



Tioga County 2020 Strategic Plan

Establishing Priorities for Government Operations

Adopted July 12, 2016



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April, 2016

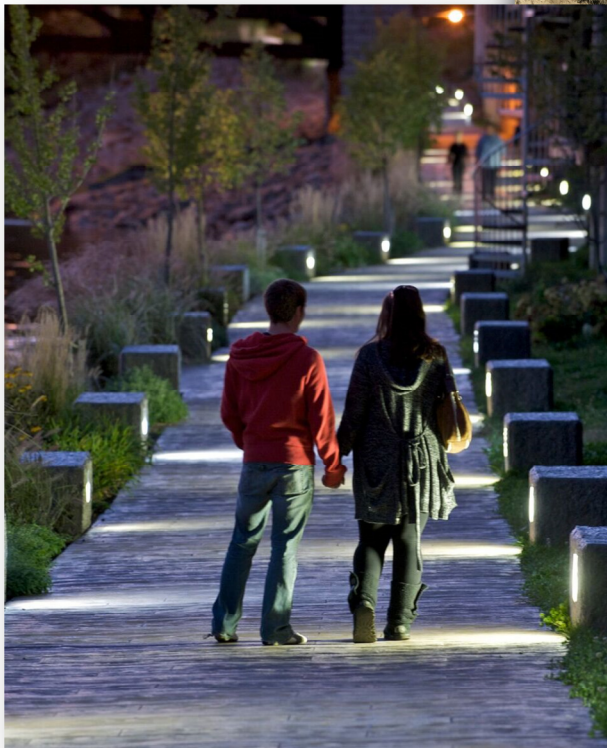
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Acknowledgements

While the goals and objectives were developed by Tioga County staff, the strategic plan document was developed by CGR of Rochester, NY. Elaine Jardine from the Economic Development and Planning Department provided invaluable assistance during the planning process.

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Paul A. Bishop, MPA, was the principal staff member for CGR assigned to this project. Spencer Gurley-Green provided assistance in conducting research and managing the survey.



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Executive Summary

In December 2015, Tioga County engaged CGR to assist in the development of a strategic plan for the county's departments and several associated agencies. The goal was to develop a plan that would assist the county departments to identify priorities to guide their activities until 2020 and beyond. The desire was to identify goals and objectives in each department that would align to several overarching strategic priorities. The single strategic plan will enable the county to allocate resources in a coordinated manner and may serve to support applications for outside funding.

The planning process began with interviews of department leaders and the completion of a survey by department leaders to help identify the existing conditions in the county. The survey and interview focused on recent successes and challenges inside the county as well as identifying the outside influences that could impact county operations and the plan. The information was used to develop a SWOT analysis that is shared later in the plan document.

Department leaders were asked to develop goals and supporting objectives that would help improve their operations and address the factors that were identified in the SWOT analysis. The goals and objectives are intended to be specific, measurable, attainable, realistic, and time bound. The department's goals and objectives were collated into a single document that presents them by strategic priorities as well as by individual department area.

Tioga County consists of nine towns and six villages, ranging in size from the Village of Nichols (490 residents in 2014) to the Town (including Village) of Owego, with 19,340 residents. Most of the population (60%) is concentrated in the three towns (Barton, Nichols, and Owego) that lie on the southern border of the county and through which State Route 17 passes.

Following a period of robust growth during the second half of the 20th century, Tioga County's population is on the decline. The population grew by almost 75% from 1950 to 1990, reaching a peak of 52,340, but has since fallen by 5%. Every municipality (both Village and Town Outside Village) lost population or had no change between 2010 and 2014. The county's median age is steadily rising, from 25.9 in 1970, to 33.0 in 1990, to 43.5 in 2014.

Economic and demographic trends negatively impacting the county include a lingering decrease in employment after the 2008 recession, an aging population, a population that is projected to decline overall, an increased demand for social services and a decline in the county's taxable assessed value. Furthermore, the flood of record in September 2011 impacted the entire community when between 12 - 15 inches of rain fell in 72 hours leading



to a historic crest of the Susquehanna River, and causing significant damage to 1,582 homes, as well as substantial damage to critical infrastructure and facilities throughout the county. Total damage was estimated at \$115 million.

These factors are being offset by several new economic development projects including expansion of Tioga Downs, new investment tied to the New York Upstate Revitalization Initiative, and two new large employers locating in the county. The county also feels that it can capitalize on its dark fiber network, niche agriculture and natural resources to help grow and diversify its economy. Further, the county should look to capitalize on its position as a bedroom community to neighboring counties, a substantial rate of private sector employment, and rural tourism opportunities combined with several pockets of vibrant village life.

The total number of wage and salary jobs (including farm employment) hit its peak of 15,569 in 2008, but has since fallen to 13,312 in 2014 (a decrease of 14%). Tioga's unemployment rate also has improved from its recession-era high of 8.1% in 2009. In 2015, Tioga's unemployment rate was 5.6%, 1.5 points above its rate in 2001 and slightly above the New York State rate of 4.8%. Also, recent developments including Crown Cork and Seal's plant in Nichols, the expansion of Tioga Downs, the construction of Owego Gardens and the new FedEx facility will all increase employment in the next few years. The total assessed value of property in Tioga County rose sharply from 2005 to 2009, peaking at \$2.90 billion. The figure contrasted sharply during the recession, the flood and their aftermath, and now stands at \$2.61 billion.

Tioga County views itself as a fiscally conservative organization which is seen as both a strength and weakness. It is a strength in that the county incurs limited debt, operations have been streamlined for efficiency and annual budgets have remained under the State's property tax cap. It is seen as a weakness in limiting opportunity to expand programs to serve residents and programs have to compete with each other for capital costs. The county is facing both an aging workforce and one that feels like it is stretched thin after reductions in staff. However, the county has made key investments to improve technology that should lead to greater efficiency and it has invested in the highway infrastructure. It has partnered with Tioga County IDA in recruiting new industry to the community.

The current form of county government is an elected legislature without a central administrative authority. All oversight of government actions is by legislative committee. This method has been viewed as effective for many years but several department leaders questioned its effectiveness as county operations have grown more technical over recent years. There is no consensus about if a change is necessary or what the change would be in the form of government.



Three overarching strategic priorities were identified during the planning process. Each goal and supporting objective is aligned to one of the priorities. The priorities were identified as:

- Reinforce or adapt current successful programs to expand their reach;
- Enhance services through technology and process improvements; and
- Respond to community and workforce trends.

There were 62 goals and 227 objectives that were developed by the departments and partner agencies. Each goal and objective was given a target timeline of short term (1 to 2 years - abbreviated ST), long term (3 to 5 years - abbreviated LT) or ongoing (abbreviated OG). The departments will be encouraged to address their goals and objectives and keep their legislative committee up to date on their progress related to the plan.

The goals and objectives covered nearly the full range of county services and most departments. The following goals were identified by county department heads as being high priority goals for the county and should receive preferential resources based on their ability to impact the community and further the mission of the county.

Overall Priority Goals

Designation	Goal/Objective Text	Time Frame
DOH Goal 1	Workforce Development including appropriate training of employees, inclusive of career path, promoting operational efficacy, better utilization of public funding and improving customer experience.	ST
DPW Goal 2	Conduct Highway Maintenance activities based on priority needs and funding.	OG
DSS Goal 5	Participate in Transportation planning activities including developing an interdepartmental plan to evaluate public transportation needs in the community.	OG
EDP Goal 1	Diversify Tioga County's economy to increase the tax base.	OG
EDP Goal 2	Diversify Tioga County's economy to increase job opportunities.	OG
EDP Goal 3	Collaborate with municipal officials to foster successful economic development growth within their town or village.	OG
EDP Goal 5	Maintain and strengthen Tioga County's position as a tourism destination.	OG



Designation	Goal/Objective Text	Time Frame
EDP Goal 7	Increase and diversify housing stock to offer more alternate types, especially at higher densities.	LT
Elec Goal 2	Implement central count voting system.	ST
Elec Goal 3	Implement voting machine, election management system, and server upgrades to current technology requirements.	LT
ITCS Goal 1	Facilitate extension of dark fiber network (Southern Tier Network) to all major roadway arteries in the County.	LT
ITCS Goal 4	Enhance external communications to the public for all county services.	ST
LAW Goal 2	Make both county and local government more effective, efficient and less costly by identifying areas where services can be shared and consolidated.	OG
LAW Goal 3	Increase efficiency, consistency and effectiveness of Tioga County government.	OG
LCLK Goal 1	Complete countywide implementation of Munis software.	ST
LEG Goal 2	Implement Munis System including tax module for the county.	ST
MenH Goal 1	Optimize/Maximize opportunities for rehabilitation and recovery in Tioga County.	OG
MenH Goal 3	Retention of experienced staff.	ST
OEM Goal 1	Update, review and evaluate the county's comprehensive emergency plans.	ST
RPTS Goal 2	Investigate the possibility of offering more assessment services at the County level to the Towns.	LT
TCSO Goal 1	Implementation of a Next Generation 911.	ST
Treas Goal 3	Succession Planning in Treasurer's Office.	LT
TOI Goal 1	Increase accessibility of services to all constituents.	LT
TOI Goal 3	Develop broader anti-poverty vision - focus on integrated, holistic service approach.	ST

This strategic plan is intended to provide general guidance of county and department activities for the next five years. The specific goals and objectives were set by the departments to serve as targets. Progress toward the completion of a goal or objective will be measured by the departments and shared with their respective oversight



committee. The plan, including individual goals and objectives, will be periodically reviewed and updated by Tioga County to ensure both progress and continued relevancy. While each goal was assigned to a specific department in this process, multiple goals could be addressed by other departments including areas such as succession planning and improving efficiency.



Crown, Cork & Seal aluminum beverage can manufacturing facility in Nichols

Process

In December 2015, Tioga County engaged CGR to assist in the development of a strategic plan for the county's departments and several associated agencies. The goal was to develop a plan to identify priorities and to guide activities until 2020 and beyond. The desire was to identify goals and objectives in each department that would align to several overarching strategic priorities. The single strategic plan will enable the county to allocate resources in a coordinated manner and may serve to support applications for outside funding.

The process began with interviews with department leaders and the completion of a survey to county leadership to help identify the existing conditions in the county. The survey and interview focused on recent successes and challenges inside the county as well as identifying the outside influences that could impact county operations and the plan. The information was used to develop a SWOT analysis that is shared below.

Department leaders were asked to develop goals and supporting objectives that would help improve their operations and address the factors that were identified in the SWOT analysis. The goals and objectives are intended to be specific, measurable, attainable, realistic, and time bound. The department's goals and objectives were collated into a single document that presents them by strategic priorities as well as by individual department area.



SWOT Analysis

A SWOT Analysis is often referred to as an environmental scan. It is used to help establish what factors are influencing the operations of the organization. The different factors are



categorized into Strengths, Weaknesses, Opportunities and Threats. The categories reflect the origin of the factor (inside or outside the organization) and the influence of the factor (helpful or a hindrance).

Factor Categorization Grid		
	Helpful	Hindrance
Internal	Strength	Weakness
External	Opportunity	Threat

SWOT Analysis Process

As part of this process, factors were gathered during a survey, personal interviews and phone interviews. The categorization was performed by CGR based on how the factors were presented. In a few cases, an item could be categorized into more than one space on the grid. This occurred when a factor was mentioned in different settings as being both a positive and a negative.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Fiscally conservative • Recent technology upgrades for phone, financial management “Munis” and other IT infrastructure • County and state highway infrastructure • Leverage local funds with state funds, federal funds and grants • Some legislators are very involved in departments • Decrease in oil costs has improved financial situation • Became more efficient operation in last 10 years • Moving toward electronic record keeping in many departments • Good teamwork in departments • Dedicated and talented workforce 	<ul style="list-style-type: none"> • Fiscally conservative • Resources are limited for new programs or augmenting existing programs • Workforce at multiple locations • Lack of single central authority to provide guidance and oversight • Reliance on part time staff for key emergency response positions • Poor coordination between departments • Constant pressure of “budget crisis” • Some legislators have limited involvement • Legislature stretched thin by having to focus on day to day as well as setting policy • Fiscal restrictions are catching up to



Strengths	Weaknesses
<ul style="list-style-type: none"> • Able to remain under “tax cap” 	<p>capital expenses such as DPW trucks and the 911 dispatch computers</p> <ul style="list-style-type: none"> • “Munis” software is time consuming to implement • Succession planning for department heads and key staff • Reduction in number of employees has resulted in some staff being stretched thin

Opportunities	Threats
<ul style="list-style-type: none"> • Recent economic development wins with Tioga Downs, FedEx and Crown Cork and Seal • Strong agricultural opportunities • County revenue could diversify and strengthen with economic growth • Dark fiber network will increase data capacity and opportunity to leverage capacity to other governments or private sector • Provide more services to towns and villages • Leverage technology to improve communication • Niche Agriculture and proximity to major markets • Leverage technology to better serve the residents • Natural resources and open space • Southern Tier Regional Economic Development Council’s \$500 Million Upstate Revitalization Initiative Award could facilitate economic diversity • NY Rising Community Reconstruction Program offers municipalities along 	<ul style="list-style-type: none"> • Aging county workforce • Uncertain revenue picture over next few years • Most expenses are directed to mandated programs • State and federal mandates are increasing • State property tax “cap” • Transportation to services is challenging • Increasing demand for county services • Increasing complexity of providing county services • Aging county population with slight downward trend in population • Young adults are leaving the county • Residents poorly informed or disinterested about key services • Substance abuse in community • Several key locations for county services were flooded in 2011 and might again • Impending capital costs • Disparities among local land use



Opportunities	Threats
the Susquehanna River Implementation money to practice resiliency as long as NYS continues to fund it	regulations, as well as with administrative capacities thereof, pose challenges to successful planning and economic development. <ul style="list-style-type: none"> • Relatively low pay scale impacts retention and recruitment for some positions • Aging housing stock with little new investment

Tioga County Demographic Trends

The demographic and economic trends that exist in the county will have a substantial impact on the future operations of the county. For example, the aging population with a declining working age population could lead to a lack of qualified workers in the county. Also, the shifting economy creates uncertainty for county revenues and an uncertain employment outlook. Selected figures and analysis are presented in-line with the text; for full tables, please see Appendix B.

General Population

Tioga county consists of nine towns and six villages, ranging in size from the Village of Nichols (490 residents in 2014) to the Town (including Village) of Owego, with 19,340 residents. Most of the population (60%) is concentrated in the three towns (Barton, Nichols, and Owego) that lie on the southern border of the county and through which State Route 17 passes.

Following a period of robust growth during the second half of the 20th century, Tioga County’s population is on the decline. The population grew by almost 75% from 1950 to 1990, reaching a peak of 52,340, but has since fallen by 5%. Every municipality (both Village and Town Outside Village) lost population or had no change between 2010 and 2014.

(Town Outside Village) ¹	1970	1980	1990	2000	2010	2014	%change '10-'14
Tioga County	46,513	49,812	52,337	51,784	51,125	49,870	-2%
Town of Barton	3,265	4,046	4,138	4,459	4,414	4,363	-1%

¹ The Town population excludes the population of any villages which are within its borders. For the total town population, see appendix.



(Town Outside Village) ¹	1970	1980	1990	2000	2010	2014	%change '10-'14
Village of Waverly	5,261	4,738	4,787	4,607	4,444	4,300	-3%
Town of Berkshire	1,098	1,335	1,303	1,366	1,412	1,382	-2%
Town of Candor	3,251	4,002	4,441	4,459	4,454	4,330	-3%
Village of Candor	939	917	869	855	851	822	-3%
Town of Newark Valley	2,037	2,575	3,107	3,026	2,949	2,874	-3%
Village of Newark Valley	1,286	1,190	1,082	1,071	997	964	-3%
Town of Nichols	1,633	1,954	1,952	2,010	2,013	2,021	0%
Village of Nichols	638	613	573	574	512	491	-4%
Town of Owego	15,184	16,107	16,837	16,454	15,987	15,566	-3%
Village of Owego	5,152	4,364	4,442	3,911	3,896	3,774	-3%
Town of Richford	916	906	1,153	1,170	1,172	1,145	-2%
Town of Spencer	1,378	1,770	2,066	2,251	2,394	2,319	-3%
Village of Spencer	854	863	815	731	759	734	-3%
Town of Tioga	3,621	4,432	4,772	4,840	4,871	4,785	-2%

The population density for the county as a whole was 95 persons per square mile in 2014, although density for municipalities differed sharply: the Town of Richford had just 30 persons per square mile, while the Village of Candor had almost 1900 per square mile. In general, the six small villages were far more densely populated than the towns (outside villages). Population density follows the same trend as population: after peaking at 100 persons per square mile in 1990, density has been declining steadily.

Tioga County	Population	Density (mi ²)
1940	27,072	52
1950	30,166	58
1960	37,802	72
1970	46,513	89
1980	49,812	95
1990	52,337	100
2000	51,784	99
2010	51,125	98
Est. 2014	49,870	95

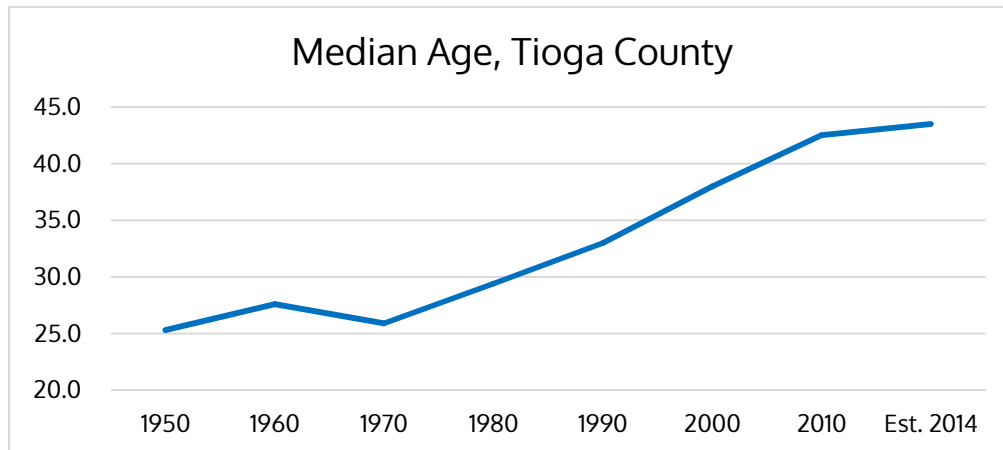


Age Structure

According to projections from Cornell University's Program on Applied Demographics, Tioga may lose another 20% of its population by 2040. Population changes appear even more extreme when broken out by age. The county may lose a quarter of its residents under 30 by 2040, while its population over 70 may grow by almost 50% over the same period.

Tioga County	2010	2015	2020	2025	2030	2035	2040
Under 20	13,189	12,558	11,907	11,312	10,667	10,100	9,582
20 to 39	10,689	10,354	9,925	9,164	8,549	8,020	7,667
40 to 59	16,026	14,861	13,056	11,946	11,548	11,202	10,638
60 to 84	10,245	11,081	12,480	13,178	12,760	11,884	10,953
85 and Over	976	979	969	979	1,046	1,182	1,281
Total	51,125	49,833	48,337	46,579	44,570	42,388	40,121

As expected from the growing older population and shrinking younger population, the county's median age is steadily rising, from 25.9 in 1970, to 33.0 in 1990, to 43.5 in 2014.



Overall, the county stands to suffer the same fate as many other rural New York counties: an accelerating population loss, and an aging of what population remains.



Race/Ethnicity

Tioga County is overwhelmingly white, although there has been growth in its minority population over time. In 2010, white residents made up 97% of the total, down from 99% in 1970. The growth came primarily from increases of some magnitude among Asian (440%) and Hispanic (290%) residents.

	White	African American	American Indian	Asian	Hispanic	2 or more	% White
1970	46,076	322	16	99	178	N/A ²	99%
1980	49,032	413	59	255	264	N/A	98%
1990	51,498	314	95	430	367	N/A	98%
2000	50,501	282	112	411	509	478	98%
2010	49,556	375	86	533	694	575	97%
% growth '70-'10	8%	16%	438%	438%	290%		

Employment/Economy

Tioga County is recovering from the damage incurred during the 2008 recession. The total number of wage and salary jobs (including farm employment) hit its peak of 15,569 in 2008, but has since fallen to 13,312 in 2014 (a decrease of 14%). The Manufacturing sector fared even worse, with the total number of jobs falling by 38% from 5,899 in 2007 to 3,634 in 2014. Manufacturing's relative share of total jobs has also shrunk considerably, from 30% of the total in 2007 to just 21% in 2014. Of particular note is the sector's decline by 25% from 2007 to 2009, largely a result of downsizing at Lockheed Martin's facility in Owego.



Tioga's two other largest sectors, Retail and Healthcare, have fared relatively better. The healthcare sector grew and shrank, but is now basically unchanged from its size in 2007, while the Retail sector has since stabilized after losing a large portion of its workforce from 2007 to 2009.

² Two or more races became a census category in 2000



Tioga's unemployment rate also has improved from its recession-era high of 8.1% in 2009. In 2015, Tioga's unemployment rate was 5.6%, 1.5 points above its rate in 2001 and slightly above the New York State rate of 4.8%. Also, recent developments including Crown Cork and Seal's plant in Nichols, the expansion of Tioga Downs, the construction of Owego Gardens and the new FedEx facility will all increase employment in the next few years.

Tioga County	2007	2008	2009	2010	2011	2012	2013	2014
Total Employment	19,837	19,817	19,006	18,200	18,079	17,979	17,621	17,544
Farm	633	638	619	604	600	578	601	601
Private Non-Farm	16,403	16,325	15,493	14,769	14,725	14,719	14,355	14,236
Manufacturing	5,899	5,776	5,210	4,347	4,142	3,939	3,817	3,634
Retail Trade	2,149	1,966	1,901	1,855	1,883	1,902	1,857	1,890
Healthcare	1,307	1,371	1,444	1,481	1,417	1,484	1,272	1,367
Other Private Nonfarm³	6,554	6,731	6,482	6,621	6,742	6,125	6,184	6,169
Government	2,801	2,854	2,894	2,827	2,754	2,682	2,665	2,707
Unemployment Rate	4.7%	5.3%	8.1%	8.0%	7.7%	7.9%	7.2%	6.1%

Commuting Patterns

In 2010-14, only 41% of Tioga workers 16 and older worked within the county; 48% worked in another New York County, while 11% worked in Pennsylvania. Commuting patterns have changed somewhat since 1960, in which 52% of the workforce worked within the county. One could deduce that the reason so much of the workforce commutes outside the county is the lack of a major hospital or university, whereas other Southern Tier counties include at least one of either. The steep decline in manufacturing jobs may also contribute, as lower-skilled workers must leave the county to find similar employment.



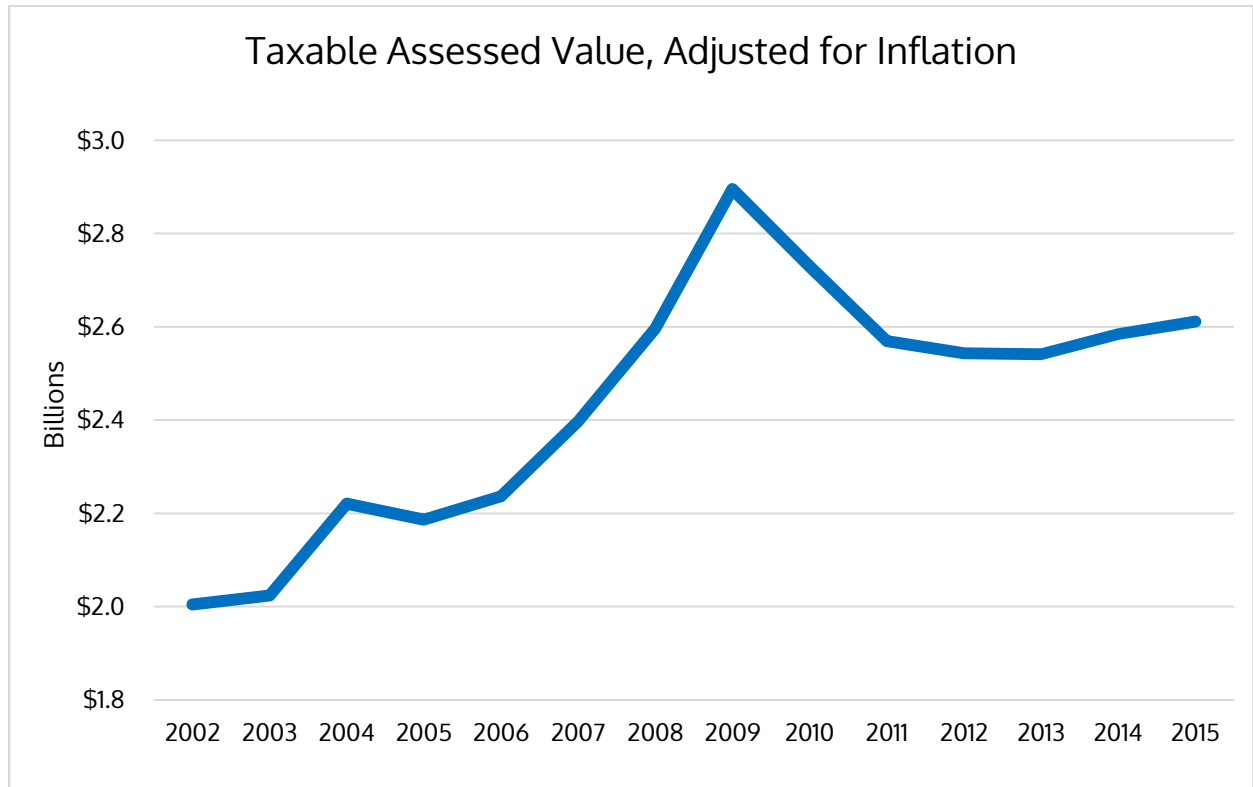
Taxable Assessed Value (TAV)

The total assessed value of property in Tioga County rose sharply from 2005 to 2009, peaking at \$2.90 billion. The figure contracted

³ Excludes Utilities and Transportation/Warehousing sectors, data not available.



sharply during the recession and its aftermath, and now stands at \$2.61 billion. TAV grew slightly from 2013 to 2014 and from 2014 to 2015.



Existing Conditions

Tioga County views itself as a fiscally conservative organization which is seen as both a strength and weakness. It is a strength in that the county incurs limited debt, operations have been streamlined for efficiency and annual budgets have remained under the State’s property tax cap. It is seen as a weakness in limiting opportunity to expand programs to serve residents and programs have to compete with each other for capital costs. The county is facing both an aging workforce and one that feels like it is stretched thin after reductions in staff. However, the county has made key investments to improve technology that should lead to greater efficiency, and it has invested in the highway infrastructure. It has partnered with Tioga County IDA in recruiting new industry to the community. The county supports the local governments (towns and villages) through revenue sharing of sales tax and providing some supportive services.

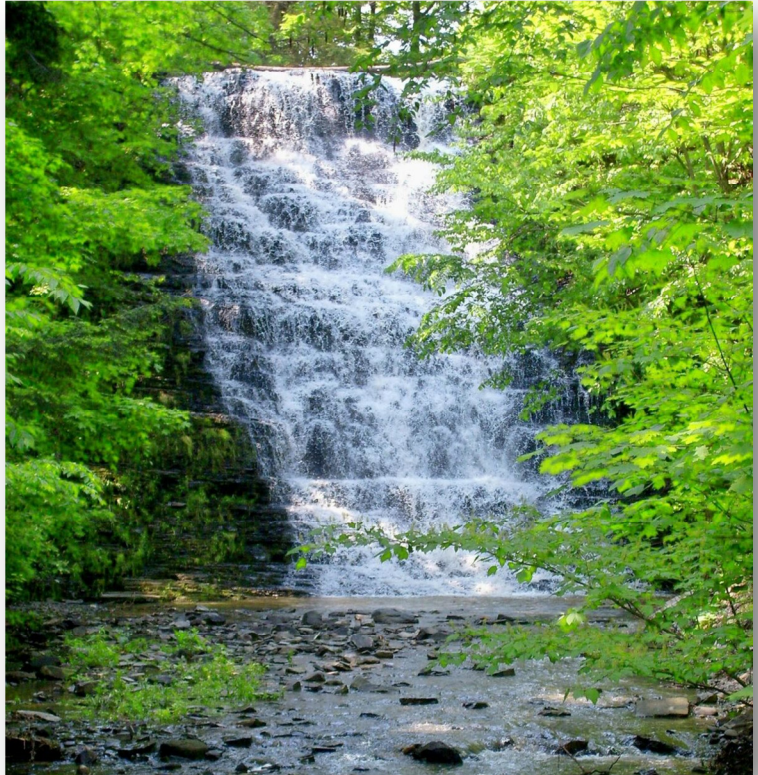
The current form of county government is an elected legislature without a central administrative authority. All oversight of government actions is by legislative committee. This method has been viewed as effective for many years but several department leaders



questioned its effectiveness as county operations have grown more technical over recent years. There is no consensus about if a change is necessary or what the change would be in the form of government.

Economic and demographic trends that are negatively impacting the county include a lingering decrease in employment after the 2008 recession and a major flood in 2011. The flood impacted the entire community with between 12 -15 inches of rain in 72 hours leading to a historic crest of the

Susquehanna River, significant damage to 1,582 homes, and substantial damage to critical infrastructure and facilities throughout the county. The total damage was estimated at \$115 million. Other significant trends include an aging population, a population that is projected to decline, an increased demand for social services and a decline in the county's taxable assessed value. These factors are being offset by several new economic developments including expansion of Tioga Downs, new investment tied to the New York Upstate Revitalization Initiative, and two new large employers locating in the county. The county



also feels that it can capitalize on its dark fiber network, niche agriculture and natural resources to help grow and diversify its economy. Further, the county should look to capitalize on its position as a bedroom community to neighboring counties, a substantial rate of private sector employment, and rural tourism opportunities combined with several pockets of vibrant village life.

Strategic Priorities

Three overarching strategic priorities were identified during the planning process to serve as a uniting theme for the goals that were created by the departments. Each goal and supporting objective is aligned to one of the priorities. The priorities were identified as:



- Reinforce or adapt current successful programs to expand their reach;
- Enhance services through technology and process improvements; and
- Respond to community and workforce trends.

There were 62 goals and 227 objectives that were developed by the departments or agencies. Each goal and objective was given a target timeline of short term (1 to 2 years - abbreviated ST), long term (3 to 5 years - abbreviated LT) or ongoing (abbreviated OG). The departments will be encouraged to address their goals and objectives and keep their legislative committee up to date on their progress related to the plan. The goals are listed in tables below with a designation that includes a department abbreviation, the goal and the identified timeframe for completion. The full list of goals and objectives by priority and department are included in Appendix A.

Several of the goals have been identified by the department heads as being higher priority goals. Those goals are indicated by shading in the tables below.

Reinforce or Adapt Current Successful Programs to Expand Their Reach

The county currently provides a variety of programs or performs certain tasks that are viewed as successful, but could provide a greater impact if they were expanded. Additionally, several programs are seen as having room to adapt their approaches for better impact.

Designation	Goal/Objective Text	Time Frame
Clrk Goal 2	Preservation of old documents.	LT
DOH Goal 2	Promote integration of Public Health into county - internally and externally, as identified in the County's Comprehensive Health Improvement Plan of 2013-2017.	OG
DOH Goal 3	Develop a plan for the future of the well-established and greatly needed Dental Program.	OG
DPW Goal 1	Maintain and enhance the county buildings & grounds infrastructure through targeted activities.	LT
DSS Goal 3	Strengthen communication and linkages between the Department and other County Departments, School Districts and non-profit service providers.	OG



Designation	Goal/Objective Text	Time Frame
DSS Goal 4	Educate, promote and strengthen security issues for staff and consumers at the Health and Human Services Building and in the field.	OG
DSS Goal 5	Participate in Transportation planning activities including developing an interdepartmental plan to evaluate public transportation needs in the community.	OG
EDP Goal 4	Increase viability for existing farmers and opportunities for new farmers.	OG
EDP Goal 5	Maintain and strengthen Tioga County's position as a tourism destination.	OG
EDP Goal 6	Strive to become more resilient as a county after natural disasters, particularly flood events.	OG
LEG Goal 1	Improve Communications with department heads and staff.	ST
LEG Goal 3	Improve overall management of Department Heads in County.	LT
MenH Goal 1	Optimize/Maximize opportunities for rehabilitation and recovery in Tioga County.	OG
OEM Goal 1	Update, review and evaluate the county's comprehensive emergency plans.	ST
CCE Goal 1	Develop and deliver quality educational programs within our mission that meet the needs and interests of Tioga County residents.	OG
SWCD Goal 1	Continue to build/progress the SWCD Stream Program in balancing the need for environmental protection of streams with private property rights, use and safety.	ST
SWCD Goal 2	Continue to work with County DPW and municipalities in environmentally sensitive maintenance, repair and construction on or near stream channels, reducing costs while increasing safety and stability.	OG
SWCD Goal 3	Continue to develop and expand District programming to support staff and provide necessary technical assistance to landowners and municipalities within the county to address local, state and regional watershed concerns.	OG
SWCD Goal 6	Work closely with partner organizations to promote agricultural economic growth and natural resource conservation.	OG



Designation	Goal/Objective Text	Time Frame
SWCD Goal 7	Assist producers in meeting current and future regulatory requirements (ex. CAFO, CB TMDL) to keep them compliant and profitable.	OG
TOI Goal 1	Increase accessibility of services to all constituents.	LT
TOI Goal 2	Diversify Funding to position agency for service growth & expansion.	LT

Enhance Services Through Technology and Process Improvements

These goals relate to the adoption of technology or specific process improvements that would improve the operation of the county departments or provide a new service to either the public or another municipality.

Designation	Goal/Objective Text	Time Frame
Clrk Goal 1	Move Civil Files to digital format only.	ST
Clrk Goal 3	Implement electronic recording and electronic filing.	ST
DOH Goal 1	Workforce Development – appropriate training of employees, inclusive of career path, promoting operational efficacy, better utilization of public funding and improving customer experience.	ST
DPW Goal 2	Conduct Highway Maintenance activities based on priority needs and funding.	OG
DPW Goal 3	Work toward becoming a zero waste community.	OG
Elec Goal 1	Recruit Elections Inspectors for retiring/age related resignations.	ST
Elec Goal 2	Implement central count voting system.	ST
Elec Goal 3	Implement voting machine, election management system, and server upgrades to current technology requirements.	LT
Elec Goal 4	Upon NYS BOE certification, provide electronic poll books for each poll site.	ST



Designation	Goal/Objective Text	Time Frame
ITCS Goal 1	Facilitate extension of dark fiber network (Southern Tier Network) to all major roadway arteries in the County.	LT
ITCS Goal 2	Work toward providing universal broadband coverage for Tioga County residents.	LT
ITCS Goal 3	Provide IT services to constituent municipalities within the County borders to increase efficiency and reduce cost.	LT
ITCS Goal 4	Enhance external communications to the public for all County services.	ST
LAW Goal 1	Create a countywide electronic document management system that allows records to be searchable, protected from unlawful disclosure and compliant with NYS archiving/destruction requirements.	LT
LAW Goal 2	Make both county and local government more effective, efficient and less costly by identifying areas where services can be shared and consolidated.	OG
LAW Goal 3	Increase efficiency, consistency and effectiveness of Tioga County government.	OG
LCLK Goal 1	Complete Countywide implementation of Munis software.	ST
LEG Goal 2	Implement Munis System including tax module for the county.	ST
MenH Goal 2	County Run Behavioral Health Services to become financially viable.	OG
PERS Goal 1	Continue progress with automation of procedures to be able to accept electronic applications and online fee payments.	ST
PERS Goal 2	Gradually increase electronic record sharing & communication with Towns, Villages, Schools and Special Districts.	LT
RPTS Goal 1	Work with the Village of Waverly to explore possibility of phasing out their assessing unit.	ST
RPTS Goal 2	Investigate the possibility of offering more assessment services at the County level to the Towns.	LT
TCSO Goal 1	Implementation of a Next Generation 911.	ST
Treas Goal 1	Investigate tax collection software compatible with Munis financial accounting.	ST
Treas Goal 2	Due to property tax cap constraint, inherent pressure to maximize all revenue sources countywide.	ST



Designation	Goal/Objective Text	Time Frame
SWCD Goal 4	Coordinate implementation activities of the county Hazard Mitigation plan and provide technical assistance and funding opportunities to municipalities on flood mitigation work.	OG
SWCD Goal 5	Promote and encourage implementation of sound environmental practices.	OG
TOI Goal 3	Develop broader anti-poverty vision - focus on integrated, holistic service approach.	ST
TOI Goal 4	Strengthen organizational capacity through strong systems.	ST

Respond to Community and Workforce Trends

The county is facing external pressures related to demographics and the economy including impending retirements of key personnel, declining tax revenue, and changes in state regulations. The following goals are the department's efforts to address their changing work environment.

Designation	Goal/Objective Text	Time Frame
DSS Goal 1	Formalize Departmental Succession Planning processes.	OG
DSS Goal 2	Prepare for the progressive State take-over of the administration of the Medicaid Program, scheduled to be completed by 2020.	OG
EDP Goal 1	Diversify Tioga County's economy to increase the tax base.	OG
EDP Goal 2	Diversify Tioga County's economy to increase job opportunities.	OG
EDP Goal 3	Collaborate with municipal officials to foster successful economic development growth within their town or village.	OG
EDP Goal 7	Increase and diversify housing stock to offer more alternate types, especially at higher densities.	LT
MenH Goal 3	Retention of experienced staff.	ST
OEM Goal 2	Coordinate Training for County and Local Officials.	OG



PROB Goal 1	Succession Planning- Plan for an orderly transition of employees moving into upper management positions in the Department.	LT
TCSO Goal 2	Enhanced Leadership, Development and Performance.	LT
Treas Goal 3	Succession Planning in Treasurer's Office.	LT

Future Steps

This strategic plan is intended to provide general guidance of county and department activities for the next five years. The specific goals and objectives were set by the departments to serve as targets. Progress toward the completion of a goal or objective will be measured by the departments and shared with their respective oversight committee. The plan, including individual goals and objectives, will be periodically reviewed and updated by Tioga County to ensure both progress and continued relevancy. While each goal was assigned to a specific department in this process, multiple goals could be addressed by other departments including areas such as succession planning and improving efficiency.



Appendix A: Strategic Goals and Objectives

Goals and Objectives by Department

County Clerk

Designation	Goal/Objective Text	Time Frame
Clrk Goal 1	Move Civil Files to digital format only.	ST
Clrk-GL 1-Obj 1	Get state permission to stop creating paper files.	ST
Clrk-GL 1-Obj 2	Implement proper procedure for scanning in existing paper files.	ST
Clrk-GL 1-Obj 3	Develop a proper procedure for destruction of scanned files.	ST
Clrk Goal 2	Preservation of old documents.	LT
Clrk-GL 2-Obj 1	Digitize documents and make them searchable.	LT
Clrk-GL 2-Obj 2	Secure and preserve historic documents with controlled public access.	LT
Clrk Goal 3	Implement electronic recording and electronic filing.	ST
Clrk-GL 3-Obj 1	Meet with Cortland County Clerk to identify best practices.	ST
Clrk-GL 3-Obj 2	Create training for staff.	ST
Clrk-GL 3-Obj 3	Contact Simplefile and other vendors.	ST



County Attorney

Designation	Goal/Objective Text	Time Frame
LAW Goal 1	Create a countywide electronic document management system that allows records to be searchable, protected from unlawful disclosure and compliant with NYS archiving/destruction requirements.	LT
LAW-Gl 1-Obj 1	Assess currently owned Content Management software (Tyler Content Management) for its suitability to achieve the stated goal. If found to be lacking, acquire appropriate software.	ST
LAW-Gl 1-Obj 2	Develop short and long term plans to implement countywide system.	ST
LAW-Gl 1-Obj 3	Seek out grant funding and other non-county revenue sources to implement plans.	ST
LAW-Gl 1-Obj 4	Launch several small pilot projects within certain departments in order to assess the issues that will be faced in implementing the system county-wide.	LT
LAW-Gl 1-Obj 5	Acquire the hardware and train employees in anticipation of a county-wide implementation of a paperless government.	LT
LAW Goal 2	Make both county and local government more effective, efficient and less costly by identifying areas where services can be shared and consolidated.	OG
LAW-Gl 2-Obj 1	Open up a dialogue between county and local governments to identify areas where services can be shared and consolidated. Possible areas: Court systems, real property assessment, code enforcement, IT services.	ST
LAW-Gl 2-Obj 2	Seek NYS DOS government efficiency grants to hire consultants to study efficacy of options identified for consolidation and shared services.	LT
LAW-Gl 2-Obj 3	Involve community partners to get local buy in of possible consolidation efforts that require referendum.	LT
LAW Goal 3	Increase efficiency, consistency and effectiveness of Tioga County government.	OG
LAW-Gl 3-Obj 1	Study need for a central county management position.	LT
LAW-Gl 3-Obj 2	Undertake a comprehensive review and update of County policies and procedures.	LT



Designation	Goal/Objective Text	Time Frame
LAW-GL 3-Obj 3	Establish an organizational mechanism for communication between departments for issues involving more than one department.	ST



Economic Development & Planning

Designation	Goal/Objective Text	Time Frame
EDP Goal 1	Diversify Tioga County's economy to increase the tax base.	OG
EDP-GL 1-Obj 1	Facilitate commercial development to construct an outlet mall adjacent to Tioga Downs.	ST
EDP-GL 1-Obj 2	Expand water and sewer infrastructure in strategic locations where there are opportunities for additional commercial or industrial location outside of the flood zone (eg. along State Route 434 in Town of Owego).	LT
EDP-GL 1-Obj 3	Assist in the growth and diversification of our land-based industries with optimistic growth potential such as Weitsman/Upstate Shredding, Taylor Garbage, and lumber industries.	OG
EDP-GL 1-Obj 4	Encourage establishment of an on-site small business development program.	LT
EDP-GL 1-Obj 5	Identify a commercial or industrial site to develop into a future industrial or office park.	ST
EDP-GL 1-Obj 6	Seek funding to conduct due diligence activities on suitable commercial or industrial properties including archeological, wetland, environmental, soils and zoning investigations to make them truly "shovel ready".	LT
EDP-GL 1-Obj 7	Bring tourism to its full potential in Tioga County (see Goal 5).	OG
EDP Goal 2	Diversify Tioga County's economy to increase job opportunities.	OG
EDP-GL 2-Obj 1	Aggressively attract a variety of industries with diverse skill sets such as: Healthcare, high tech manufacturing, back office/call center, research and development operations with regional university partnership.	OG
EDP-GL 2-Obj 2	Assist in collaboration between industries and regional educational institutions to ensure curriculum and training are pertinent to jobs in demand. Promote and grow educational opportunities for our residents that meet these professional and industrial vocational needs.	OG
EDP-GL 2-Obj 3	Assist in the advancement of middle- and last-mile telecommunications fiber coverage to facilitate increase in home-telecommuting occupations.	ST



Designation	Goal/Objective Text	Time Frame
EDP-Gl 2-Obj 4	Support and participate in as appropriate the Southern Tier Regional Economic Development Council's Upstate Revitalization Initiatives.	LT
EDP-Gl 2-Obj 5	Assist Tioga County businesses with being designated a Foreign Trade Zone.	LT
EDP Goal 3	Collaborate with municipal officials to foster successful economic development growth within their town or village.	OG
EDP-Gl 3-Obj 1	Work closer with local governing boards and planning/zoning boards so they understand the mechanics of business attraction/retention, and their critical role in these high stakes projects.	OG
EDP-Gl 3-Obj 2	Backfill Associate Planner or Planner II position to provide continuous planning and zoning technical assistance to municipal officials. Emphasize their existing land use tools, along with county resources/expertise, when permitting development projects.	ST
EDP-Gl 3-Obj 3	Identify with municipal officials common economic development projects suitable to the various attributes and unique conditions in each municipality and work together to accomplish them.	OG
EDP Goal 4	Increase viability for existing farmers and opportunities for new farmers.	OG
EDP-Gl 4-Obj 1	Work closely with CCE Tioga's Ag Development Position to set priorities to implement the Tioga County Agricultural & Farmland Protection Plan Update.	OG
EDP-Gl 4-Obj 2	Collaborate with partners to implement a Farmer Business Support Program.	ST
EDP-Gl 4-Obj 3	Promote utilization of REAP set-aside USDA funding. Perhaps another type of funding preparedness workshop - Federal Sources (ARC, USDA, EDA, NEA).	OG
EDP-Gl 4-Obj 4	Seek sources of funding/support for agricultural value-added industrial opportunities.	OG
EDP Goal 5	Maintain and strengthen Tioga County's position as a tourism destination.	OG
EDP-Gl 5-Obj 1	Increase visitors' length of stay and spending by assisting with projects that develop and enhance new and existing tourism assets, such as historic properties, lodging, greenspaces and walkable downtowns, as well as	OG



Designation	Goal/Objective Text	Time Frame
	increasing recreational, cultural and entertainment opportunities, including recreational opportunities on the Susquehanna River.	
EDP Gl 5 Obj 2	Tioga County Legislature needs to make continual contact with state representatives to allocate funds in State Parks budget to develop Two Rivers State Park in Waverly.	OG
EDP-Gl 5-Obj 3	Capitalize on the increased visitor traffic at Tioga Downs Casino through on-site promotion.	ST
EDP-Gl 5-Obj 4	Support new tourism product development such as an outlet mall adjacent to Tioga Downs and an outdoor/indoor recreational facility.	OG
EDP-Gl 5-Obj 5	Market to traffic on I86 through the use of NYS DOT LOGO and TOD highway signs and the creation of a visitor's center.	ST
EDP-Gl 5-Obj 6	Promote and support Agricultural Tourism Initiatives that highlight farm tours, locally grown food and farm products.	OG
EDP Goal 6	Strive to become more resilient as a county after natural disasters, particularly flood events.	OG
EDP-Gl 6-Obj 1	Encourage and increase housing development that is out of the flood zone.	OG
EDP-Gl 6-Obj 2	Continue working with municipalities to implement both their Long Term Recovery Strategies, as well as NY Rising Community Reconstruction municipal and regional projects.	OG
EDP-Gl 6-Obj 3	Continue coordination and implementation of mitigation measures identified in the 2013 Tioga County Multi-Hazard Mitigation Plan.	LT
EDP-Gl 6-Obj 4	Continue to provide education to the public on ways to increase their capability to prepare, respond, recover and mitigate the impacts of these events.	LT
EDP Goal 7	Increase and diversify housing stock to offer more alternate types, especially at higher densities.	LT
EDP-Gl 7-Obj 1	Expand water and/or sewer infrastructure in identified areas.	LT
EDP-Gl 7-Obj 2	Make connections with more high-density housing developers.	ST



Designation	Goal/Objective Text	Time Frame
EDP-GI 7-Obj 3	Explore tiny home community in a suitable location.	LT



Board of Elections

Designation	Goal/Objective Text	Time Frame
Elec Goal 1	Recruit Elections Inspectors for retiring/age related resignations.	ST
Elec-Gl 1-Obj 1	Obtain county schools and county retiree contact lists for recruiting.	ST
Elec-Gl 1-Obj 2	Increase Inspector pays \$20 per election. (Last change in pay was in 2009).	ST
Elec-Gl 1-Obj 3	Recruit at county Kiwanis, Rotary, Elks, American Legion, Moose Club and senior centers within county.	ST
Elec Goal 2	Implement central count voting system.	ST
Elec-Gl 2-Obj 1	Obtain approval to increase upcoming budget to obtain this system, estimated cost is \$45,000.00.	ST
Elec-Gl 2-Obj 2	Upgrade from manual paper ballot and hand count of votes.	ST
Elec-Gl 2-Obj 3	Train staff on system which tally's all absentee and affidavit ballots into voting system totals.	ST
Elec Goal 3	Implement voting machine, election management system, and server upgrades to current technology requirements.	LT
Elec-Gl 3-Obj 1	Upgrades to current technology requirements for retention of election results.	LT
Elec-Gl 3-Obj 2	Budget increase approval.	LT
Elec-Gl 3-Obj 3	Recognition that current voting machines have reached life expectancy and will require budgeting (bonding?) for upgrading current fleet of Voting Machines and the EMS/server.	LT
Elec Goal 4	Upon NYS BOE certification, provide electronic poll books for each poll site.	ST
Elec-Gl 4-Obj 1	Reduce the carbon footprint of paper poll books.	ST
Elec-Gl 4-Obj 2	Reduce the cost of paper poll books, print time, and storage/NYS Retention time for paper.	ST
Elec-Gl 4-Obj 3	NYSBOE certification of approved Electronic Poll Books and local Legislative approval for increased department budgeting for cost of Electronic Poll Books ballots, blank contests, marginal marks, and write-ins.	ST



Emergency Management

Designation	Goal/Objective Text	Time Frame
OEM Goal 1	Update, review and evaluate the county's comprehensive emergency plans.	ST
OEM-GL 1-Obj 1	Review Comprehensive Emergency Management Plan.	ST
OEM-GL 1-Obj 2	Work with County Mitigation Committee on update on County Mitigation Plan.	ST
OEM Goal 2	Coordinate training for County and local officials.	OG
OEM-GL 2-Obj 1	Hold a Tier 3 refresher.	OG
OEM-GL 2-Obj 2	Hold a Public Relations and Social Media Class.	OG
OEM-GL 2-Obj 3	Hold workshops to meet state standards.	OG
OEM-GL 2-Obj 4	Conduct emergency management exercises.	OG



Information Technology and Communication Services

Designation	Goal/Objective Text	Time Frame
ITCS Goal 1	Facilitate extension of dark fiber network (Southern Tier Network) to all major roadway arteries in the County.	LT
ITCS-Gl 1-Obj 1	Oversee completion of already-funded I-86 and Route 96/96B portion of STN.	ST
ITCS-Gl 1-Obj 2	Pursue funding to extend STN on Route 38 and Route 96 (Candor-Spencer) corridor.	LT
ITCS-Gl 1-Obj 3	Pursue funding to “fill in” missing dark fiber section on Route 17C in Tioga Center.	LT
ITCS Goal 2	Work toward providing universal broadband coverage for Tioga County residents.	LT
ITCS-Gl 2-Obj 1	Create mission statement outlining the goals and the paths to pursue to achieve those goals.	ST
ITCS-Gl 2-Obj 2	Work with providers and vendors to ensure competitive access is available where appropriate.	ST
ITCS-Gl 2-Obj 3	Work with providers and vendors to provide reasonable options to all residents and businesses, especially hard-to-reach rural locations (cable, fiber, wireless, etc.).	LT
ITCS Goal 3	Provide IT services to constituent municipalities within the County borders to increase efficiency and reduce cost.	LT
ITCS-Gl 3-Obj 1	Create a proof of concept project with one or more municipalities in the County.	ST
ITCS-Gl 3-Obj 2	Implement an appropriate menu of services and work with the Legislature to bring as many municipalities as possible onto the new services arrangement.	LT
ITCS Goal 4	Enhance external communications to the public for all County services.	ST
ITCS-Gl 4-Obj 1	Improve the County’s web presence to present information in an easy-to-use and understandable way, with key information pre-populated for access.	ST
ITCS-Gl 4-Obj 2	Pursue new and unique opportunities or methods to convey information and enhance communication about the County to the public.	ST



Designation	Goal/Objective Text	Time Frame
ITCS-GL 4-Obj 3	Unify branding of the County across all departments..	ST



Legislative Clerk

Designation	Goal/Objective Text	Time Frame
LCLK Goal 1	Complete countywide implementation of Munis software.	ST
LCLK-GL1-Obj 1	Troubleshoot process in financial implementation.	ST
LCLK-GL1-Obj 2	Train all employees on Employee Self Service and utilize it.	ST
LCLK-GL1-Obj 3	Finalize all Human Resource aspects of the software.	ST



Legislature Chair

Designation	Goal/Objective Text	Time Frame
LEG Goal 1	Improve Communications with department heads and staff.	ST
LEG-Gl 1-Obj 1	Continue Department Head Meetings, encourage interaction and participation in the meetings. Move the meetings around; provide an open forum for discussion on critical issues and topics.	ST
LEG-Gl 1-Obj 2	Include Directors in various communications with the county taxpayers by including them in media activities such as WEBO Radio, local newspaper articles and statewide articles through NYSAC.	ST
LEG-Gl 1-Obj 3	Continue Open Door Policy of listening to Directors and staff, keeping conversations confidential.	ST
LEG Goal 2	Implement Munis System including tax module for the county.	ST
LEG-Gl 2-Obj 1	Participate as Executive Team member in decision making.	ST
LEG-Gl 2-Obj 2	See process through to completion, participating in conference calls and advising and supporting team leaders.	ST
LEG-Gl 2-Obj 3	Keep Legislature apprised of progress.	ST
LEG Goal 3	Improve overall management of Department Heads in County.	LT
LEG-Gl 3-Obj 1	Address and educate legislature on the struggles of day to day management of Department Heads.	LT
LEG-Gl 3-Obj 2	Gain consensus for the Legislature to give the Chair of the Legislature more authority to address personnel issues for Department Heads and have management responsibilities written into county policy.	LT
LEG-Gl 3-Obj 3	Put before the Legislature a management plan for the future that includes oversight and management of Department Heads.	LT



Mental Hygiene

Designation	Goal/Objective Text	Time Frame
MenH Goal 1	Optimize/Maximize opportunities for rehabilitation and recovery in Tioga County.	OG
MenH-Gl 1-Obj 1	Coordinate efforts with law enforcement, schools, community to address heroin epidemic in Tioga County.	OG
MenH-Gl 1-Obj 2	Increase resources, enhance current services in Tioga County .	OG
MenH-Gl 1-Obj 3	Develop supportive housing in Tioga County.	ST
MenH-Gl 1-Obj 4	Research ability to develop medically Monitored Detox Services in Tioga County.	LT
MenH-Gl 1-Obj 5	Increase satellite service locations such as Primary Care facilities and additional schools.	LT
MenH-Gl 1-Obj 6	Create Open Access in our Substance Abuse Treatment facility by 2017.	ST
MenH Goal 2	County Run Behavioral Health Services to become financially viable.	OG
MenH-Gl 2-Obj 1	Apply for any / all funding opportunities at State and Federal levels.	OG
MenH Goal 3	Retention of experienced staff.	ST
MenH-Gl 3-Obj 1	Consider comparable salaries in next contract negotiation.	ST
MenH-Gl 3-Obj 2	Research options for incentive/reward for increased productivity, and limited unscheduled benefit time used.	ST



Personnel/Civil Service

Designation	Goal/Objective Text	Time Frame
PERS Goal 1	Continue progress with automation of procedures to be able to accept electronic applications and online fee payments.	ST
PERS-GL 1-Obj 1	Create ability for electronic signatures for applicants.	ST
PERS-GL 1-Obj 2	Create ability to accept online payments.	ST
PERS Goal 2	Gradually increase electronic record sharing & communication with Towns, Villages, Schools and Special Districts.	LT
PERS-GL 2-Obj 1	Complete transition to C & C software package.	LT
PERS-GL 2-Obj 2	Introduce non-County jurisdictions to C & C capabilities via outreach meetings.	LT



Probation

Designation	Goal/Objective Text	Time Frame
PROB Goal 1	Succession Planning- Plan for an orderly transition of employees moving into upper management positions in the Department.	LT
PROB-Gl 1-Obj 1	Probation Director to begin involving Supervisors in Department management by providing an overview of creation of Department's budget.	LT
PROB-Gl 1-Obj 2	Probation Director to begin involving Supervisors in Department management by having them assist in the creation of Department's Annual plan due to NYS Division of Criminal Justice Services, Office of Probation and Correctional Alternatives.	LT
PROB-Gl 1-Obj 3	Probation Director to begin involving Supervisors in Department management by having Supervisors attend County meetings such as: Community Response Network, Integrated Child Sexual Abuse Team, Public Safety Committee meetings.	LT
PROB-Gl 1-Obj 4	Probation Director to look for opportunities for Sr. Probation Officers to apply to NYS-DCJS to take trainers training.	LT



Public Health

Designation	Goal/Objective Text	Time Frame
DOH Goal 1	Workforce Development - appropriate training of employees, inclusive of career path, promoting operational efficacy, better utilization of public funding and improving customer experience.	ST
DOH-Gl 1-Obj 1	Inventory existing workforce, including current skill sets and career aspirations through surveys and interviews.	ST
DOH-Gl 1-Obj 2	Inventory agency workforce needs and identify the optimal organizational model.	ST
DOH-Gl 1-Obj 3	Combine personnel inventory with agency inventory for program flowcharting and process improvements via quality assurance process.	ST
DOH-Gl 1-Obj 4	Plan to implement electronic transformation inclusive of physical locations, Identify optimal location of personnel and identify workforce mentors.	ST
DOH-Gl 1-Obj 5	Work with Personnel and Legislature to implement proposed organizational/workforce structure.	ST
DOH-Gl 1-Obj 6	Conduct internal departmental SWOT.	ST
DOH Goal 2	Promote integration of Public Health into county internally and externally, as identified in the County's Comprehensive Health Improvement Plan of 2013-2017.	OG
DOH-Gl 2-Obj 1	Prevent chronic disease.	OG
DOH-Gl 2-Obj 2	Promote healthy women, infants and children.	OG
DOH-Gl 2-Obj 3	Promote mental health and prevent substance abuse.	OG
DOH-Gl 2-Obj 4	Upon publication of updated county strategic plan, identify where Public Health intersects and ways for us to contribute to countywide goals.	OG
DOH Goal 3	Develop a plan for the future of the well-established and greatly needed Dental Program.	OG
DOH-Gl 3-Obj 1	Explore and secure funding opportunities for replacement of aging mobile dental unit.	ST



Public Works

Designation	Goal/Objective Text	Time Frame
DPW Goal 1	Maintain and enhance the county buildings & grounds infrastructure through targeted activities.	LT
DPW-Gl 1-Obj 1	Repair or replace Tioga County Court Annex Building.	ST
DPW-Gl 1-Obj 2	Replace roof at Buildings & Grounds facility.	LT
DPW-Gl 1-Obj 3	Replace roof County Clerks Building.	ST
DPW-Gl 1-Obj 4	Replace Public Works Salt Storage Facility	LT
DPW-Gl 1-Obj 5	Convert existing Public Works structure to dedicated truck washing facility or build new structure.	LT
DPW-Gl 1-Obj 6	Insulate the existing Public Works truck cold storage building and add heating system.	ST
DPW-Gl 1-Obj 7	Explore solar power systems.	LT
DPW-Gl 1-Obj 8	Explore creative & innovative solutions to County building needs including alternative (low greenhouse gas (GHG)) emitting energy source.	OG
DPW-Gl 1-Obj 9	Conduct a feasibility study for Combined Heating & Power (CHP) at the Public Safety Building.	LT
DPW Goal 2	Conduct Highway Maintenance activities based on priority needs and funding.	OG
DPW-Gl 2-Obj 1	Initiate Federally-funded Culvert Maintenance Program.	ST
DPW-Gl 2-Obj 2	Reinstitute the existing Federally-funded Bridge Maintenance Program.	LT
DPW-Gl 2-Obj 3	Increase County, State, and Federal funding of County Roadway Projects.	OG
DPW-Gl 2-Obj 4	Install GPS Systems in County snow removal & maintenance equipment.	LT



Designation	Goal/Objective Text	Time Frame
DPW-Gl 2-Obj 5	Add Compressed Natural Gas Powered vehicles to County fleet with fueling infrastructure.	LT
DPW-Gl 2-Obj 6	Maximize Federal & State Funding of Highway Infrastructure Projects.	OG
DPW Goal 3	Work toward becoming a Zero Waste community.	OG
DPW-Gl 3-Obj 1	Conduct Zero Waste public education and outreach.	LT
DPW-Gl 3-Obj 2	Increase textile recovery and explore textile processing in Tioga County.	LT
DPW-Gl 3-Obj 3	Work with businesses to reduce their waste and create value-added products.	LT
DPW-Gl 3-Obj 4	Pursue waste processing and recycling industries utilizing efficient/new technologies to locate in Tioga County.	LT



Real Property

Designation	Goal/Objective Text	Time Frame
RPTS Goal 1	Work with the Village of Waverly to explore possibility of phasing out their assessing unit.	ST
RPTS-GL 1-Obj 1	Convert Village assessments to Town of Barton assessments for village tax bills.	ST
RPTS Goal 2	Investigate the possibility of offering more assessment services at the County level to the Towns.	LT
RPTS-GL 2-Obj 1	Conduct exemption processing.	LT
RPTS-GL 2-Obj 2	Update photos and inventory.	LT
RPTS-GL 2-Obj 3	Provide assessment services for the smaller towns.	LT



Sheriff

Designation	Goal/Objective Text	Time Frame
TCSO Goal 1	Implementation of a Next Generation 911.	ST
TCSO-Gl 1-Obj 1	Research/Identify necessary software/equipment for migration from existing E-911 to Next Generation 911.	ST
TCSO-Gl 1-Obj 2	Identify funding source.	ST
TCSO-Gl 1-Obj 3	Procurement and installation of Next Generation Technologies.	ST
TCSO-Gl 1-Obj 4	Training of Personnel.	ST
TCSO Goal 2	Enhanced leadership, development and performance.	LT
TCSO-Gl 2-Obj 1	Institute succession planning	LT
TCSO-Gl 2-Obj 2	Conduct staffing study in all divisions to identify optimal staffing.	LT
TCSO-Gl 2-Obj 3	Annual review of Office Mission, Goals and Objectives.	LT



Social Services

Designation	Goal/Objective Text	Time Frame
DSS Goal 1	Formalize Departmental succession planning processes.	OG
DSS-Gl 1-Obj 1	Educate existing staff about opportunities within the organization and assess interest in promotional opportunities.	OG
DSS-Gl 1-Obj 2	Create cross training opportunities within the organization at all levels.	ST
DSS-Gl 1-Obj 3	Create an environment where there are smooth transitions at the Administrative and Supervisory level when there is both planned and unexpected turnover.	OG
DSS Goal 2	Prepare for the progressive State take-over of the administration of the Medicaid Program, scheduled to be completed by 2020.	OG
DSS-Gl 2-Obj 1	Re-evaluate staffing for down-sizing and/or re-organization opportunities as responsibilities roll-over to the State.	OG
DSS-Gl 2-Obj 2	Educate consumers about the impact a State administered program will have on them.	OG
DSS Goal 3	Strengthen communication and linkages between the Department and other County Departments, School Districts and non-profit service providers.	OG
DSS-Gl 3-Obj 1	Formally engage with Mental Health and Substance Abuse providers in response to the ongoing Opiate epidemic, specific to its impact on Child Protective Services and Foster Care.	ST
DSS-Gl 3-Obj 2	Increase participation on the Commissioner's Advisory Council by inviting additional participants and assessing the participation of current participants/invitees.	OG
DSS-Gl 3-Obj 3	Identify where the Department has gaps in playing a role with service providers in relationship to services that specifically address: Substance Abuse, Domestic Violence, Teen Pregnancy, Obesity and Wellness, and College/Career planning.	OG
DSS Goal 4	Educate, promote and strengthen security issues for staff and consumers at the Health and Human Services Building and in the field.	OG
DSS-Gl 4-Obj 1	Implement an active shooter policy.	ST



Designation	Goal/Objective Text	Time Frame
DSS-Gl 4-Obj 2	Conduct safetydrills.	OG
DSS-Gl 4-Obj 3	Engage an outside consultant to assess and train on safety issues for all staff.	ST
DSS-Gl 4-Obj 4	Provide safety training for field staff with an expansion on knowledge about dealing with opiates/methamphetamine.	OG
DSS Goal 5	Participate in Transportation planning activities including developing an interdepartmental plan to evaluate public transportation needs in the community.	OG
DSS-Gl 5-Obj 1	Continued participation in the County-wide initiatives to promote mobility management.	OG
DSS-Gl 5-Obj 2	Act as liaison between State DOT and County entities that provide any level of transportation service and/or support, including lead agency for 5311 Funding.	OG



Treasurer

Designation	Goal/Objective Text	Time Frame
Treas Goal 1	Investigate tax collection software compatible with Munis financial accounting.	ST
Treas-Gl 1-Obj 1	Thru RFP, consider advance features like installments, electronic tax bills, internet banking, and credit card payments capabilities.	ST
Treas-Gl 1-Obj 2	Opportunity to involve and add future customization to town and village tax collectors connected thru the internet. Work with Real Property on possibilities.	ST
Treas Goal 2	Due to property tax cap constraint, inherent pressure to maximize all revenue sources countywide.	ST
Treas-Gl 2-Obj 1	In house, review investment practices and prepare for a rising interest rate environment.	ST
Treas-Gl 2-Obj 2	Advise legislature on costly demolition practices of local municipalities and recommend policy change on only accepting relevy charges mandated by state law.	ST
Treas-Gl 2-Obj 3	Consider annual foreclosed properties auction marketing and advertising techniques to enhance potential bidding and selling prices.	ST
Treas Goal 3	Succession planning in Treasurer's Office.	LT
Treas-Gl 3-Obj 1	Half of the office personnel are in their late fifties. Need to develop and train the next generation especially in accounting.	LT
Treas-Gl 3-Obj 2	All staff will need to master all of the Munis modules and develop guidelines to eventually teach new recruits.	LT
Treas-Gl 3-Obj 3	Consideration of compensation practices and employee benefit contributions when trying to keep younger workers from leaving or transferring to other departments or municipalities.	LT



Cornell Cooperative Extension

Designation	Goal/Objective Text	Time Frame
CCE Goal 1	Develop and deliver quality educational programs within our mission that meet the needs and interests of Tioga County residents.	OG
CCE-Gl 1-Obj 1	Assist farmers with business development, production, marketing, and management issues to increase farm viability and environmental sustainability.	OG
CCE-Gl 1-Obj 2	Strengthening the relationship between the consumers and farmers to improve the understanding of local farms and the interconnectedness of the local food and environmental systems.	OG
CCE-Gl 1-Obj 3	Provide opportunities for youth to have fun, learn life skills, and work with caring adults to foster the 5 C's of positive youth development -- competence, confidence, character, connection, and caring.	OG



Tioga County Soil and Water Conservation District

Designation	Goal/Objective Text	Time Frame
SWCD Goal 1	Continue to build/progress the SWCD Stream Program in balancing the need for environmental protection of streams with private property rights, use and safety.	ST
SWCD-Gl 1-Obj 1	Public education through newsletter articles, training programs, and one on one contact with owners. Typically SWCD staff meets with 20-30 landowners over the course of one year. The specific objective is to continue to meet with this number of individual owners each year depending on the need.	ST
SWCD-Gl 1-Obj 2	Assist the general public in permitting stream projects and providing technical assistance, in 2015 the SWCD assisted in 25 total individual landowner (or farm) NYS DEC and or US Army Corps of Engineers permit applications. The specific objective is to continue to assist landowners as needed for permit applications.	ST
SWCD-Gl 1-Obj 3	Begin a cost share program for landowners, this program would help complete environmentally friendly projects while protecting private property use rights and safety. If funding was available the SWCD would like to pilot this program within the next two years and complete at least one to two private owner stream projects.	LT
SWCD Goal 2	Continue to work with County DPW and municipalities in environmentally sensitive maintenance, repair and construction on or near stream channels, reducing costs while increasing safety and stability.	OG
SWCD-Gl 2-Obj 1	Monitoring and mapping of stream issues, including culvert assessments which is listed also in the Flooding and Hazard Mitigation assistance goals.	ST
SWCD-Gl 2-Obj 2	Find innovative solutions to stream/road crossing problems to reduce costs and protect environmental stability and quality - complete two to three projects in conjunction with municipal agencies as pilot projects for future demonstration and education of new municipal employees and highway superintendents.	ST



Designation	Goal/Objective Text	Time Frame
SWCD-Gl 2-Obj 3	Conduct three training sessions for municipal employees, highway superintendents, politicians and contractors over the next 5 years. These trainings will progress from the standard ESI (Post Flood Emergency Stream Intervention) training, to more specific topics such as culvert design/sizing and installation, rock rip rap installation, and bio-engineering methods of stream stabilization using large wood materials and willow plantings. Currently the SWCD is funded through a NYS DEC Water Quality Improvement Project grant to conduct three trainings. Funding will need to be secured for additional training expenses and the actual demonstration project costs.	LT
SWCD-Gl 2-Obj 4	Address challenges to continuing to progress the stream program in the county and balancing the previous two goals.	OG
SWCD Goal 3	Continue to develop and expand District programming to support staff and provide necessary technical assistance to landowners and municipalities within the county to address local, state and regional watershed concerns.	OG
SWCD-Gl 3-Obj 1	Promote and educate highway superintendents and County DPW staff on the benefits of critical area seeding for both stream and road ditching projects.	OG
SWCD-Gl 3-Obj 2	Increase implementation of conservation tillage and cover crop acres with the promotion of the District equipment.	ST
SWCD-Gl 3-Obj 3	Support existing education programs at the District and develop and promote new programming to educate landowners and youth in the area. (Envirothon, Stormwater, etc.)	OG
SWCD Goal 4	Coordinate implementation activities of the county Hazard Mitigation plan and provide technical assistance and funding opportunities to municipalities on flood mitigation work.	OG
SWCD-Gl 4-Obj 1	Track all meetings, provide funding opportunities and update project annexes for all municipalities.	OG



Designation	Goal/Objective Text	Time Frame
SWCD-GI 4-Obj 2	Continue training of SWCD in culvert assessments and assess and evaluate priority culverts.	ST
SWCD-GI 4-Obj 3	Create a list for each municipality and investigate funding opportunities.	ST
SWCD-GI 4-Obj 4	Assist county with securing funding and updating of the 5 year Hazard Mitigation plan.	LT
SWCD Goal 5	Promote and encourage implementation of sound environmental practices.	OG
SWCD-GI 5-Obj 1	Implement Best Management Practices to deal with resource concerns.	ST
SWCD-GI 5-Obj 2	Promote Nutrient Management Planning and use of soil sampling and crop rotation for a more efficient use of resources.	LT
SWCD-GI 5-Obj 3	Increase yearly visits to producers update and manage plan and identify if BMP's are working.	OG
SWCD-GI 5-Obj 4	Continued to promote the AEM program and its benefits to producers.	OG
SWCD Goal 6	Work closely with partner organizations to promote agricultural economic growth and natural resource conservation.	OG
SWCD-GI 6-Obj 1	Educating landowners on which agency to talk with respect to programs.	ST
SWCD-GI 6-Obj 2	Incorporating programs between agencies to make conservation easier and more accessible for landowners.	LT
SWCD-GI 6-Obj 3	Ensure all parties are meeting with landowners to optimize agency strengths with producer.	OG
SWCD Goal 7	Assist producers in meeting current and future regulatory requirements (ex. CAFO, CB TMDL) to keep them compliant and profitable.	OG
SWCD-GI 7-Obj 1	Continue to secure funds to implement Best Management practices.	OG
SWCD-GI 7-Obj 2	Implement, track and verify practices within in the county.	ST
SWCD-GI 7-Obj 3	Continue to educate producers about regulatory requirements and assist them in preparation for future requirements.	OG



Tioga Opportunities, Inc.

Designation	Goal/Objective Text	Time Frame
TOI Goal 1	Increase accessibility of services to all constituents.	LT
TOI-Gl 1-Obj 1	Develop virtual services.	ST
TOI-Gl 1-Obj 2	Secure funding for a mobile services van.	LT
TOI-Gl 1-Obj 3	Identify satellite sites in outlying areas with regular hours.	ST
TOI Goal 2	Diversify Funding to position agency for service growth & expansion.	LT
TOI-Gl 2-Obj 1	Develop/expand fee for service options.	LT
TOI-Gl 2-Obj 2	Generate unrestricted income - grow initiatives.	LT
TOI Goal 3	Develop broader anti-poverty vision - focus on integrated, holistic service approach.	ST
TOI-Gl 3-Obj 1	Reframe anti-poverty "message/vision" through re-training.	ST
TOI-Gl 3-Obj 2	Implement outcome reporting.	ST
TOI-Gl 3-Obj 3	Implement Central Intake.	ST
TOI-Gl 3-Obj 4	Measure customer progress against matrices developed in 26 life domains.	ST
TOI Goal 4	Strengthen organizational capacity through strong systems.	ST
TOI-Gl 4-Obj 1	Implement Results Oriented Management & Accountability (ROMA).	ST
TOI-Gl 4-Obj 2	Conduct agency-wide risk assessment.	ST



Appendix B: Demographic Tables

Town Outside Village Population (Village population subtracted from town)

	1940	1950	1960	1970	1980	1990	2000	2010	2014
Tioga County	27,072	30,166	37,802	46,513	49,812	52,337	51,784	51,125	49,870
Town of Barton	1,714	1,980	2,415	3,265	4,046	4,138	4,459	4,414	4,363
Village of Waverly	5,450	6,037	5,950	5,261	4,738	4,787	4,607	4,444	4,300
Town of Berkshire	861	912	953	1,098	1,335	1,303	1,366	1,412	1,382
Town of Candor	1,940	2,077	2,532	3,251	4,002	4,441	4,459	4,454	4,330
Village of Candor	661	802	956	939	917	869	855	851	822
Town of Newark Valley	1,261	1,357	1,646	2,037	2,575	3,107	3,026	2,949	2,874
Village of Newark Valley	949	1,027	1,234	1,286	1,190	1,082	1,071	997	964
Town of Nichols	940	1,107	1,335	1,633	1,954	1,952	2,010	2,013	2,021
Village of Nichols	541	578	663	638	613	573	574	512	491
Town of Owego	3,649	4,591	9,293	15,184	16,107	16,837	16,454	15,987	15,566
Village of Owego	5,068	5,350	5,417	5,152	4,364	4,442	3,911	3,896	3,774
Town of Richford	794	787	804	916	906	1,153	1,170	1,172	1,145
Town of Spencer	847	867	1,023	1,378	1,770	2,066	2,251	2,394	2,319
Village of Spencer	615	694	767	854	863	815	731	759	734
Town of Tioga	1,782	2,000	2,814	3,621	4,432	4,772	4,840	4,871	4,785

Town Including Village Population (Village population included in town)

	1940	1950	1960	1970	1980	1990	2000	2010	2014
County	27,072	30,166	37,802	46,513	49,812	52,337	51,784	51,125	49,870
Town of Barton	7,164	8,017	8,365	8,526	8,784	8,925	9,066	8,858	8,663
Village of Waverly	5,450	6,037	5,950	5,261	4,738	4,787	4,607	4,444	4,300
Town of Berkshire	861	912	953	1,098	1,335	1,303	1,366	1,412	1,382
Town of Candor	2,601	2,879	3,488	4,190	4,919	5,310	5,314	5,305	5,152
Village of Candor	661	802	956	939	917	869	855	851	822
Town of Newark Valley	2,210	2,384	2,880	3,323	3,765	4,189	4,097	3,946	3,838
Village of Newark Valley	949	1,027	1,234	1,286	1,190	1,082	1,071	997	964
Town of Nichols	1,481	1,685	1,998	2,271	2,567	2,525	2,584	2,525	2,512
Village of Nichols	541	578	663	638	613	573	574	512	491
Town of Owego	8,717	9,941	14,710	20,336	20,471	21,279	20,365	19,883	19,340
Village of Owego	5,068	5,350	5,417	5,152	4,364	4,442	3,911	3,896	3,774
Town of Richford	794	787	804	916	906	1,153	1,170	1,172	1,145
Town of Spencer	1,462	1,561	1,790	2,232	2,633	2,881	2,982	3,153	3,053
Village of Spencer	615	694	767	854	863	815	731	759	734
Town of Tioga	1,782	2,000	2,814	3,621	4,432	4,772	4,840	4,871	4,785

Source: US Census Bureau, American Community Survey

Population Density (Town Including Village)

	Population (2014)	Density (mi ²)	Area (mi ²)
Tioga County	49,870	95.4	523
Town of Barton	8,663	145	59.7
Village of Waverly	4,300	1854	2.3
Town of Berkshire	1,382	45.7	30.2
Town of Candor	5,152	54.4	94.6
Village of Candor	822	1866	0.4
Town of Newark Valley	3,838	76.2	50.4
Village of Newark Valley	964	976	1.0
Town of Nichols	2,512	72.5	34.7
Village of Nichols	491	947	0.5
Town of Owego	19,340	183	105.7
Village of Owego	3,774	1414	2.7
Town of Richford	1,145	30.0	38.2
Town of Spencer	3,053	61.2	49.9
Village of Spencer	734	714	1.0
Town of Tioga	4,785	80.5	59.5

Source: US Census Bureau

Age Distribution Projection

County	2010	2015	2020	2025	2030	2035	2040
0-4	2,973	2,689	2,543	2,374	2,230	2,119	2,022
5-9	3,270	3,250	3,008	2,856	2,694	2,549	2,436
10-14	3,557	3,299	3,259	3,041	2,892	2,729	2,581
15-19	3,389	3,320	3,097	3,041	2,851	2,703	2,543
20-24	2,506	2,137	1,985	1,836	1,762	1,625	1,501
25-29	2,615	2,389	2,125	1,927	1,846	1,778	1,679
30-34	2,679	2,903	2,712	2,471	2,240	2,176	2,105
35-39	2,889	2,925	3,103	2,930	2,701	2,441	2,382
40-44	3,405	3,063	3,061	3,207	3,050	2,822	2,548
45-49	4,351	3,261	2,927	2,897	3,011	2,863	2,647
50-54	4,701	4,176	3,182	2,854	2,806	2,896	2,755
55-59	3,569	4,361	3,886	2,988	2,681	2,621	2,688
60-64	3,189	3,334	4,019	3,588	2,780	2,494	2,426
65-69	2,476	2,901	3,028	3,607	3,231	2,520	2,259
70-74	1,914	2,139	2,504	2,610	3,072	2,757	2,165
75-79	1,556	1,613	1,800	2,112	2,200	2,573	2,318
80-84	1,110	1,094	1,129	1,261	1,477	1,540	1,785
85+	976	979	969	979	1,046	1,182	1,281
Total	51,125	49,833	48,337	46,579	44,570	42,388	40,121

Source: Cornell Program on Applied Demographics

Employment, Total and Selected Sectors

	2001	2002	2003	2004	2005	2006	2007
Wage & Salary Employment	18,176	17,912	18,093	18,488	18,708	19,553	18,176
Farm	808	783	756	690	670	632	633
Private NonFarm	14,485	14,284	14,478	14,981	15,208	16,156	16,403
Manufacturing	5,029	4,758	4,707	4,889	5,147	5,885	5,899
Retail	1,850	1,908	1,980	2,045	2,049	2,164	2,149
Healthcare	1,361	1,347	1,339	1,273	1,309	1,289	1,307
Other Private NonFarm⁴	5,944	5,966	6,029	6,308	6,259	6,233	6,554
Government	2,883	2,845	2,859	2,817	2,830	2,765	2,801
Unemployment Rate	4.1%	5.5%	5.6%	5.2%	4.7%	4.5%	4.7%

	2008	2009	2010	2011	2012	2013	2014
Wage & Salary Employment	19,837	19,817	19,006	18,200	18,079	17,979	17,621
Farm	638	619	604	600	578	601	601
Private NonFarm	16,325	15,493	14,769	14,725	14,719	14,355	14,236
Manufacturing	5,776	5,210	4,347	4,142	3,939	3,817	3,634
Retail	1,966	1,901	1,855	1,883	1,902	1,857	1,890
Healthcare	1,371	1,444	1,481	1,417	1,484	1,272	1,367
Other Private NonFarm⁵	6,731	6,482	6,621	6,742	6,125	6,184	6,169
Government	2,854	2,894	2,827	2,754	2,682	2,665	2,707
Unemployment Rate	5.3%	8.1%	8.0%	7.7%	7.9%	7.2%	6.1%

Source: Bureau of Economic Analysis & Bureau of Labor Statistics

⁴ Excludes Utilities and Transportation/Warehousing sectors, data not available

Taxable Assessed Value

Year	Nominal TAV	Real TAV
2002	\$ 1,523,186,754	\$ 2,004,408,779
2003	\$ 1,572,925,546	\$ 2,023,739,685
2004	\$ 1,772,049,562	\$ 2,220,793,674
2005	\$ 1,803,681,223	\$ 2,186,360,870
2006	\$ 1,904,319,286	\$ 2,236,214,933
2007	\$ 2,099,115,713	\$ 2,396,698,486
2008	\$ 2,360,957,713	\$ 2,595,986,517
2009	\$ 2,623,630,718	\$ 2,895,108,264
2010	\$ 2,514,613,943	\$ 2,730,031,031
2011	\$ 2,441,090,967	\$ 2,569,114,787
2012	\$ 2,466,190,059	\$ 2,542,906,042
2013	\$ 2,500,257,576	\$ 2,540,816,449
2014	\$ 2,584,122,078	\$ 2,584,122,078
2015	\$ 2,611,077,484	\$ 2,611,077,484

Source: Tioga County