	60	$58,780	345	$320,977	$89,358	$410,336
Sheriff HQ	140	$128,484	44	$54,501	26	$25,471	210	$208,455	$54,392	$262,847
E-911	26	$23,861	11	$13,625	0	$0	37	$37,486	$9,583	$47,070
Cnty-Exec	11	$10,095	3	$3,716	0	$0	14	$13,811	$3,626	$17,437
Veterns	3	$2,753	1	$1,239	0	$0	4	$3,992	$1,036	$5,028
Operational Inventory	10	$9,177	0	$0	3	$2,939	13	$12,116	$0	$12,116
Totals 2014							623	$596,838	$157,996	$754,835

Personnel

Moving into 2014, Information Technology will continue the restructuring process by reviewing current titles and updating them to align with the current marketplace technology.

We look to create and fund an Enterprise Design Specialist, an Enterprise Support Specialist and Junior Enterprise Support Specialist. This is offset by the retirement of an Application Program Manager, and by unfunding a Programmer II and Programmer I. This is a budget neutral change.

In conjunction with the Corrections and Probation departments, we look to create 2 Junior Systems Administrators. These positions will reside in IT, but be imbedded in the respective departments. The offset for these creates will come from the elimination of a Senior Corrections Officer in Corrections and an Information Systems Coordinator in Probation.

Our 4101 is actually decreased by $29,814.

Projects

- PeopleSoft HCM
  Replaces legacy payroll and HR systems
- VoIP
  Continue to reduce costs by implementing Phase 2 of the project
- Mainframe Application Rehosting
  Rehost all z/OS applications to newer technology platforms
- Technology Refresh
  The Crime Analysis Center, serving both local and State law enforcement agencies, will be refreshed with new hardware, storage and operating systems. Funded by DCJS, IT will provide the technical expertise to accomplish the migration.
- Data migration to enterprise class storage
  The County's enterprise disk subsystem was replaced in 2013 and the data migration is complete. Additional storage units provided in the 2014 budget enables the County to build on its 2013 investment and move more data to enterprise class storage and provide data security, backup.

2014 BUDGET HIGHLIGHTS

In answer to Mr. Holmquist, Ms. Clark stated the mainframe migration is due to be completed by June 2014. The major applications left to complete for 2014 are the County Clerk's office, some Finance applications, some applications for BOE and payroll.

Mr. May stated the library is doing data drops and pc replacements in their 2014 budget plan but he doesn't see it in the IT work plan. Ms. Clark responded that these are different projects. The pc's we replaced for the library are used for the county; believes the pcs you're seeing in their budget are for public access terminals used for constituents. In answer to Mr. May, Ms. Clark stated this would not be an IT project.

Mr. Kilmartin asked what the two junior systems administrators would do on a day-to-day basis. Ms. Clark responded that the positions would be embedded in Corrections and Probation departments and will take care of much of the work for those departments. They require a lot of care and feeding but we also need to create standards; want IT staff there to implement those standards. This will also provide backup. While they will be imbedded in those departments, they will also come back to IT and work with our Director of Client Services. This creates a team behind these positions so that when they need help and instruction, they can come back to the department, rather than having to go off on their own and find the answers. IT will be able to provide the correct solutions for those departments. They will also have a memorandum of understanding with both of the departments. This is done with all of our imbedded staff.

Mr. Kilmartin asked if they would be more troubleshooters for problems and issues within those departments as it relates to IT or are they going to be downloading new technology and implementing new systems. Ms. Clark responded that it would be more on the systems side. Our service center will take of a lot of the day-to-day issues they have.

Mr. Jordan asked about the other three positions being created, what they do and why do they want to create them. Ms. Clark responded that they had an application manager retire and have been replacing older titles with new ones, as attrition has happened. These people will be working on our enterprise applications, meaning PeopleSoft, the RMS we are writing and County Clerk applications. There are different skillsets needed to work on enterprise class applications, rather than just creating an access database. Mr. Jordan asked if they were proposing to eliminate or unfund the older titles. Ms. Clark responded they were looking to unfund the other titles.

Mrs. Ervin questioned the large increase in travel and training **(pg. 3-74 Line A694010)**. Ms. Clark stated they have some increases for travel, training and education. This is due to two things, work they are just implementing and will need training on and the same thing for PeopleSoft from an infrastructure and

development standpoint. We need to maintain these systems ourselves without relying on vendors. This is what the funds will be used for.

In answer to Mrs. Ervin, Ms. Clark responded that the major increase in equipment relates to their ask last year for $693,000 for pc replacements **(pg. 3-74 Line A693000)**. It was broken up into two pieces, about $300,000 was left in operating and about $390,000 was put into fund balance to support last year's pc replacement. When we put the entire pc replacement back into our budget for this year, it looks like it is a big increase; that in and of itself went from $300,000 to $750,000.

In response to Mrs. Ervin, Ms. Clark stated they are almost complete with the VoIP project. The last departments are going live on Wednesday.

Chair Knapp stated the meeting would be recessed for lunch and resume at 1:00 PM with Hiscock Legal Aid Society. The meeting was recessed at 11:53 AM.

Respectfully submitted,

KATHERINE M. FRENCH, Deputy Clerk
Onondaga County Legislature