



2022

COUNTY OF SULLIVAN

**TENTATIVE BUDGET
EXECUTIVE SUMMARY**

JOSHUA A. POTOSEK, MBA
COUNTY MANAGER

MICHELLE HUCK
ASSISTANT COUNTY MANAGER



TEL: 845-807-0450

OFFICE OF THE SULLIVAN COUNTY MANAGER
SULLIVAN COUNTY GOVERNMENT CENTER
100 NORTH STREET
PO BOX 5012
MONTICELLO, NY 12701

November 2021

Dear Legislators:

I am pleased to present to you the 2022 Sullivan County Tentative Budget.

Against expectations, Sullivan County continues to benefit from a healthy level of economic activity. We've again been leading much of the State in job growth while experiencing an unprecedented increase in sales tax revenue. Other revenue sources remain reliably stable, and the latest Census data indicates our County has modestly grown in population, as well.

Considering the impacts of COVID-19 (both potential and realized), I would not have anticipated a robust financial situation, and I am gratified to be sending the Tentative Budget to you under such circumstances.

Nevertheless, we must continue a prudent course and ensure a strong fiscal foundation. This Tentative Budget remains underneath the State-mandated property tax cap and deeply mindful of the impacts of any increase, no matter how modest.

Significant proposals in the 2022 Budget include the most money we've ever spent on infrastructure without bonding, investing in offices that were heavily impacted by the pandemic, increasing capacity to serve our most vulnerable, expanding the Planning Division, and retiring all our short-term debt far ahead of schedule. The overarching goal is to position us to nimbly respond to future challenges.

The County remains focused on making all our communities attractive and vibrant places to live, work and visit. As you will see in the attached detail, this will be accomplished through strategic investments in staff, materials, facilities, equipment, and our partner agencies and community organizations.

I look forward to working with you and our County employees & citizens to review, refine and ultimately carry out the goals and initiatives contained within this Tentative Budget.

Sincerely,

Joshua A. Potosek
Sullivan County Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of Sullivan
New York**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morill

Executive Director

**2022 Tentative Budget Executive Summary
Table of Contents**

	<u>Page</u>
Sullivan County Legislators	9
Sullivan County Legislative Committees	10
Sullivan County Elected Officials	11
Reader's Guide	12
Introduction	13
County Organizational Chart	22
Budget Overview	25
<i>Strategic Plan</i>	27
<i>Strategic Performance Measures</i>	33
<i>Priorities and Issues</i>	37
<i>Budget Calendar</i>	44
<i>Budget Timeline</i>	45
<i>Budget Adoption & Amendment Process</i>	46
<i>Fund Structures and Categories</i>	49
<i>Basis of Budgeting</i>	51
<i>Financial Policies</i>	52
Fiscal Summary	57
<i>Total Appropriations by Function</i>	59
<i>Expenses</i>	61
<i>Total Revenues by Type</i>	66
<i>Revenue</i>	68
<i>Summary of Budget - All Funds</i>	76
<i>Summary of Budget by Fund</i>	77
<i>Tax Cap Calculation</i>	78
<i>Consolidated Financial Schedule</i>	79
<i>3 Year Consolidated Financial Summary</i>	80
<i>2021-2026 Multi-Year Budget</i>	81
<i>2021-2026 Multi-Year Budget Assumptions Tax</i>	82
<i>Exempt Report Summary</i>	83
<i>Authorized Positions: A Few Pointers</i>	87
<i>Authorized Position Counts by Department</i>	88
<i>Authorized Full Time Equivalents by Department</i>	91
<i>Capital Budget Summary and Discussion</i>	93
<i>Statement of Debt</i>	96
<i>Tax Anticipation Notes</i>	97
<i>Bonds</i>	98
<i>Total Annual Debt Service Payments</i>	99
<i>Authorizations</i>	101
<i>Impact of Debt on Operating Budget</i>	102

**2022 Tentative Budget Executive Summary
Table of Contents**

	<u>Page</u>
Department Summaries	105
Elected Officials	
<i>Coroners</i>	109
<i>District Attorney</i>	111
<i>Legislature</i>	113
<i>Sheriff</i>	115
<i>County Clerk</i>	118
<i>Treasurer and Real Property</i>	120
Legislative Appointments	
<i>Board of Elections</i>	127
<i>County Manager</i>	129
<i>County Attorney</i>	131
<i>Audit and Control</i>	133
Public Works	
<i>Sullivan County Airport</i>	137
<i>Weights and Measures</i>	139
<i>County Road Fund</i>	140
<i>Buildings</i>	143
<i>DPW Administration</i>	145
<i>Road Machinery</i>	147
<i>Refuse and Garbage</i>	149
<i>Veterans Cemetary</i>	151
<i>Flood and Erosion</i>	152
Public Safety	
<i>Public Safety E911</i>	155
<i>Public Safety Administration</i>	157
<i>Public Safety EMS</i>	159
<i>Fire Protection</i>	161
<i>Probation</i>	162
<i>Public Defense</i>	164
<i>Municipal Court</i>	166
<i>Stop DWI</i>	167
<i>Animal Control</i>	168

**2022 Tentative Budget Executive Summary
Table of Contents**

	<u>Page</u>
Departments overseen by County Manager	
<i>Budget Office</i>	171
<i>Health Finance</i>	173
<i>Payroll</i>	175
<i>Purchasing</i>	177
Planning and Community Development	
<i>Planning Department</i>	181
<i>Sustainable Energy</i>	183
<i>Parks and Museums</i>	185
<i>Grants Administration</i>	188
Human Resources	
<i>Human Resources</i>	193
<i>Human Rights</i>	195
<i>Risk Management</i>	197
Health and Family Services	
<i>Community Services</i>	201
<i>Public Health</i>	205
<i>Family Services</i>	210
<i>Care Center at Sunset Lake</i>	216
Community Resources	
<i>Center for Workforce Development</i>	225
<i>Office for the Aging</i>	227
<i>Transportation</i>	230
<i>Veterans</i>	231
<i>Youth Programs</i>	233
Information Technology Services	
<i>Information Technology</i>	237

**2022 Tentative Budget Executive Summary
Table of Contents**

	<u>Page</u>
Miscellaneous	
<i>Unallocated Insurance</i>	241
<i>Municipal Association Dues</i>	242
<i>Judgments and Claims</i>	243
<i>Other Government Support - Misc. Expense</i>	244
<i>Community College Tuition</i>	245
<i>College Contribution</i>	246
<i>Safety Inspection Electrical</i>	247
<i>Public Information</i>	248
<i>Economic and Community Development</i>	249
<i>Other Home and Community Development</i>	251
<i>Bond Anticipation Notes</i>	252
<i>Tax Anticipation Notes</i>	253
<i>Interfund Transfers</i>	254
<i>General Fund Revenues</i>	255
<i>Post Employment Benefits</i>	256
<i>Debt Service (V-Fund)</i>	257
Glossary	259

2022 TENTATIVE BUDGET FOR SULLIVAN COUNTY

SULLIVAN COUNTY LEGISLATURE

Luis Alvarez
District 6



Michael Brooks, Vice Chair
District 3



George Conklin III
District 5



Joseph Perrello
District 7



Alan Sorensen
District 9



Ira Steingart
District 8



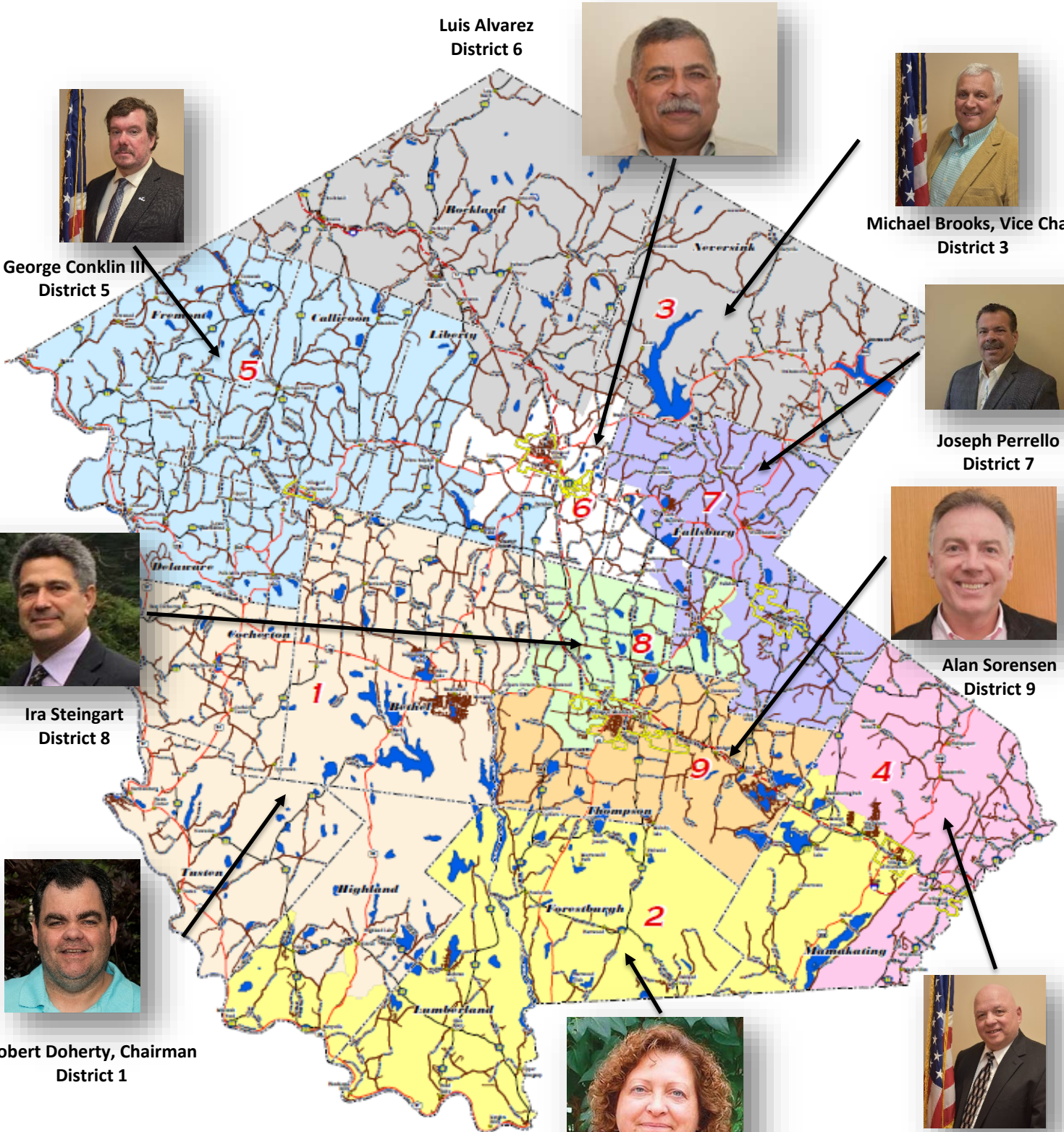
Robert Doherty, Chairman
District 1



Nadia Rajsz
District 2



Nicholas Salomone Jr
District 4



2022 TENTATIVE BUDGET FOR SULLIVAN COUNTY

CHAIRS OF STANDING COMMITTEES OF COUNTY LEGISLATURE

Robert Doherty	<ul style="list-style-type: none">• Executive Committee
Ira Steingart	<ul style="list-style-type: none">• Planning, Community Development, Real Property, Capital Planning & Budgeting Committee
Alan Sorensen	<ul style="list-style-type: none">• Human Resources Committee
Nick Salomone	<ul style="list-style-type: none">• Public Safety and Law Enforcement Committee
Nadia Rajsz	<ul style="list-style-type: none">• Health & Family Services Committee
Mike Brooks	<ul style="list-style-type: none">• Government Services Committee• Economic Development Committee
George Conklin	<ul style="list-style-type: none">• Management & Budget Committee• Veterans Committee
Joseph Perrello	<ul style="list-style-type: none">• Public Works Committee
Luis Alvarez	<ul style="list-style-type: none">• Parks, Agriculture and Sustainability Policy Committee

2022 TENTATIVE BUDGET FOR SULLIVAN COUNTY
SULLIVAN COUNTY ELECTED OFFICIALS

County Treasurer

- Nancy Buck

County Clerk

- Russell Reeves

District Attorney

- Meagan Galligan

Sheriff

- Michael A. Schiff

Coroners

- Michael J. Speer
- Elton Harris
- Alan Kesten
- Albee Bockman

READERS GUIDE

This 2022 Tentative Budget Executive Summary represents a supplement, intended to be used in conjunction with the 2022 Tentative Budget Detail, and meant to supply a rounded understanding of the workings of the Sullivan County Government. The summary below describes each section of the book to help the reader find and understand the information contained within.

Organization of the Budget Book

Executive Summary- Provides information about Sullivan County with regard to the geography, population, etc. Meant to give the reader an overview of the area itself.

County Org Chart- Illustrates the structure of the County, outlining various departments and who they report to.

Budget Overview- This section goes over the budget process, including an explanation of fund structures and through the process behind budget development. A strategy map outlines the priorities and issues for 2022 and clarifies the reasoning behind some of the spending for 2022. Included in the Budget Overview section are the following:

1. Strategy Map
2. Priorities and Issues
3. Budget Calendar and Timeline
4. Budget Adoption and Amendment Process
5. Sullivan County Fund Structure & Categories
6. Financial policies

Fiscal Summary- A breakdown and discussion of appropriations and revenues will be found here along with various financial reports. The Sullivan County Assessor's Exemption impact report is shown in this section, along with authorized positions and employee counts and any debt that the County is managing.

Department Summaries- An overview of each department by division, with the 2022 Tentative revenues and expenses, position counts and performance measures can be found here.

Glossary- The glossary can be found at the end of the book and is meant to clarify the meaning behind terminology commonly used in the world of budgeting, government and finance.

Executive Summary

Introduction

The Sullivan County Operating Budget document (“Budget”) is meant to provide a roadmap for the delivery of services by Sullivan County departments and organizations for the upcoming fiscal year. The development of the Budget provides elected officials, administrators, department heads, and staff with the opportunity to assess current County operations, review relevant data, evaluate available resources and determine how to maintain and improve the delivery of services to the public that we serve.

This document has been designed to provide its reader with a better understanding of County government operations, the issues that County officials are currently facing (and how they are addressing those issues), and how decisions for the County are made. We strive to make this document user friendly in order to ensure our citizens have the opportunity to become educated on matters pertaining to their local government.

Background

History

Founded in 1809, Sullivan County was originally part of neighboring county, Ulster. Named for Major General John Sullivan, the County thrived at the height of the Industrial Revolution as factories and manufacturing began to enter the area driven by water power along the streams, bringing a population increase as workers began to migrate into the County. Civil war era Sullivan County saw a boom of business as local tanneries produced leather boots, bridles, holsters and belts for the army of the time.¹ At the Southeastern end of the County, the D & H Canal built up many towns as goods were transported up and down the waterways via tow paths. Progress gave way to change when the canal closed in 1898, giving the now bustling rail travel industry a boost. The O&W Railway was a popular mode of transportation at the time, making stops in Livingston Manor, Ferndale, Fallsburg and Monticello².

The conversion from manufacturing to tourism thrived with the ease of travel made possible by the rail industry in the early 20th century. Famously nicknamed the Borscht Belt, resort hotels featured many famous acts and thrived as a getaway for city dwellers of the time, seeking fresh air, open space and recreation. While a handful of hotels did stay open through the 1990s, most of the over 500 hotels in the area closed by 1970, with the height of the hotel boom ending in 1965³.



Perhaps the most famous event within Sullivan County occurred as a stroke of luck when the town of Woodstock, NY (located in Ulster County) decided it would not host the Woodstock Festival of 1969. Instead, the festival was moved to Max Yasgur’s dairy farm in Bethel in August of that year, with over 400,000 attendees and famous young legends

¹ Sullivan County NY Wikipedia page

² New York, Ontario and Western Railway Wikipedia page

³ Sullivan County Historical Society

performing such as Carlos Santana, Jimi Hendrix and Bob Dylan, just to name a few. Today, the site is home to Bethel Woods Center for the Arts, featuring a museum, 400 seat event gallery and 15,000 capacity outdoor staging area⁴.

In February of 2018, Resorts World Catskill Casino and Hotel opened in the Town of Thompson, followed by the Kartrite Resort & Indoor Waterpark in April of 2019. While there has been a downturn in their ability to operate as a result of the COVID-19 pandemic, the added tourism these properties have brought to the County have been a great asset. Interest in buying locally produced foods has continued its surge in popularity, and agritourism has become a staple recreational option. Combined with steady growth in the healthcare industry, as well as investment in the expansion of several existing businesses, recent economic activity has given Sullivan County reason to be highly optimistic about its future⁵.

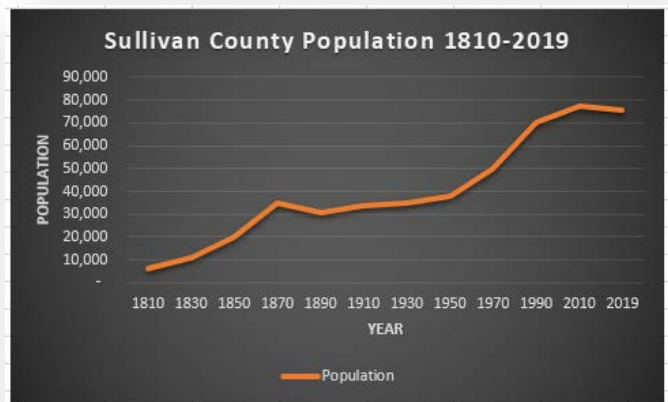
Geography



Sullivan County is a 968-square-mile rural county in New York State located approximately 90 miles northwest of New York City in the Catskill Mountains. Its western border is shared with Pennsylvania and is marked by the Delaware River. Neighboring counties include Delaware County to the north, Ulster County to the east and Orange County to the south. In addition to the Delaware River, notable features include the Catskill Park in the northeast, the Shawangunk Ridge and Bashakill Wetlands in the southeast, and farmland in the western and northwestern portion of the County⁶.

Population

As of the 2019 U.S. Census, Sullivan County has a full-time population of 75,432. This number is estimated to triple during the summer season, when the County experiences an influx of second homeowners and vacationers. The median household income was \$56,256 from 2014-2018, and 16.2% of the population was estimated to live below the poverty level for the same period. There were a total of 51,270 housing units in the County, and the homeownership rate was 67.7%⁶.

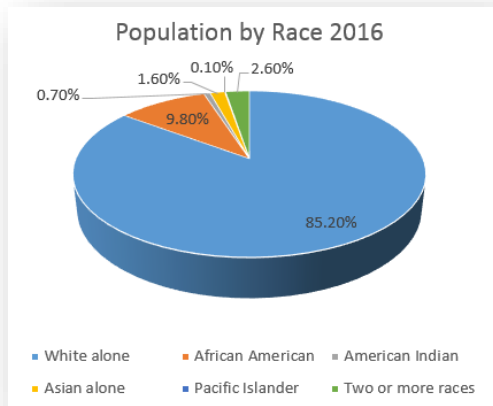


In the early days of Sullivan County, the population was at around 6,100 residents. That number slowly grew as manufacturing and tourism developed. In 2019, the U.S. Census estimated a population of 75,432. In 2019, 54% of the population was working age

⁴ Bethel Woods Center for the Arts

⁵ Sullivan County Visitors Association

⁶ Sullivan County NY Wikipedia page



(between 18-65 years). The racial/ethnic distribution is shown in the chart below, with 84.3% white, 10.0% African American, 2.0% Asian, .8% American Indian and 3% of people identifying as having two or more races ⁷.

Education

With 8 school districts, making up 21 schools and servicing over 10,000 students, Sullivan County has a well-oiled infrastructure for Kindergarten to Grade 12 education. Sullivan County Community College enrolls an average of 1,600 students at any time with 71% of these students representing County residents.

According to the 2019 U.S. Census, 86.2% of the population of Sullivan County have a high school diploma or higher, with 23.2% of the population obtaining a bachelor' degree or higher⁸.

Transportation

Our County Transportation Department offers open public transportation with two round-trip runs to various County hot spots on Thursdays and Fridays⁹. In 2020, those services were expanded to include Move Sullivan, a service that offers more than 15 stops and express and local routes. This services operates Monday through Friday. There are also several local taxi companies as well as medical transportation services available. A Shortline bus station servicing several locations within New York State is located in Monticello¹⁰, home of the County seat, and NJ Transit rail services are available in nearby Orange County, approximately 27 miles away¹¹. Given that Sullivan County is fairly rural, having the means to provide your own transportation is the best way to get around the County. Mean travel time to work is 29.2 minutes, just under the New York State mean travel time of 32.3 minutes⁷.



Government

The Sullivan County Charter currently provides for a government consisting of nine elected County Legislators, each representing one legislative district within the County. The nine-member board of legislators appoints a County Manager to oversee the day-to-day County operations. County departments each fall into one of seven divisions, which are overseen by a Commissioner who reports directly to the County Manager:

1. Human Resources – Commissioner Julie Diescher
2. Community Resources – Commissioner Laura Quigley

⁷ U.S. Census Bureau

⁸ New York Schools statistics

⁹ Sullivan County Government

¹⁰ CoachUSA

¹¹ NJ Transit

3. Information Technology Services – Commissioner Lorne Green
4. Public Works – Commissioner Edward McAndrew
5. Public Safety – Commissioner Thomas Farney
6. Planning and Environmental Management – Commissioner Freda Eisenberg
7. Health and Family Services – Commissioner John Liddle

The County Manager directly oversees the Purchasing and the Budget Office, which do not fall into any divisions mentioned above.

The County Manager, with the assistance of his Commissioners and Department Heads, must ensure that County Operations are functioning in a manner that is consistent with the policy established by the County Legislature. An organizational chart of County operations is provided in the following section⁹.

Public Safety

In the area of public safety, Sullivan County has 42 fire departments and a 911 Call Center. There are 17 EMS providers handling 12,000 calls per year with an average response time of 13 minutes, with 1 company providing Medivac services with an average of 70 completed flights per year. There are 4 local police departments and 1 sheriff’s office¹².

The Sullivan County District Attorney’s Office currently employs one elected District Attorney with 10 Assistant District Attorneys. These attorneys are responsible for the prosecution and investigation of all criminal offenses within the County. Crime prevention, through public education and public speaking at schools and community gathering to educate and make residents aware of matters of public importance which impact their safety, are also of primary concern to the District Attorney’s office.



Health Care

Two hospitals in the area provide 24 hour emergency departments. Catskill Regional Medical Center has 2 locations, Harris and Callicoon. These locations serve in the following capacity on average:



Location	Patients/Year	Delivered by Ambulance
Harris	28,500	7,200
Callicoon	3,600	300

The Sullivan County Department of Public Health provides a variety of programs and health related services in Sullivan County. Sullivan County Public Health Services works within the framework of the Ten Essential Public Health Services, from the National Public Health Performance Standards which outline the type of work expected of public health departments throughout the U.S. (Centers for Disease Control):

1. Monitor health status to identify and solve community health problems.
2. Diagnose and investigate health problems and health hazards in the community.

¹² Sullivan County, NY police, fire and EMS departments by Google maps

3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships and action to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure competent public and personal health care workforce.
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems¹³.

Arts, Culture & Entertainment

Sullivan County is home to the original Woodstock site, now transformed into the Bethel Woods Center for the Arts since 2006. Their outdoor amphitheater houses several concerts throughout the summer season with a capacity of 15,000. An outdoor terrace stage space can hold up to 1,000 people. A year round museum exploring the 1969 Woodstock Music and Art Fair consists of audio/visual experiences, informative displays, and a collection of artifacts.



The Forestburgh Playhouse provides several Broadway quality shows featuring Actor's Equity performers throughout the summer season and has been in business since 1947. The Catskill Arts Society, founded in 1971 and located in Livingston Manor, is home to a gallery, 56 seat performance space, pottery studio and more. Classes are offered in music, theatre, dance and film. Since 1976, the Delaware Valley Arts Alliance (DVAA) has given artists a platform to share their voice, whether it's in their galleries, on their stages or at their festivals. They fund local creatives and cultural organizations through their role as the Arts Council of Sullivan County.

The North American Culture Library or NACL Theatre, is a professional, non-profit theatre arts company that has developed 20 original ensemble theatre productions and countless public spectacles, located in Highland Lake. Nesin Cultural Arts in Monticello supports artistic growth providing year round education programs in music, dance and visual arts and presents the professional Sullivan County Chamber Orchestra (SCCO) Concert Series. The Hurleyville Arts Centre offers weekly movies, yoga classes, live performances and family programs, in a beautiful state of the art building located in the downtown Hurleyville.

Outdoor recreation opportunities exist in the form of hiking trails, local parks, a ski hill, several farms, rail trails and historical sites, such as the Stone Arch Bridge and Fort Delaware Museum of Colonial History¹⁴.

¹³ Sullivan County Government

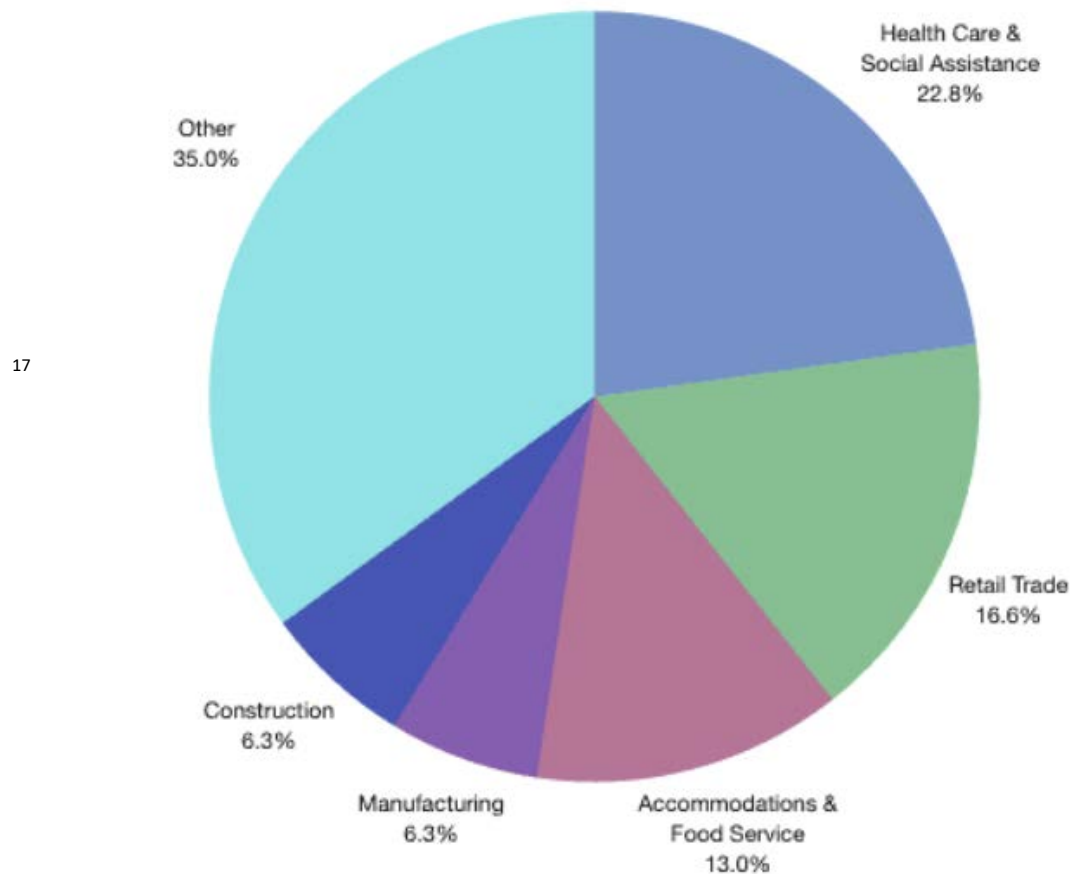
¹⁴ Sullivan County Visitor's Association

Economic Outlook

The 2019 U.S. Census estimated a civilian labor force of 58.2% of the total population of Sullivan County or 43,901 people. Total retail sales per capita were \$10,047. New York State Department of Labor statistics indicate that Sullivan County has a lower rate of unemployment compared with other Counties within the state at a range of 6.6% unemployed. A look at private sector jobs by area in New York State indicate that Sullivan County is gaining jobs faster than the state rate of between 0.9% and 1.3%¹⁵.

The 2019 assessed values for property in Sullivan County totaled \$5.6 billion with a 2021 estimated property tax revenue of \$68 million expected¹⁶.

Employment by sector is broken down as follows:



¹⁵ U.S. Census

¹⁶ Sullivan County 2019 Assessment Rolls

¹⁷ Economic Development Corporation of Sullivan County

In February of 2018, Resorts World Catskill opened in the Town of Thompson, followed by the opening of the Kartrite Resort and Indoor Waterpark in April of 2019.

	Wages	Employment
Private Sector	\$28,384	19,300
Manufacturing	\$29,006	1,200
Construction	\$36,366	1,200
Agriculture	\$28,816	300
Mining	\$49,349	100
Utilities	NA	NA
Wholesale Trade	\$36,881	600
Retail Trade	\$22,968	3,200
Transportation & Warehousing	\$25,054	500
Information	\$36,982	200
Finance & Insurance	\$56,228	900
Real Estate: Rental & Leasing	\$19,953	400
Professional & Technical	\$29,297	600
Management of Companies	\$43,100	200
Administrative & Waste Services	\$24,779	500
Educational Services	\$14,454	200
Health Care & Social Assistance	\$33,063	4,400
Arts, Entertainment & Recreation	\$21,010	600
Accommodation & Food Services	\$16,033	2,500
Other Services	\$18,739	1,200
Government Sector	\$43,807	6,300
Federal	\$44,220	200
State	\$56,707	1,200
Local	\$40,679	4,900

The Resorts World property includes a 100,000 square foot casino including 130 table games, a poker room and 2,150 slot machines. The hotel has 332 rooms with several bar and restaurant options. A spa, salon, two pools, two fitness centers, conference and meeting rooms, and a 2,000 seat theater with live entertainment are also included. Anticipated revenue sharing of \$2.25 million is anticipated in the 2022 Tentative Budget.

The Kartrite Resort and Indoor Waterpark boasts a state of the art indoor waterpark, 324 suites, a ropes course, arcade, stores, restaurants and more.

YO1 Wellness Center opened in June 2018 with a 68,000 square foot wellness center with a spa, yoga and fitness center, nutrition center, 36 massage rooms, salon, exterior amphitheater and 131 lake view guest rooms. 20

The County of Sullivan Industrial Development Agency promotes economic welfare, recreation opportunities, works to prevent unemployment and economic deterioration, ensure the prosperity of Sullivan County’s inhabitants and promotes tourism and trade. Recent initiatives include a 2 commercial solar photovoltaic electricity generation facility in the Town of Delaware and Liberty, a new transfer station development in the Town of Delaware and an agricultural initiative in the Town of Bethel.

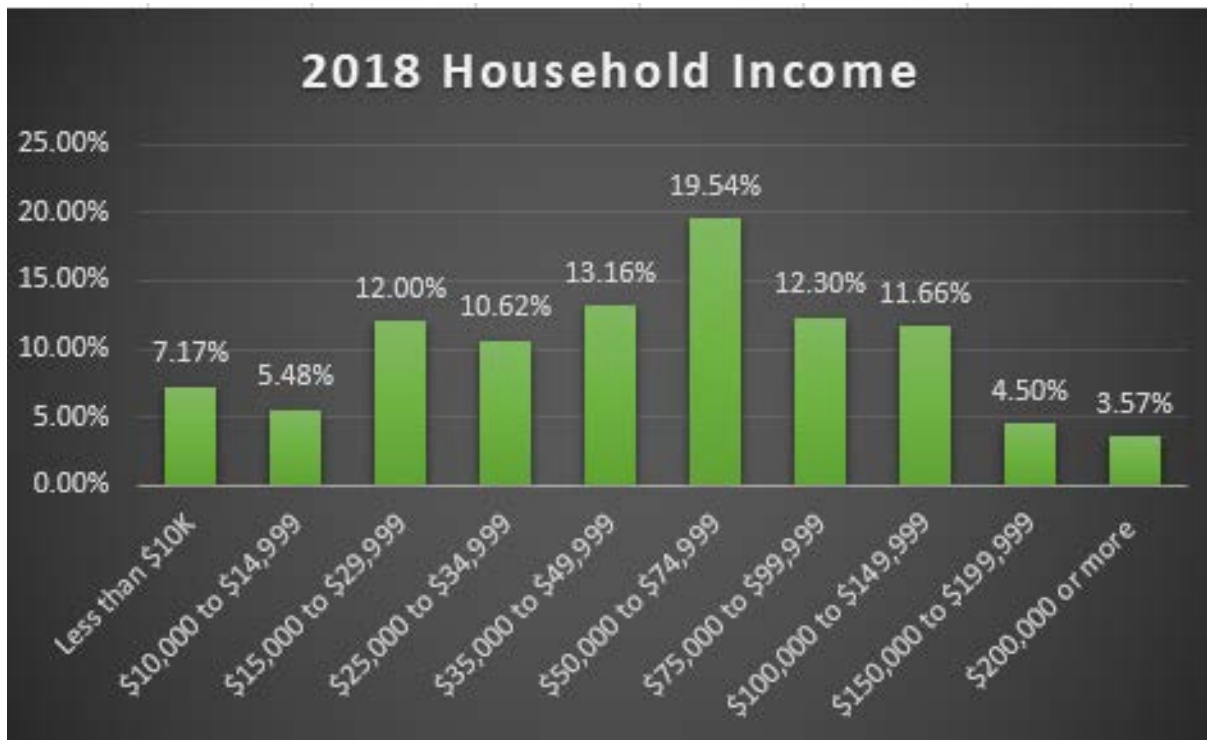
Industrial development agencies were created in New York State to attract and enhance industrial and economic development, help create jobs and maintain economic stability within municipal or regional boundaries. Because New York’s Constitution prohibits municipalities from making gifts or loans to private companies or individuals, the creation of IDAs provided a viable mechanism to accomplish

commercial, recreational, and industrial development goals. Support of a healthy economy, the creation and retention of jobs, on a local, regional and State level is an important policy objective¹⁸.

Income

Per capita income for Sullivan County is \$29,292 with median household income at \$56,256. The poverty rate is 16.2% within the County, while the New York State poverty rate was 13.6% in 2018. Poverty status is determined by comparing annual income to a set of dollar values that vary by family size, number of children and the age of the household. If a family's before-tax money income is less than the dollar value of their threshold, then that family and every individual in it are considered to be in poverty. For people not living in families, poverty status is determined by comparing the individual's income to his or her poverty threshold¹⁹.

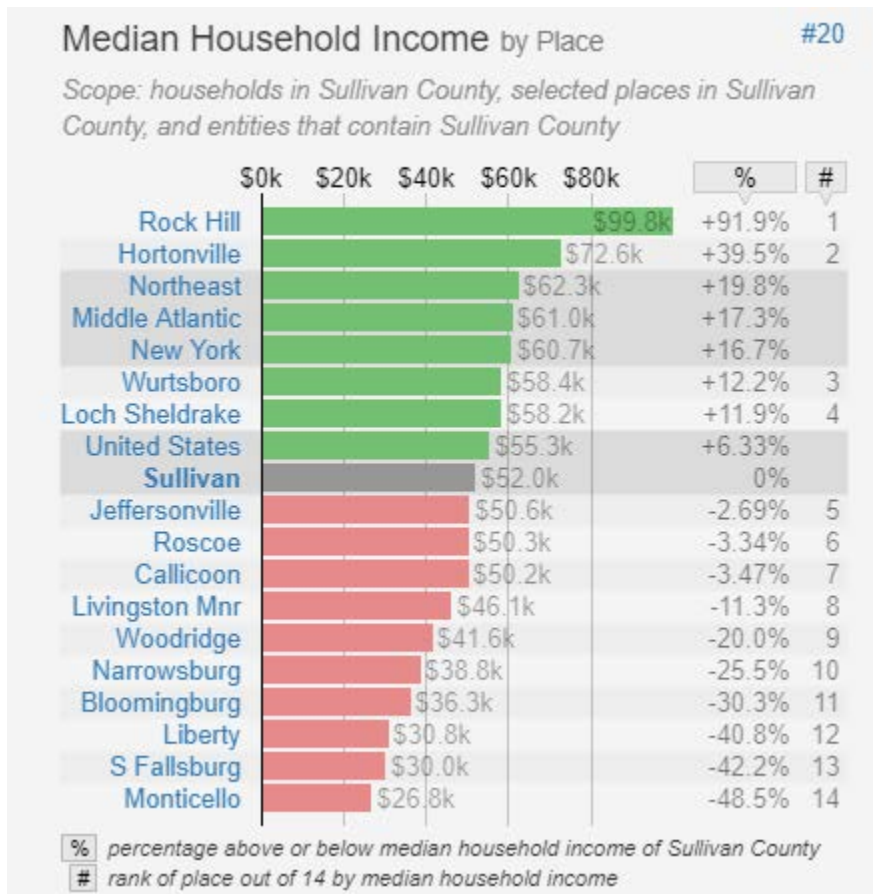
Household demographics with relation to income are as follows:



¹⁸ County of Sullivan IDA

¹⁹ U.S. Census

Median household income by area is shown below:

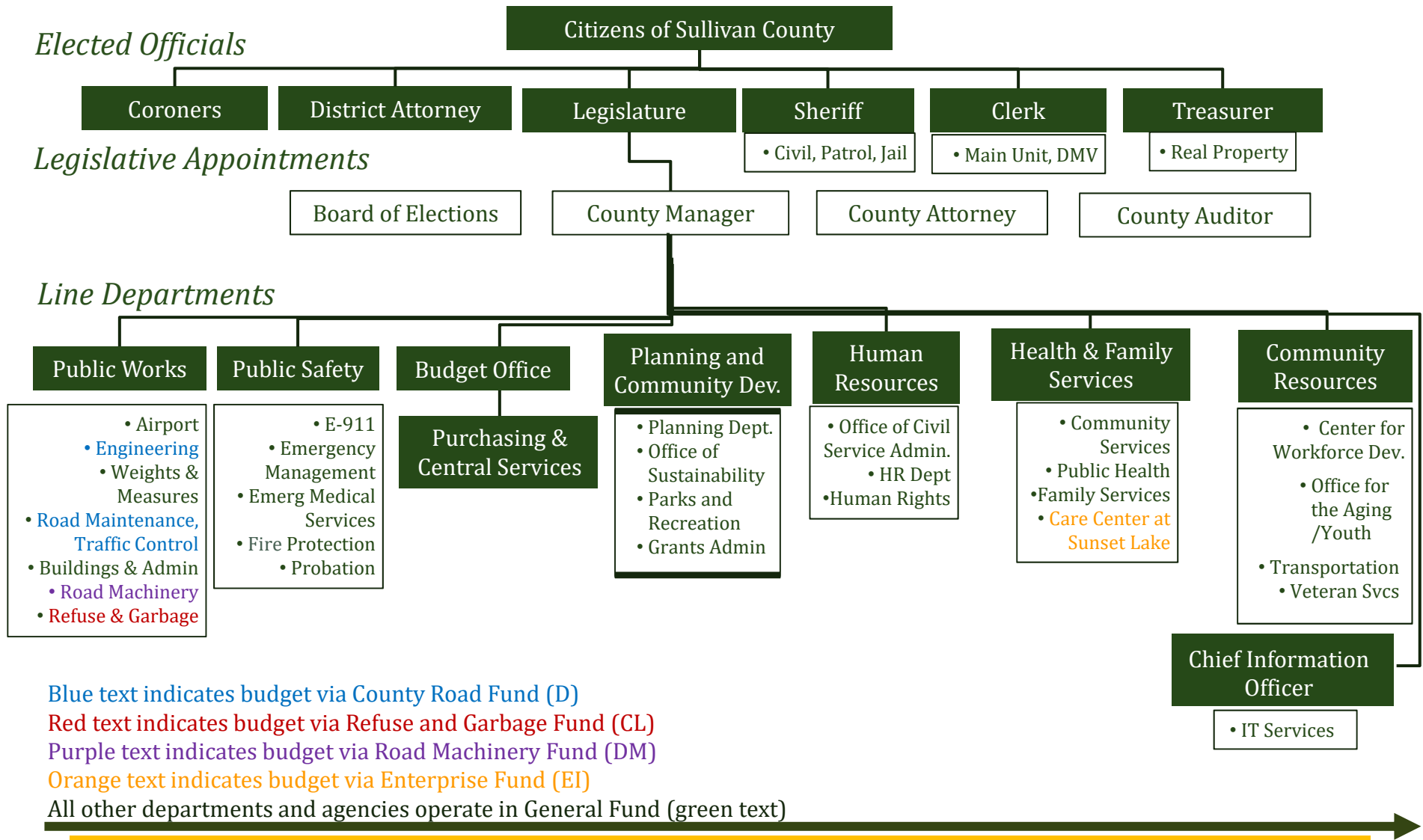


20

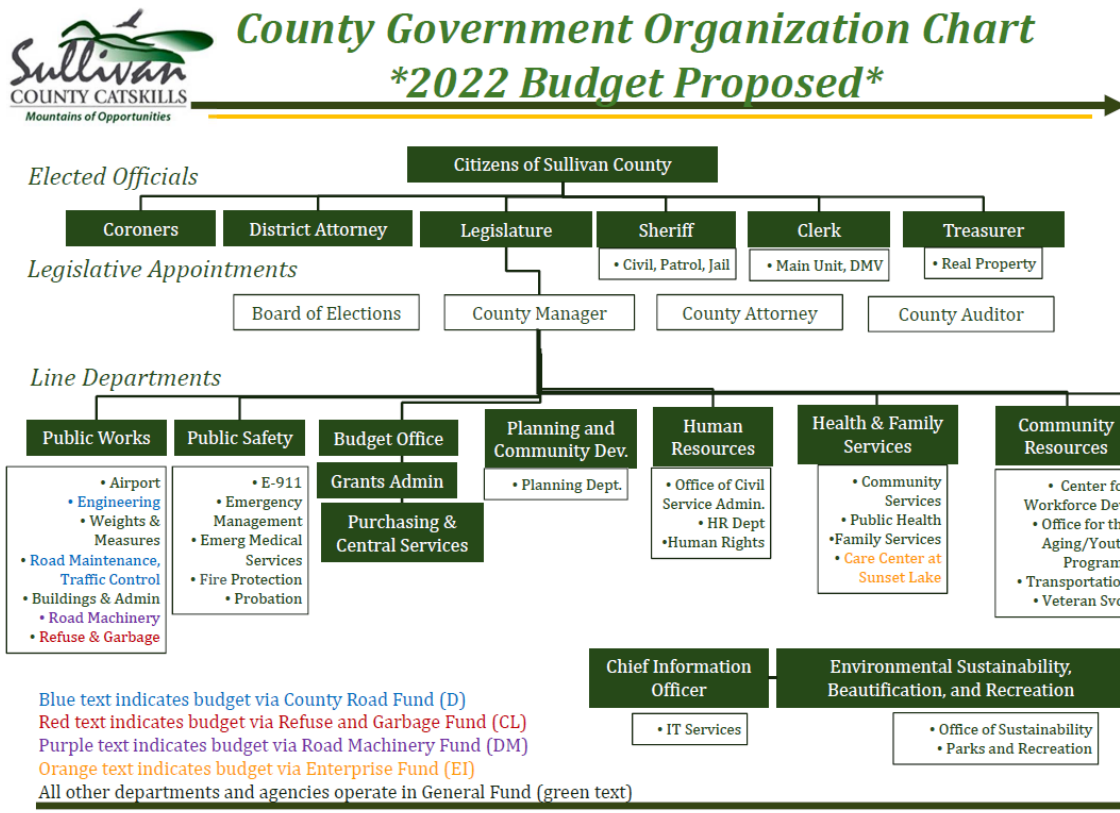


County Government Organization Chart

2022 Budget Proposed



IMPORTANT TAKEAWAYS FROM THE ORGANIZATION CHART



1. The Org Chart is sorted in hierarchy, to illustrate the structure of County government. Towards the top, you can see elected officials report to the Citizens of Sullivan County. Under that are positions appointed by those elected parties. Commissioners and Line Departments report up to the County Manager's office.
2. The Fund Key represents the 5 funds currently utilized by Sullivan County where employees are housed. The majority of expenses are paid through the General Fund which is why the majority of departments are showing in green text.
3. Two larger segments of Sullivan County are Public Works and the Care Center at Sunset Lake. These two entities make up the remaining four funds shown. Public Works has some departments where appropriations are paid from the General Fund, but others who use the Refuse and Garbage Fund, County Road Fund and Road Machinery Fund. The Care Center at Sunset Lake uses the EI Fund. This is an Enterprise Fund, meaning that it's run like a business and self-supporting for revenues and expenses.
4. The letters showing in the color key are GL indicators and really only helpful for internal use.



BUDGET OVERVIEW



2022 Strategic Business Plan

Fundamentals

Our Values: How we treat our neighbors and each other – *with dignity, courtesy, and respect for all*
 How we treat our work on behalf of taxpayers – *with rigor, transparency, and accountability*

Our Mission: Provide quality public services in a timely and competent manner in cooperation with community partners and local governments. Service delivery will be focused on increasing sustainability and resilience by improving infrastructure, keeping the community safe, enhancing public health and wellness, and enabling economic and community development.

Our Vision: By the end of the year, Sullivan County sees improved quality in our infrastructure, enhanced opportunity for local businesses, healthier, more vibrant communities, and a more responsive, professional government which supports the continuing rebirth of the Sullivan Catskills.

Goals and Strategies

Improve Infrastructure

- Complete road and bridge repairs
- Decrease ownership costs of buildings through effective maintenance plans
- Support future needs of County residents by developing a disciplined 10-year facility master plan

Enable Development

- Reduce blight through support of the Land Bank
- Support growth of *Move Sullivan* public transport service
- Promote local business and industry with support from community partners
- Expand the reach of broadband internet and cell coverage

Maintain Public Safety

- Support foster care and transitional housing
- Increase Fire/EMS volunteers
- Embed Mental Health Professionals E911
- Enhance District Attorney’s capabilities in terms of discovery demands.

Enhance Health and Wellness

- Reduce opioid deaths
- Focus on improving behavioral health
- Improve access to care for vulnerable citizens
- Enhance community partnerships that promote good health, good nutrition and fitness

Deliver Efficiency & Effectiveness

- Enhance talent management
- Accelerate digitization of records and transition from paper to electronic forms
- Maintain control of the tax rate

Improve Infrastructure

Improve Infrastructure

- Complete road and bridge repairs
- Decrease ownership costs of buildings through effective maintenance plans
- Support future needs of County residents by developing a disciplined 10-year facility master plan

Enable Development

- Reduce blight through support of the Land Bank
- Support growth of *Move Sullivan* public transport service
- Promote local business and industry with support from community partners

Maintain Public Safety

- Support foster care and transitional housing
- Expand the reach of broadband internet and cellphone coverage
- Complete transition into the new Sullivan County Jail

Enhance Health and Wellness

- Reduce opioid deaths
- Focus on improving behavioral health
- Improve access to care for vulnerable citizens
- Enhance community partnerships that promote good health, good nutrition and fitness

Deliver Efficiency & Effectiveness

- Enhance talent management
- Accelerate digitization of records and transition from paper to electronic forms
- Maintain control of the tax rate

• **Key Performance Indicators:**

- ***Miles of roads paved***
- ***Bridges repaired***
- ***Rail Trails added***
- ***Completion of Facilities Master Plan***

Enable Development

Improve Infrastructure

- Complete road and bridge repairs
- Decrease ownership costs of buildings through effective maintenance plans
- Support future needs of County residents by developing a disciplined 10-year facility master plan

Enable Development

- Reduce blight through support of the Land Bank
- Support growth of *Move Sullivan* public transport service
- Promote local business and industry with support from community partners
- Implement and expand pilot project for broadband access

Maintain Public Safety

- Support foster care and transitional housing
- Expand the reach of broadband internet and cell coverage
- Complete transition into the new Sullivan County Jail
- Increase Fire/EMS volunteers

Enhance Health and Wellness

- Reduce opioid deaths
- Focus on improving behavioral health
- Improve access to care for vulnerable citizens
- Enhance community partnerships that promote good health, good nutrition and fitness

Deliver Efficiency & Effectiveness

- Enhance talent management
- Accelerate digitization of records and transition from paper to electronic forms
- Maintain control of the tax rate

• ***Key Performance Indicators:***

- ***Properties developed by Sullivan County Land Bank***
- ***Condemned structures removed with support of Land Bank***
- ***Increasing ridership of Move Sullivan***
- ***Expansion of routes to unserved/underserved areas***
- ***Continued increase business openings***
- ***Reduction of vacant business space in Liberty and Monticello***
- ***Provide support to municipalities and business owners***
- ***Implement and expand pilot project for broadband access***

Maintain Public Safety

Improve Infrastructure

- Complete road and bridge repairs
- Decrease ownership costs of buildings through effective maintenance plans
- Support future needs of County residents by developing a disciplined 10-year facility master plan

Enable Development

- Reduce blight through support of the Land Bank
- Support growth of *Move Sullivan* public transport service
- Promote local business and industry with support from community partners

Maintain Public Safety

- Support foster care
- Implement portions of the completed EMS study
- Complete State required policing review
- Increase Fire/EMS volunteers

Enhance Health and Wellness

- Reduce opioid deaths
- Focus on improving behavioral health
- Improve access to care for vulnerable citizens
- Enhance community partnerships that promote good health, good nutrition and fitness

Deliver Efficiency & Effectiveness

- Enhance talent management
- Accelerate digitization of records and transition from paper to electronic forms
- Maintain control of the tax rate

• **Key Performance Indicators:**

- ***Private commercial investment in broadband/cellphone access***
- ***Implement portions of the completed EMS study***
- ***Demolish the jail on Bushnell Avenue, Monticello***
- ***Increase membership in volunteer fire departments and EMS***

Enhance Health and Wellness

Improve Infrastructure

- Complete road and bridge repairs
- Decrease ownership costs of buildings through effective maintenance plans
- Support future needs of County residents by developing a disciplined 10-year facility master plan

Enable Development

- Reduce blight through support of the Land Bank
- Support growth of *Move Sullivan* public transport service
- Promote local business and industry with support from community partners

Maintain Public Safety

- Support foster care and transitional housing
- Expand the reach of broadband internet and cell coverage
- Complete transition into the new Sullivan County Jail
- Increase Fire/EMS volunteers

Enhance Health and Wellness

- Reduce opioid deaths
- Focus on improving behavioral health
- Improve access to care for vulnerable citizens
- Enhance community partnerships that promote good health, good nutrition and fitness

Deliver Efficiency & Effectiveness

- Enhance talent management
- Accelerate digitization of records and transition from paper to electronic forms
- Maintain control of the tax rate

• **Key Performance Indicators:**

- ***Reduce the number of opioid deaths/year***
- ***Reduce vacancies in community services positions***
- ***Implement Community Services RFP responses***
- ***Implement Community First Choice Option program***
- ***Improve collaboration among community services, public health and social services departments***

Deliver Efficiency and Effectiveness

Improve Infrastructure

- Complete road and bridge repairs
- Decrease ownership costs of buildings through effective maintenance plans
- Support future needs of County residents by developing a disciplined 10-year facility master plan

Enable Development

- Reduce blight through support of the Land Bank
- Support growth of *Move Sullivan* public transport service
- Promote local business and industry with support from community partners

Maintain Public Safety

- Support foster care and transitional housing
- Expand the reach of broadband internet and cell coverage
- Complete transition into the new Sullivan County Jail
- Increase Fire/EMS volunteers

Enhance Health and Wellness

- Reduce opioid deaths
- Focus on improving behavioral health
- Improve access to care for vulnerable citizens
- Enhance community partnerships that promote good health, good nutrition and fitness

Deliver Efficiency & Effectiveness

- Enhance talent management
- Accelerate digitization of records and transition from paper to electronic forms
- Maintain control of the tax rate

• **Key Performance Indicators:**

- *Improved data collection regarding recruiting and resignation/retirement*
- *Improved data collection regarding employee training*
- *Reduce number of call-out sick days*
- *Provide more computer-based training*
- *Provide more in-person leadership and interpersonal relationship training*
- *Digitize records across all departments*
- *Sustain an excellent balance sheet*
- *Reduce expenditures on contract medical care (nursing agency, specialists)*
- *Ensure a net increase in fund balance*

2022 Performance Measures

Department/Division	County Goal	Dept Goal in Accordance with County Goal	2022 Specific	How will this be measured?
Audit	Provide Organizational Efficiency and Effectiveness	Efficient use of New World and department resources for accurate and timely processing of County payables	Re-evaluate decentralized AP process and work with ITS and NW Security team to revamp the flow of information	Barcode printer testing, back scanning completed, department review of what is working and what is not.
Coroner's	Manage Public Safety and Law Enforcement	Establish a database for tracking overdose deaths and the commonality pertaining to each death	Expand tracking abilities through better use of Laserfiche applications, develop a drive containing case file information that can be accessed by the Coroner's and District Attorneys Office as needed.	Change in number of overdose cases. Counts and characteristics will continue to be captured in 2022.
		Education of those who interact in the field of death investigation	New York State Association of County Coroners and Medical Examiners Educational Accreditation courses for Spring 2020	Upon one year of service, 54 credits of educational accreditation are needed. Every three years the Coroner needs a total of 36 credits to be re-accredited.
Center for Workforce Development	Promote Community and Economic Development Provide sufficient staffing where needed to better serve the people of Sullivan County	Promote CWD with increased marketing and business services Provide sufficient staffing needs for businesses throughout Sullivan County and put people to work	*Marketing targeted to businesses, underemployed & unemployed citizens and older youth. *Work closely with partners, businesses and the workforce to determine the requirements and skill gaps needed to fill positions	Increase in business marketing penetration rate, diversity of businesses served, number of targeted citizens who receive services, tracking & graphing of collected data and revamp of business services
DCS	Encourage Health and Wellness	Continued analysis of our programs and practices to best serve our population in Sullivan County	Integration treatment/recovery program practices, trauma team development for local children and youth, OASAS Narcan Trainings, PEER Connection Center	This will be measured by the number of residents served within these programs
DFS (Medical Assistance)	Encourage Health & Wellness	Ensure that Medical Assistance (MA) cases are reviewed in a timely manner so that residents can access medical services.	Process MA cases within 45 days of application.	The number of cases over 45 days will be reduced.
DFS (Contracts)	Encourage Health & Wellness	Implement new Community First Choice Option program (CFCO)	Participate in ongoing conference calls and presentations with Department of Health on implementation strategies.	Establish all required contracts for new program.
DFS (Contracts)	Provide Organizational Efficiency & Effectiveness	Continue to review areas of cost saving opportunities with contracted providers	Monitor providers associated with children's services and modify contracts to further hold agencies accountable for their contracted duties.	Quarterly reviews with program staff on effectiveness and annual review to prepare for 2022.
DFS (Accounting)	Provide Organizational Efficiency & Effectiveness	Continue to streamline and search for efficiencies within the unit	Finalize efficiencies with Rep Payee payment process as well as continue working with the Treasurer's Office and Audit to create paperless processes where applicable.	Ongoing dialogue with County Auditor, County Treasurer and Director of Purchasing on opportunities for new efficiencies.
DFS (Human Resources)	Provide Organizational Efficiency & Effectiveness	Employee Development and Technology	Continue to offer trainings that improve job performance and management skills. Work toward improving employee productivity by exploring new technology to improve all facets of DFS.	Improves job efficiency by giving skills and confidence, measuring increased productivity and accuracy. Improve job efficiency as well as accuracy and productivity.
DFS (Child Support)	Provide Organizational Efficiency & Effectiveness	Increase revenue for the County	Utilize reports available from the State in order to be proactive with caseloads	Increase collections and reduce the amount of outstanding arrears
DFS (Adult Services)	Encourage Health and Wellness	Connect vulnerable adults to appropriate providers	A decision regarding the need for ongoing Adult Services will occur within 60 days. During that timeframe, referrals for ongoing services will be made to appropriate community based agencies, in addition to meetings with family members, to create sustainable resources for vulnerable adults.	Bi-monthly reports will be reviewed in ASAP (Adult Services Automation Project)
DFS (Children's Services)	Provide Organizational Efficiency & Effectiveness	Develop at least 2 agency operated foster homes for short term evaluation, respite and emergency foster care for children in crisis.	Improve preventive and foster care services to better evaluate children's needs and shorten length of stay in foster care and reduce children placements into residential care programs .	20% reduction in length of stay in foster care and a 50% reduction of children placements in residential care programs.
DPW	Foster Infrastructure Investment	Maintenance and evaluation of constantly changing County buildings fleet.	Maintain new jail, facilitate demo of old jail and Stoloff environmental site assessment	
DPW	Foster Infrastructure Investment	Maintain standards of various State agencies with County operations	NYSOEC- Countywide Petroleum Bulk Storage Program; NYSDOH- Operation of 2 public water supplies; PFOAs at SCIA spill prevention response training for DPW staff	
DPW	Foster Infrastructure Investment	Maintain County roads and bridges	Various Capital projects	Number of County roads and bridges being serviced out of total
Grants Administration (DGA)	Provide Organizational Efficiency and Effectiveness	Continue the DGA Records Inventory, Reconciliation and Retention Project	Continue to conduct review of the DGA office grant file cabinets to determine records eligible for shredding. This will	• Number of filing cabinets freed up; and • Cost reduction on ordering of paper files / folders.

Department/Division	County Goal	Dept Goal in Accordance with County Goal	2022 Specific	How will this be measured?
OSE	Foster Infrastructure Investment	Continued evaluation of environmentally efficient improvements and education Countywide	Recertification as a Climate Smart Community, targeting Silver level; Update of Sullivan County's Climate Action Plan, which will be aligned with priority initiatives of County operations as well as targeted capital investments; maintain benchmarking data to continue tracking County's progress toward reducing energy usage; complete and maintain greenhouse gas inventory; monitor ongoing implementation of NYS Climate Leadership and Community Protection Act and its impacts to County operations; expand County's EV charging infrastructure with support from State grants; continue coordination of energy upgrade project at Sullivan County Community College	Secure recertification from NYS DEC as a CSC by July 2022; updated CAP to be completed by the end of Q2 2022; 2021 benchmarking data recorded, analyzed, and reported by June 1, 2022; GHG inventory completed and baseline data established by Q1 2022; installation of EV charging equipment at one additional County property; construction phase of SCCC energy project to be completed by December 2022
Parks and Rec	Promote Community and Economic Development	Develop and enact long term plans for County parks in conjunction with County departments and townships	Park Beautification	Completed beautification projects
			Trail Development	Development of new trails/Renovation of existing trails
			Roadside litter pluck program expansion	Increased participation / Litter removal totals
Personnel	Provide Organizational Efficiency and Effectiveness	Shares services with electronic 428s across County jurisdictions	41 jurisdictions to bring on including schools, villages and towns	How many jurisdictions come on board throughout the year. There will be minimal training involved to ensure that the appointing authorities and their support staff can manage the system; there will also have to be internal training for subordinate staff that is not actually involved with electronic 428's.
Planning	Invest in Our Infrastructure	Advance the Sullivan O&W Rail Trail	Develop "Friends of" group to promote trail, support fundraising, coordinated operations and maintenance	<ul style="list-style-type: none"> Establishment of legal entity able to seek funds and accept donations Group membership
			Continue/increase efforts to seek grant-funding for trail upgrades, acquisition and buildout	<ul style="list-style-type: none"> Complete at least one major grant proposal (CFA/OHRP)
			Implement new trail improvements with available County funding in partnership with contributions from host municipalities	<ul style="list-style-type: none"> Improvements completed
Planning	Promote Community & Economic Development	Provide technical assistance to municipalities to advance identified infrastructure projects	Identify and promote infrastructure funding opportunities, including CFA, USDA, EDA, TAP, others.	<ul style="list-style-type: none"> # of promotional activities (events, newsletters, other media) # of new funding applications
		Accelerate and expand activities of the Emerald Corporate Center Economic Development Board.	Continue to aggressively market and respond to inquiries regarding the sale of remaining Rock Hill property.	<ul style="list-style-type: none"> Preliminary site plan approvals for the subject lots Property sale Number of inquiries
			Conduct predevelopment and permitting activities for the planned light industrial and business park off East Broadway in Monticello, pending NYSED grant.	<ul style="list-style-type: none"> Progress on environmental assessments, plans and permits.
			Continue progress on implementation of the Grow the Gateways Plan for the gateway corridor encompassing downtown Monticello and surrounding areas in the Town of Thompson. Upcoming implementation tasks include East Broadway Zoning updates, issuing a call for designs for public art to improve the Exit 106 traffic circle, strategic code enforcement, and promoting new development incentives.	<ul style="list-style-type: none"> Work products/deliverables associated with each strategy – e.g. adopted zoning updates, design selection and budget for traffic circle upgrades, code enforcement activity along Broadway, etc.
		Continue, increase and accelerate downtown revitalization activities in the County's main urban centers of Liberty and Monticello, as well as other village and hamlet centers.	Work with property owners to achieve private-sector building rehab using grants (NYS Main Street, HUD Hope VI) and incentives (485-a, Historic District Tax credits). Assist with obtaining income-eligible tenants and ground floor businesses.	<ul style="list-style-type: none"> Completed Main Street projects. Execute "Race to the Space" program to attract ground floor businesses.
			Provide technical assistance to downtown revitalization in Liberty, such as support for renewed CDC activities and applying to the NYS DRI competition, etc.	<ul style="list-style-type: none"> DRI document Other measures TBD

Department/Division	County Goal	Dept Goal in Accordance with County Goal	2022 Specific	How will this be measured?	
Planning	Promote Community & Economic Development, cont.	Facilitate place-making activities and events to create enhanced public spaces throughout the County and promote County pride.	Continue to administer the Plans & Progress Small Grant and Sullivan Signs, with an emphasis on capital projects.	Number, distribution and quality of projects funded.	
			Deepen and expand partnerships to leverage resources and support creative new projects inc. Sullivan Renaissance's revamped municipal program, Sneak Peek Sullivan, partnerships with arts organizations, etc.	Number, quality of projects. Successful Sneak Peek inaugural event	
		Fight blight.	Increase the efficiency and effectiveness of the Sullivan County Land Bank Corporation.	Disposition outcomes Property maintenance	
			Execute related community development activities including the Zombie 2.0 grant, Rock the Block, SONYMA Community Spruce Up, etc.	Project outcomes	
			Administer Sullivan County RUST program to support demolition of unsafe structures.	Degree of blight removal	
			Continue grant seeking and fundraising efforts.	Number of applications, awards.	
		Support business retention, expansion and development, including agricultural businesses.	Manage the County's revolving loan portfolio for main street, agricultural and food service businesses.	# of participants in entrepreneurial training program # of loan applications/ businesses launched	
			Provide technical assistance to businesses with respect to funding opportunities, loans, incentives, etc. Serve as lead applicant when required by funding agency.	#, success of funding applications, business development Complete farmland protection grant, CDGB small business	
			Promote business-friendly zoning and permitting practices through the County Business Friendly Zoning incentive program, technical assistance and training.	# of BFZ projects, trainings	
			Coordinate Ag Plan implementation with CCE.	Farm #'s, acreage	
Planning	Promote Community & Economic Development, cont.	Implement the local waterfront revitalization plan for the Upper Delaware River.	Convene implementation committee. Identify and advance projects in addition to the River Access improvements noted above (see Infrastructure).	TBD	
	Provide public safety and law enforcement	Support the County and local municipalities in adapting to climate change.	Prepare County Resiliency Plan under NYS Department of State grant, in conjunction with an update of the County's All-Hazard Mitigation plan, funded separately. Schedule municipal board trainings and public education programs on topics relating to resiliency.	Progress on plan Stakeholder engagement Plan quality # programs Program evaluation forms	
		Promote and facilitate increased and strategic code enforcement efforts throughout the County.	Zombie grant program, partnerships, education and training, Grow the Gateways implementation, RUST program.	See notes for these programs above under Ec & Community Dev.	
		Promote enhanced health, wellness and quality of life.	Improve walkability throughout the County.	Complete Streets efforts – Kauneonga Lake study, Sullivan 180 partnership, 239 reviews, technical assistance and training, etc.	Efforts to implement Kauneonga Lake plan (2020 TAP, signage) Sullivan 180 policy product Other TBD
	Facilitate placemaking projects.		Partnerships with SC arts organizations, Plans & Progress projects, SC Land Bank vacant lots, etc.	Projects and events	
	Support health & wellness initiatives of SC Public Health, Sullivan 180, CCE and others.		Facilitate downtown YMCA project through Plans & Progress grant and technical assistance.	Project plans Launch of capital campaign	
	Protect water quality.		Participate in William Penn Foundation initiatives for protecting water quality in the Pocono-Kittatinny watershed that encompasses the western part of the County.	TBD – possibilities inc. zoning amendments, education and training programs.	
	Planning	Provide organizational efficiency and effectiveness.	Provide planning services to County agencies and departments.	Participate in the facility master plan	Plan quality, effectiveness Stakeholder buy-in
			Promote efficiency and quality in local development review processes.	Board member training and education.	# of training hours # of attendees Degree of municipal representation Program evaluations
				Business Friendly Zoning program. Technical assistance - e.g. Forestburgh zoning update.	Applications and projects. Adoption of zoning amendments
Probation	Provide Organizational Efficiency and Effectiveness	Maintain up to date training for all new and existing staff as required	All Peace Officers will complete a minimum of 21 hours of relevant training	Training logs/Acadis	
Public Safety	Provide Organizational Efficiency and Effectiveness	Coordinate County Public Safety (Emergency Management, E911, Fire Protection, Fire Training and EMS) for budgeting, training and efficiency	Possible Public Safety Building, research Comprehensive Emergency Management Plan and Hazard Mitigation Plan, Resiliency Grant	Time savings for employees. A more efficient use of storage and better organization among Public Safety personell.	

Department/Division	County Goal	Dept Goal in Accordance with County Goal	2022 Specific	How will this be measured?
Public Safety	Manage Public Safety and Law Enforcement	Continuous development of emergency response resources	Create a Special Operations Response Trailer capable of bringing additional response equipment and supplies to long-term emergency scenes, create a rehabilitation team and response trailer for response to emergency scenes to rehab firefighters and other first responders during extreme conditions.	Reduce injuries and/or hospitalizations to first responders
Public Safety	Manage Public Safety and Law Enforcement	Evolution and efficiency of EMS coordination	Continued development of our EMS capabilities	SUNY New Paltz Comprehensive EMS Study of Sullivan County with communication of results to EMS agencies countywide.
Purchasing	Provide Organizational Efficiency and Effectiveness	Maintain efficient purchasing practices through the oversight and review of space, policies and standard language present in bid documents, ERP training and department outreach	Provide guidance and assistance with all departmental needs; We are in the last stage of implementing Bid Net; Continuing to train County employees on the procedure for requisition process in New World; update the bid contract boiler plate to include contract wording revisions and insurance requirements;	These goals will be measured by: (A) Departments ability to attain their goals and function due to our assistance with acquiring the needed/ required tools and services; (B) the fluency of the requisition process in New World by providing department staff the knowledge of how to enter, review and monitor their orders; (C) Bidnet will provide an increase in vendor outreach and an increase in project interest and bid submissions; (D) Revisions to the bid boiler plate, contract and insurance document will provide easier review for vendors and make clear the requirement from the County
RPS	Promote Community and Economic Development	Provide professional services to our local assessors by supporting, advising, and assisting them in the preparation and maintenance of the assessment rolls.	Tax Map Maintenance	# of Deeds and subdivision maps processed. Maintenance also includes updating records associated with parcels. An aid for assessors in maintaining equitable assessments throughout the County. Accurate mapping to be used as base maps for GIS and as a tool for the general public and professionals within the real property field.
			Begin Condominium Integration	# of municipalities completed. Ease of use when editing, using online county web apps, and researching using the county parcel viewer.
Treasurer	Provide Organizational Efficiency and Effectiveness	To provide an efficient, paperless office through the use of technology to best serve the public and create the efficient use of time among employees	Tax software	Finding or creating new software, testing of said software, implementation of software, roll out to employees and towns.
			ACH Payment setup	Identify Vendor Group for initial implementation and bank, work with bank and new world to set up ACH Payments, collect needed information from vendors, set up vendors (audit), test ach vendors, begin processing payments
			Revision of Installment agreement rules and regulations	Working with county attorney to identify issues with current agreement. Create new agreement and roll out to the public.
Veterans	Provide Organizational Efficiency and Effectiveness	Enhance data recovery and record retention	Work with ITS and Laserfiche to develop Vet App/Laserfiche interface.	Scan all archives of Vet records
		Efficient and accurate filing of forms with VA	Streamlined cloud based program for VA applications	Software program is working well, adding clients as needed
	Foster Infrastructure Investment	More efficient use of space for donation and surplus materials	Current storage of wheelchairs, lifts, etc housed in small spaces all over the County. Achieve storage location in one place in close proximity to Government Center.	Have all Veteran related surplus and donated items in one secure place



Priorities and Issues

As with the 2021 Budget, the Sullivan County 2022 Tentative Budget was developed amidst an unprecedented period in recent history – a global pandemic. Though vaccines had been developed and distributed earlier in 2021, COVID-19 continued to rampage across the nation, and Sullivan County was not spared the disease, nor the tragic deaths and the resulting disruptions.

But there was an unexpected twist. Financial losses that had been projected to be in the millions – as high as \$26 million, including a 20% across-the-board cut in State aid – never manifested. In fact, the worst we faced fiscally amounted to some supply chain difficulties and initially flat sales tax revenues.

As 2021 progressed, so did our fiscal situation, with aid and jobs returning, industries reopening and even growing, and local businesses finding creative ways to survive into a more promising future. The County's real estate market suddenly became the hottest in the region, as we continued to be seen as a safe and attractive place to which to retreat from the pandemic.

Online sales expanded significantly, as well, fueled not only by the increasing amount of locally-based telecommuters to New York City but the fact that many local wage-earners eschewed pandemic exposure at big box stores by switching their purchases to the Internet. And Sullivan County captured 4% of every sale.

Now, with the Solid Waste Access Fee already reduced by a third and the 4% Energy Tax about to sunset in December, taxpayers are beginning to see a modicum of relief from the admittedly high local tax burden. The budgetary focus going forward is on stabilizing County finances so that we are prepared for future “tectonic shifts” without relying so much on property taxpayers, particularly by maintaining a healthy fund balance, reducing debt and investing in our aging infrastructure.

The \$259 million 2022 Tentative Budget proposes a \$1.67 million increase in the tax levy, underneath the State-mandated cap. The estimated tax rate increase is 3.83%. This is due in part to a drop of about \$64 million in taxable assessed value in the County and an unexpectedly large (but limited) boost in sales tax revenues.

I am particularly gratified to note that the Tentative Budget avoids any layoffs, despite coronavirus' ongoing impacts, and strategically recommends adding staff in areas cut during the COVID pandemic, along with new areas.

This Budget also does NOT propose any short- or long-term borrowing, an unprecedented situation in recent memory, and it does not include approximately \$6 million in unassigned American Rescue Plan Act (ARPA) stimulus funds expected to arrive this coming June. The Legislature will determine at that time how to utilize those monies.

Our strategic focus areas are:

- Fiscal responsibility
- Infrastructure investment
- Increased capacity
- Cost-effective initiatives

FISCAL RESPONSIBILITY

Getting Rid of Debt

A key goal of the 2022 Budget is paying off short-term bonds – all \$9.2 million worth of them, instead of the \$1.8 million payment initially planned for this year. This is based on revenue projections that fund balance will increase sufficiently to pay off debt and add to the existing fund balance.

A Right-Sized Fund Balance

The Sullivan County Legislature just adopted a revised Fund Balance Policy, stipulating that at least two months' worth of operating funds be available in the County Budget at all times, per best-practices recommendations from the NYS Comptroller's Office and the Government Finance Officers Association. The goal is to maintain at least 16% of gross appropriations in fund balance, equal to approximately \$34 million, though that likely will not be fully achieved until the 2023 Budget.

Ensuring Salary Parity

The County's "human capital" – its employees – are the most critical resource in providing services and rendering assistance to citizens and taxpayers. However, the amounts non-union employees are paid have evolved independently of one another, leading to disparity in salaries and the loss of valuable workers due to non-competitive pay rates. This Budget incorporates the recommendations of a recently completed salary study to adjust 98 non-union employee salaries to an equitable level. On average, it will raise salaries a little over 2%.

Readying for New Collective Bargaining Agreements

The 2022 Budget provides funding sufficient to settle all eight outstanding labor union contracts, should agreements be reached in the coming fiscal year. The County is negotiating in good faith, eager to provide the unionized workforce with fair compensation and a supportive work environment that encourages superior service to taxpayers.

INFRASTRUCTURE INVESTMENT

Investing in Roads and Bridges

The County currently maintains 385 centerline miles of highways and 400 bridges. The 2022 Budget provides \$9.35 million for roadwork, of which \$4.75 million is the County's share – none of which will be bonded but instead paid out of 2022 operating funds. Historically the County has routinely bonded millions of dollars for roadwork, racking up thousands of dollars in interest and finance fees.

An additional \$2.695 million is earmarked for work on bridges Countywide in 2022. Just over \$828,000 of that will be the County's share, again paid for without bonding and the attendant interest charges.

This outlay, larger than in previous years, represents a solid foundation from which the County can continue a paving and bridge program that keeps pace with needs, rather than lagging behind.

Planning for the Future of Our Buildings

Suspended when coronavirus arrived, the County's Building Master Plan is being reactivated under this Budget, with \$250,000 earmarked to undertake the design of a 20-year plan to address aging County structures.

The Budget also allocates \$650,000 for necessary work and improvements to existing buildings.

A complete listing of all 2022 proposed capital projects can be found in the capital budget narrative.

INCREASED CAPACITY

Reconfiguring the Division of Planning

To more robustly and innovatively fulfill its mission to the community and its mandate from the Legislature, the Division of Planning and Environmental Management will be reorganized to include the Office of Sustainable Energy, the Office of Grants Administration and the Office of Parks, Recreation and Beautification. The Commissioner will oversee two Deputy Commissioners, one focused on energy, grants and the environment, the other on the traditional planning activities of the Division.

In addition, the 2022 Budget provides for two more Planners and an Administrative Assistant, restoring staffing to pre-pandemic levels and allowing an increased focus on useful, innovative community planning, including collaborations with the Center for Workforce Development, the Child Care Council of Sullivan County and our affordable/workforce/homeless housing partners. The Division will also place priority on expanding trail development in our parks and the O&W Rail Trail.

Building Up the District Attorney's Office

With an immediate need for attraction and retention of dedicated professionals, \$370,000 has been set aside in the 2022 Budget to restore two Assistant District Attorneys to the DA's Office (cut during the pandemic) and add two Administrative Assistants, in order to provide the capacity the District Attorney needs to ensure the safety of the public and the proper prosecution of those who represent a threat to that safety. As the DA has noted, expanded State-mandated discovery requirements have created an enormous volume of new work that requires these additional positions.

Adding to the DMV

Perhaps no office in County government is more utilized daily than the Department of Motor Vehicles (DMV), overseen by the County Clerk's Office. In order to more efficiently and effectively serve a greater amount of people, the 2022 Budget provides funding to add a County Clerk Worker I position, open an additional service window in the DMV Office, and expand the DMV mobile unit's locations and equipment.

Investing in the CHHA and Public Health

Confirming the Legislature's commitment to retaining and expanding the County's Certified Home Health Agency (CHHA), the 2022 Budget includes monies to hire and retain a Speech Language Pathologist, replacing a previously existing contracted position and moving it in-house. As operations have become more efficient, the Budget also anticipates increased revenue from the CHHA in 2022.

Public Health Services is growing, as well, with two grant-funded positions – another Public Health Educator and a Principal Account Clerk – and a partially grant-funded position – a Training & Quality Improvement Coordinator.

A New Future for the Care Center

Infinite Care Management has successfully begun operating the Care Center at Sunset Lake in a public-private partnership with the County. While the property is owned by the Sunset Lake Local Development Corporation, the workforce remains largely in the County's employ, and as such, the 2022 Budget ensures sufficient funding to cover 30% of those employees' health insurance and retirement benefits, or \$1.9 million, with Infinite Care contractually bound to make up any differences. The Budget also makes provision for a required 50% match of the Intergovernmental Transfer (IGT) payment, equating to \$1,958,400.

An Eye Toward the Next Steps in Technology

In part to free up staff to focus on the ongoing wireless broadband initiative, the 2022 Budget provides funding for two new positions in the Division of Information Technology Services: a Deputy Chief Information Officer and a WAN (Wide Area Network) Tech I. It should also be noted that the Broadband Local Development Corporation will ultimately reimburse the County for employee time spent on the wireless initiative.

A third position, a GIS (Geographic Information Systems) Specialist, will develop additional spatial data layers for public/commercial/internal use (i.e.: natural resources, economy and demographics, health, water and sewer infrastructure, shared services, etc.), thus providing our communities with the tools to work more cost-effectively and efficiently.

Thinking Ahead with Move Sullivan Public Transportation

The existing \$200,000 County share of funding for the Move Sullivan bus service (matched by an additional \$200,000 in State and Federal funding) will be bolstered by another \$100,000 (matched by State/Federal sources, as well) to expand this necessary service. The Division of Community Resources will reconvene an advisory group and solicit public input to review and make recommendations on expansion options.

A Renewed Focus on Youth

The County is embarking on a new, coordinated, more intensive approach to serving its youth. The 2022 Budget proposes separating the Youth Bureau duties from RSVP (Retired Senior Volunteer Program), with the Bureau focusing solely on providing and monitoring funding for community youth activities.

The County's Center for Workforce Development will also be collaboratively working with schools and other child-focused agencies to create opportunities for young people, particularly career paths (college and vocational). The 2022 Budget provides for this expanded vision, including \$46,000 for a Youth Intern Coordinator to find and place teenage interns in a variety of local businesses, and \$50,000 to identify and address gaps and needed improvements in youth services and resources.

COST-EFFECTIVE INITIATIVES

Using Our Opioid Settlement Funds

With millions of dollars set to be distributed to Sullivan County starting this February, the 2022 Budget envisions utilizing the national settlements with drug manufacturers to bolster and strengthen myriad efforts to address the substance use crisis locally, including through the County's own Drug Task Force.

Tearing Down and Building Up

The 2022 Budget provides \$200,000 for the Sullivan County Land Bank, specifically to undertake the demolition of blighted buildings. The Land Bank will also see \$100,000 in pre-pandemic funding restored.

Simultaneously, a housing study will be undertaken through the Division of Planning and the Department of Family Services to create a Comprehensive Housing Strategy. The Budget allocates \$85,000 to hire a consultant to assist in addressing every facet of housing in Sullivan County, including workforce housing and accommodations for the homeless.

Initiating a Composting Program

The 2022 Budget includes \$30,000 to purchase organics containers for a Pilot Residential Composting Program under the aegis of the Department of Solid Waste & Recycling. This is a step toward a larger program to provide composting services at both the residential and commercial level, for which a study is now being completed.

Keeping the County Clean

In addition to sustaining the popular municipal cleanups, roadside litterpluck and household hazardous waste events, the 2022 Budget sets aside money to begin addressing a frequent request of taxpayers: a place to safely and properly dump old tires. An \$18,000 allocation in the Budget will purchase and place bins for tire disposal at local municipal cleanup events.

Expanding Access to the Outdoors

In collaboration with the Town of Delaware and the Trust for Public Land, the County has embarked on a major park project at the former Upper Delaware Campgrounds in Callicoon. Located along the banks of the Delaware River, the Callicoon Riverside Park will offer 47.5 acres of recreation open to the public. The project is in the design phase.

The County-operated Lake Superior State Park in Bethel is being allocated \$25,000 in the 2022 Budget to finish 8 miles of new trails – 2 miles along the popular lake’s shoreline and 6 miles through the forested hills of the rest of the park.

Investing in Software

The 2022 Budget allocates \$200,000 to acquire updated tax foreclosure software to improve this critical service in the County Treasurer’s Office. The current system is close to two decades old and needs to be replaced. The new software will integrate with towns’ systems as well.

CONCLUSION

This Tentative Budget came about with serious scrutiny of need versus capability. While the 2022 Budget proposes a tax increase, it is slight, thanks not only to judicious expenditures but an improving fiscal climate.

The 2022 Budget was crafted in a year (2021) unlike any other, but my office’s approach to the Budget adhered to time-honored planning and processes intended to ensure we continue to weather whatever financial storms may loom.

And while I remain pleased with the economic growth we're experiencing, I recognize the County continues to lead in undesirable areas, particularly poor health outcomes and the per-capita tax burden. If the 2020s are to be as transformative as we desire, it is incumbent upon County government to aggressively pursue growth and development without overburdening taxpayers.

Soberly keeping in mind that we remain in a pandemic, I am confident this 2022 Budget, as proposed, positions Sullivan County for such progress in a fiscally sound and responsible manner.

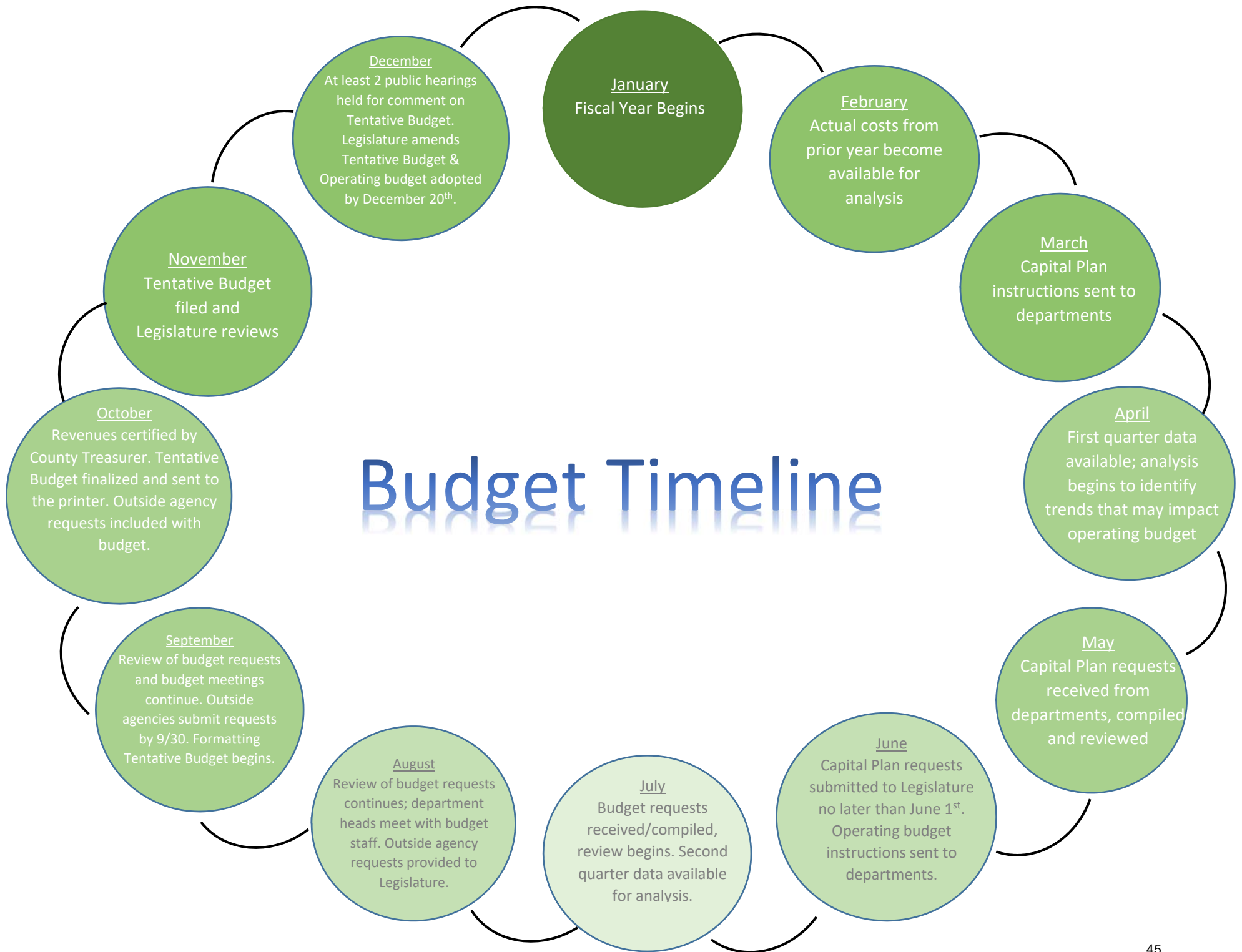
Joshua A. Potosek
County Manager
November 2021



**Sullivan County
Budget Calendar
For Fiscal Year 2022**

<i>Date</i>	<i>Activity</i>
February 1-28	Analysis of actual costs from prior year begins
March 1-31	Capital Plan instructions sent to departments
April 1-30	First quarter data available, trend analysis begins
May 1-31	Capital Plan requests received, compiled and reviewed
June 1st	Capital Plan requests submitted to legislature
June 1-30	Operating budget instructions sent to departments
July-September	Budget requests received/compiled. Review begins
July 1-31	Second quarter analysis begins
August-September	Meetings between department heads and budget staff commence
September 30th	Outside agency requests provided to Legislature for review
September 1-30	Tentative Budget formatting begins
October 21st	County Treasurer certifies revenues
November 9th	Tentative Budget submitted to Legislature for review
November 10-30	Legislature reviews Tentative Budget
December 1-31	Two public hearings for comment on Tentative Budget
December 20th	Legislature submits amendments to budget and operating budget adopted.

Budget Timeline



Budget Adoption and Amendment Process

Operating Budget Adoption

The Sullivan County operating budget includes the General Fund (A), County Road Fund (D), Refuse and Garbage Fund (CL), Road Machinery Fund (DM), Debt Service Fund (V), and the Sullivan County Adult Care Center Fund (EI).

- During the month of June, operating budget instructions are sent to County departments and external agencies that receive County funding.
- During the month of July, operating budget requests from County departments and external agencies are received. External agencies have a deadline of September 30 to submit their budget requests to the County Manager, in accordance with Resolution 327 of 201.
- The County Manager submits the outside agency requests to the Sullivan County Legislature at the same time that the Tentative Budget is submitted.
- During the month of August, September, and October, the County Manager and Management and Budget staff review budget requests and meet with departments to discuss their requests.
- The Sullivan County Charter requires that the County Manager file the tentative operating budget no later than Nov 15 of each year. The Sullivan County Legislature has requested that it be submitted by October 21 to allow for more time to review the tentative budget.
- The Sullivan County Charter requires that the Sullivan County Treasurer certify revenues for the upcoming budget year no later than October 21 of each year. If the Sullivan County Treasurer, County Manager, and Commissioner of Management and Budget disagree on the revenue estimates, a public hearing is required. After the public hearing, the Sullivan County Legislature is required to determine the estimate of revenues.
- During the period of October 21 through December 20, the Sullivan County Legislature, normally through the Management and Budget Committee, reviews the tentative budget. The Management and Budget Committee meet with commissioners, department heads, and external agencies to discuss their budget request and the County Manager's recommendation for their department or agency.
- The Sullivan County Legislature holds two public hearings on the tentative budget to obtain taxpayer comments.
- All line item changes are made through majority vote by the County Legislature.
- After the two public hearings and on or before December 20, the Legislature holds a meeting to consider the adoption of the budget.
- The County Legislature has established legal control of the budget at the departmental level of expenditures and revenues. Transfers within departments can be performed administratively so long as total revenues or total expenses are not increasing. Transfers that require increases in total revenues or total expenses require a majority vote of the Legislature.

Operating Budget Amendment Process

Throughout the year, departments may have a necessity to make changes to their budget as the need arises. As noted above, transfers within departments can be performed administratively so long as total revenues or total expenses are not increasing. Transfers that require increases in total revenues or total expenses require a majority vote of the Legislature.

Transfers within departments

Typically, a department will decide to move money from one budget area to another, to cover expenses. An example would be moving money from office supplies to advertising, once you know that you are finished with all advertising spending for the year and you have a surplus. This can be accomplished via email to the Office of Management and Budget, with details regarding the “to” and “from” for the funds to be reallocated. No resolution is needed to make a change of this nature.

Transfers requiring increases in total revenue/expense

When a department needs to make a change to their adopted budget which will increase in expenses or revenues, a formal resolution is needed to accomplish this. A common example of monetary changes occurs when a department receives more revenue than expected. This will change their overall budget and need to be modified in order to properly convey the state of the department. The initial request will be sent to the Office of Management and Budget for review, then go on to the Management and Budget Committee of the Legislature. This will include the details regarding all general ledger changes for review. If the Management and Budget Committee approves the resolution, it will then go to the full Legislature for final approval.

Capital Plan Budget Adoption Process

- During the month of March, capital plan instructions are sent to County departments.
- During the month of May, the capital plan department requests are submitted to the Management and Budget office.
- The Sullivan County Charter requires that the capital plan department requests are submitted to the Sullivan County Legislature no later than June 1.
- During the months of July, August, September, and October, the Capital Planning and Budgeting Committee meet with commissioners, department heads, and external agencies to discuss their budget request.
- The County Manager includes the tentative capital budget in the operating budget submission to the Legislature. This is submitted no later than October 21.
- During the period of October 21 through December 20, the Sullivan County Legislature, through the Capital Planning and Budgeting Committee, reviews the tentative capital budget. The Management and Budget Committee meet with commissioners and department heads to discuss their budget requests and the County Manager’s recommendation for their department.
- The Sullivan County Legislature holds two public hearings on the tentative capital budget to obtain taxpayer comments.

- All line item changes are made through majority vote by the County Legislature.
- After the two public hearings and on or before December 20, the Legislature holds a meeting to consider the adoption of the capital budget.
- The County Legislature has established legal control of the capital budget at the project level of expenditures. Transfers within projects can be performed administratively so long as total expenses do not increase. Transfers that require increases in total expenses require a two-thirds majority vote of the Legislature.

Sullivan County Fund Structure & Categories

- A. **Governmental Funds:** Governmental funds are those through which most general government functions are financed. The acquisition, use of balances of expendable financial resources, and the related liabilities are accounted for through governmental funds. The following are the County's Major governmental funds:
- a. **General Fund:** The general fund constitutes the primary operating fund of the County and is used to account for and report all financial resources not accounted for and reported in another fund.
 - b. **Special Revenue Funds:** Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects.
 - i. **County Road Fund:** The County road fund is used to account for the maintenance and repair of County roads and bridges and snow removal costs, as defined in New York State Highway Law, and is funded by New York State Revenue and local support.
 - ii. **Refuse and Garbage Fund:** The refuse and garbage fund is used to account for the activity of the County's solid waste operations, and is funded primarily by user fees.
 - c. **Capital Projects Fund:** The capital projects fund is used to account for and report financial resources that are restricted, committed, or assigned to expenditures for capital outlay, including the acquisition or construction of major capital facilities and other capital assets, other than those financed by proprietary funds.

The following are the non-major governmental funds:

- d. **Special Revenue Funds:** Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects.
 - i. **Road Machinery Fund:** The road machinery fund is used to account for the purchase, repair and maintenance of highway machinery, tools and equipment for the construction, purchase and maintenance of buildings for the storage and repair of highway machinery and equipment.
 - ii. **Community Development Fund:** The community development fund is used to account for projects financed by entitlements from the U.S. Department of Housing and Urban Development.

- e. **Debt Service Fund:** The debt service fund is provided to account for and report financial resources that are restricted, committed, or assigned to expenditures for principal and interest and for financial resources that are being accumulated for principal and interest maturing in future years.
- B. **Proprietary Funds:** Proprietary funds include enterprise and internal service funds.
- a. **Enterprise Funds:** Enterprise funds are used to account for operations that are financed and operated in a manner similar to private enterprises or where the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is necessary for management accountability. Enterprise funds are used to account for operations that provide services to the public.
 - i. **Sullivan County Adult Care Center:** The Adult Care Center is a skilled nursing facility established and operated under provisions of Article 6 of the General Municipal Law.
 - ii. **Sullivan County Tobacco Asset Securitization Corporation:** The Sullivan County Tobacco Securitization Corporation holds bonds that are payable by revenues from tobacco manufacturers that participated in the Master Settlement Agreement.
 - b. **Internal Service Funds:** Internal service funds are used to account for those operations that provide services to other departments or agencies of the government, or to other governments, on a cost reimbursement basis.
 - i. **Workers' Compensation Benefits Fund:** The Workers' Compensation Fund is used to account for the revenues and expenses of all of the participating jurisdictions in the plan.
 - ii. **Self-Insured Dental Fund:** The Self-Insured Dental Fund is used to account for the expenses and revenues of the County's dental plan for employees.
- C. **Fiduciary Funds:** Fiduciary funds are used to account for assets held by the County in an agency capacity on behalf of others.
- a. **Trust and Agency:** The trust and agency fund is used to account for payroll withholdings and various other deposits that are payable to other individuals or entities.

Funds Subject to Appropriation

The Sullivan County operating budget includes the General Fund (A), County Road Fund (D), Refuse and Garbage Fund (CL), Road Machinery Fund (DM), Debt Service Fund (V), and the Sullivan County Adult

Care Center Fund (EI). The Workers' Compensation Fund budget is adopted by the Legislature separate from the operating budget. The Sullivan County Tobacco Asset Securitization Corporation has a board, separate and distinct, from the Sullivan County Legislature, which adopts their own budget on an annual basis. The Community Development Fund budget is determined by grant related revenue that is accepted through resolution by the Sullivan County Legislature. The Capital Project Fund budget is determined by the adoption of the capital plan and through bond resolutions or transfers of money from other funds.

Basis of Budgeting

The governmental funds (A, D, CL, DM, and V) are budgeted and recorded in the financial statements based upon the modified accrual basis of accounting. Revenue is recognized as soon as they are both measurable and available. Revenue is considered to be available when it is collectible within the current period or soon enough thereafter to pay liabilities of the current period. A ninety day availability period is used for revenue recognition for all governmental fund revenue except property taxes. Property taxes are considered to be available if collected within sixty days of the fiscal year end. Expenditures generally are recorded when a liability is incurred. However, certain expenditures, such as debt services expenditures, compensated absences, certain pension costs, landfill closure costs, certain claims and postemployment benefit obligation are recorded only when payment is due.

The proprietary fund (EI) is budgeted on a modified accrual basis of accounting. The audited financial statements are recorded on a full accrual basis. The budget does not appropriate money for future debt service payments, the unfunded portion of post-retirement benefits, future pension obligation, and depreciation. Under a full accrual basis of accounting, revenue is recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.

Financial Policies

Capital Budget and Planning

The Sullivan County Legislature has adopted a Capital Planning & Budget Policy (resolution 322 of 2007) which shall be a plan of capital projects proposed to be undertaken during the succeeding six-year period.

Policy:

- The County Manager shall annually cause the Capital Program to be prepared and shall submit said Capital Program to the County Legislature together with the Tentative Budget.
- The Capital Program shall be a plan of capital projects proposed to be undertaken during the succeeding six-year period.
- The Capital Program shall be arranged in such a manner as to indicate the order of priority of each project, and to state for each project:
 - a description of the proposed project and the estimated total cost thereof;
 - the proposed method of financing, indicating the amount proposed to be financed by direct budgetary appropriation or duly established reserve funds; the amount, if any, estimated to be received from the federal and/or state governments; and the amount to be financed by the issuance of obligations, showing the proposed type or types of obligations, together with the period of probable usefulness for which they are proposed to be issued;
 - an estimate of the effect, if any, upon operating costs of the municipal corporation within each of the three fiscal years following completion of the project.
- The Tentative Budget shall include the amount proposed for the Capital Program to be financed by direct budgetary appropriation during the fiscal year to which such Tentative Budget pertains.
- There shall be included in the budget message, if any, a general summary of the financial requirements for the Capital Program for the fiscal year to which the budget message relates. Additional comments and recommendations of any other board, officer or agency may also be included in the budget message.
- The County Legislature shall annually, as applicable, adopt the Capital Program after review and revisions, if any. The provisions of any law relating to a public hearing on the tentative budget, and to the adoption of the budget, shall apply to the Capital Program.
- At any time during the fiscal year for which the Capital Program was adopted, the County Legislature by the affirmative vote of a majority of its total membership, may amend the Capital Program by adding, modifying or abandoning capital projects, or by the affirmative of two-thirds of its total membership, may modify the methods of financing. No capital project shall be authorized or undertaken unless it is included in the Capital Program as adopted or amended.
- Nothing in this section shall be construed to authorize the County to incur indebtedness for which obligations may be issued except as provided by the Local Finance Law.

Debt Management & Investment

The Sullivan County Legislature has adopted an Investment and Debt Management Policy (resolution 180 of 2013) which aims to standardize and support the issuance and management of debt by the County of Sullivan (“County”). Their primary objective is to establish conditions for the use of debt and to create procedures and policies that minimize the County’s debt service and issuance costs, maintain the highest practical credit rating, and provide full and complete financial disclosure and reporting. The policies apply to all general obligation debt issued by the County.

Purpose:

The County recognizes that the foundation of any well-managed debt program is a comprehensive debt policy. A debt policy sets forth the parameters for issuing debt and managing outstanding debt. It provides guidance to decision makers regarding the timing and purposes for which debt may be issued, types and amounts of permissible debt, methods of sale that may be used and structural features that may be incorporated. The debt policy should recognize a binding commitment to full and timely repayment of all debt as an intrinsic requirement for entry into capital markets. Adherence to a debt policy helps to ensure that a government maintains a sound debt position and that credit quality is protected. Adoption of and compliance with a sound debt policy bestows significant benefits including:

- The enhancement of the quality of decisions by imposing order and discipline;
- The promotion of consistency and continuity in decision making;
- The expression and demonstration of commitment to long-term financial planning objectives;
- The enhancement of the County’s profile and recognition and for fiscal responsibility by the rating agencies and the general public in reviewing the credit quality of the County.

Fund Balance

The Sullivan County Legislature has adopted a Fund Balance Policy (resolution 388 of 2021) which targets a specific fund balance level in the General Fund to ensure accounting and fiscal stability. The fund balance policy is important because:

- Fund balance size and stability are important factors to credit markets when they determine the credit rating of Sullivan County debt instruments, which in turn affects the interest rate that taxpayers must pay for borrowed funds for many years;
- An adequate fund balance enables the County to respond to unforeseen negative events and to level out the impact of those events on taxpayers and service-delivery recipients;
- An adequate fund balance makes possible a cash position that is viewed by credit markets as healthy and avoids unnecessary staff time for accounting;
- Adequate reserves avoid the costs of borrowing, and generate interest earnings;
- Fund balance policy should ensure the County maintains adequate fund balance and reserves to provide the capacity to provide sufficient cash flow for daily financial needs, and to provide adequate reserves to offset significant economic downturns or revenue shortfalls.

All of the above results in lower taxes over the long run. Proposals to reduce the fund balances below target levels in order to avoid higher taxes should always be viewed in this light, lower taxes once can mean repeated future tax increases.

Policy:

- When resources have been spent, the County deems that they have been first spent from the highest constraint level available; therefore, they are considered to have been spent in the following order: restricted, committed, assigned and unassigned.
- The County will maintain an adequate fund balance in its general fund to provide flexibility and to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures), to ensure stable tax rates, to provide for one time opportunities, and to retain favorable credit ratings. The County will endeavor to maintain assigned and unassigned fund balances in its general fund of 2 months of regular general fund operating expenditures including appropriations for transfers to the County Road and Road Machinery Funds.
- The actual level of fund balance in the County's general fund is determined in its annual financial statement, several months after the end of the fiscal year. The County's budgeting process, which culminates both in the establishment of the following year's tax rate and the use of any appropriated fund balance, begins approximately two years in advance of the financial statement that will show the budgets results. Because of this time lag and because of the uncertainties of the budgeting process (such as the amounts of appropriated fund balance actually used each year), it is not possible to guarantee in advance a specific level of fund balance at the close of any fiscal year.

Operating Budget

The County must adopt an operating budget no later than December 20th of the year immediately preceding the fiscal year for which the document is developed. The Operating Budget is developed with the following guidelines:

- Maintain at least 2 months of regular general fund operating expenses in accordance with the adopted Fund Balance Policy.
- The County will rely on internally generated funds and/or grants and contributions from other governments (i.e. federal, state and local) to finance its capital needs whenever available. Debt will be issued for a capital project when it is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries.
- Adopt operating budgets that are balanced and that limit the reliance of one-shot revenues to fund ongoing expenditures.
- Continually address fees for services to ensure that they are adequately funding operations.
- Strive to submit a budget that is at or lower than the New York State imposed Tax Cap.
- Budget revenues and expenses conservatively, so as to not create budget shortfalls.

Long-Range Financial Planning

Long range financial planning allows the County to evaluate the long term impacts of present day decisions. Long range financial planning is achieved through the following:

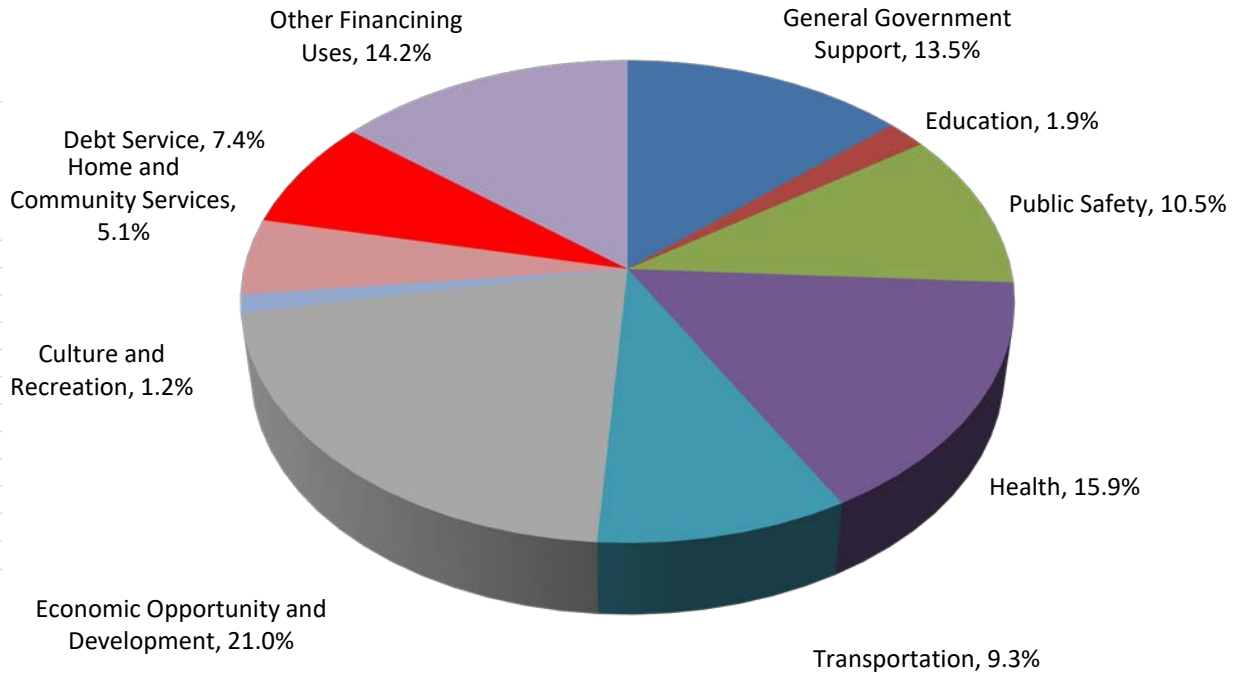
- Include a 6 year multiyear budget as part of the Tentative Operating Budget, incorporating projected revenues and expenses and debt service costs associated with the Tentative Capital Budget.
- Include a 6 year multiyear capital budget as part of the Tentative Operating Budget.
- Maintain adequate fund balance levels in the General Fund in accordance with the adopted Fund Balance Policy.
- Analyze services provided by the County to determine where cost efficiencies and/or consolidation of services can be implemented.
- Analyze services provided to determine potential of shared services with other municipalities.
- Continually monitor the local, regional, and national economy to determine any potential impacts on economically sensitive revenues.
- Analyze the impact and affordability of debt issuance in relation to the New York State Constitutional Debt Limit.
- Analyze the impact and affordability of the tax levy in relation to the New York State Constitutional Tax Limit.
- Strive to adopt an operating budget that stays within the New York State Tax Cap while maintaining vital services.



FISCAL SUMMARY



Total Appropriations by Function 2022 Tentative Budget



	General Fund	County Road Fund	Special Revenue Fund (Refuse and Garbage)	Enterprise Fund (ACC)	Road Machinery Fund	Debt Service Fund	Total All Funds
Expenditures- By Function							
General Government Support	41,038,754	-	-	-	-	-	41,038,754
Education	5,675,000	-	-	-	-	-	5,675,000
Public Safety	30,887,392	979,935	-	-	-	-	31,867,327
Health	26,590,870	-	-	21,900,270	-	-	48,491,140
Transportation	2,638,535	20,206,781	-	-	5,517,788	-	28,363,104
Economic Opportunity and Development	63,960,974	-	-	-	-	-	63,960,974
Culture and Recreation	3,565,453	-	-	-	-	-	3,565,453
Home and Community Services	2,341,585	-	13,317,641	-	-	-	15,659,226
Debt Service	1,776,442	7,192,966	-	-	408,030	13,180,470	22,557,908
Other Financing Uses	38,871,984	3,724,729	-	-	684,073	-	43,280,786
Total Expenditures	\$ 217,346,989	\$ 32,104,411	\$ 13,317,641	\$ 21,900,270	\$ 6,609,891	\$ 13,180,470	\$ 304,459,672

Five Year Trend

Expenditures- By Function	2018	2019	2020	2021	2022
General Government Support	32,548,242	31,711,598	35,457,039	35,646,510	41,038,754
Education	5,675,000	5,675,000	5,675,000	5,675,000	5,675,000
Public Safety	28,835,438	30,452,920	30,710,749	31,084,244	31,867,327
Health	44,013,641	44,433,489	44,452,965	42,476,111	48,491,140
Transportation	22,709,098	27,067,129	20,184,648	24,429,458	28,363,104
Economic Opportunity and Development	61,958,563	64,016,036	64,767,464	64,074,282	63,960,974
Culture and Recreation	3,736,178	3,765,038	3,859,047	3,580,997	3,565,453
Home and Community Services	16,411,002	15,647,928	15,587,752	14,012,847	15,659,226
Debt Service	14,251,167	14,410,079	14,525,645	17,058,596	22,557,908
Other Financing Uses	30,468,802	30,318,513	31,831,885	32,140,884	43,280,786
Total Expenditures	260,607,131	267,497,730	267,052,194	270,178,929	304,459,672

Expenditures- By Function	2019	2020	2021	2022
General Government Support	-2.57%	11.81%	0.53%	15.13%
Education	0.00%	0.00%	0.00%	0.00%
Public Safety	5.61%	0.85%	1.22%	2.52%
Health	0.95%	0.04%	-4.45%	14.16%
Transportation	19.19%	-25.43%	21.03%	16.10%
Economic Opportunity and Development	3.32%	1.17%	-1.07%	-0.18%
Culture and Recreation	0.77%	2.50%	-7.21%	-0.43%
Home and Community Services	-4.65%	-0.38%	-10.10%	11.75%
Debt Service	1.12%	0.80%	17.44%	32.24%
Other Financing Uses	-0.49%	4.99%	0.97%	34.66%
Total Expenditures	2.64%	-0.17%	1.17%	12.69%

Definition of Expenditures

These categories are established by the New York State Comptroller's office and include the following*:

Expenditure Function	What is included under this heading?
General Government Support	Expenses for legislative, judicial, and executive functions, and centralized services including finance, clerks, elections, etc.
Education	For counties this will include expenditures for community colleges
Public Safety	Generally, this includes all expenditures for the protection of persons and property, such as sheriff and police departments, fire protection, animal control, and traffic control
Health	Includes public health programs, mental health and addiction control programs, public hospitals, nursing homes, etc.
Transportation	Includes highway expenditures (in towns and counties, these are usually in a separate fund) and public transportation
Economic Assistance and Opportunity	Includes social service expenditures (this is where Medicaid – a major county expenditure – is shown), job training, industrial development, veterans services, etc.
Culture and Recreation	Includes parks, recreation, libraries, historians, etc.
Home and Community Service	Includes zoning and planning, sewage and water, sanitation, power, urban renewal, conservation, cemeteries, etc.
Employee Benefits	Includes items such as health insurance, retirement, unemployment insurance, etc.
Debt Service	Reflects principal and interest payments on local government debt
Interfund Transfer	Used to show transfer of any money between local government funds

*Source: Office of the New York State Comptroller: Citizens Guide to Local Budgets

Expenses

The following operational expenses represent those areas with significant, recurring increases that will impact the 2022 Operating budget as well as future budgets.

Employee Related Costs

Employee related costs total over \$104 million and represent 34.4% of total appropriations. Salaries and Wages total \$63.4 million and employee benefits total \$41.3 million. Employee benefits as a percentage of wages equal 65%.

The elevated and rapidly increasing cost of health benefits has made it difficult to be able to adequately compensate our County employees while holding spending to a level that is responsible to the taxpayers of Sullivan County. The County and eight bargaining Unions have had ongoing negotiations for contracts of various lengths in 2021, with two of these unions coming back for the 2021 period to negotiate their next contract. Negotiations will continue throughout 2022.

Sullivan County participates in the New York Health Insurance Plan (NYSHIP). This plan (or a plan that is comparable) is required to be provided to County employees as detailed in the various collective bargaining agreements. NYSHIP administers the program and determines the applicable employer contribution rates. The tentative budget anticipates a 6% increase in contribution rates for active and retired employees for 2022. The 2021 budget anticipated total employer contributions of \$26 million. The 2022 tentative budget anticipates contributions of \$26.7 million representing an increase of \$637,132.

Sullivan County employees are participants in the New York State Retirement System. The New York State Comptroller is the sole trustee of the plan. He and his office administer the program and set employer contribution rates as a percentage of payroll, with a goal of ensuring that the plan is fully funded. The plan is heavily invested in the stock and bond markets. As these markets underperform employer contribution rates can increase dramatically. This was evidenced during the last global recession when contribution rates went from the low single digits to over twenty percent. The tentative budget appropriates \$7.3 million for pension contributions. This represents an average contribution rate of 17% of payroll.

Sullivan County along with all of the towns and villages in the county are part of a self-insured Worker's Compensation plan. Total plan contributions from all entities for the year are set at \$3.65 million. This represents the same dollar level as 2021. Total plan contributions are set based upon estimated claim expenses and administrative costs. The County's portion of the plan costs is \$1.46 million.

New York State Mandates

New York State mandates various programs that County governments must run. However the State does not fully fund the costs of the programs. Examples of such programs are the Early Intervention program in Public Health, Social Service Programs, and the County Jail. The costs of these mandates equal \$29.1 million. In addition to the requirement that each county maintain these programs, New York State bills its counties for a portion of the state's share of Medicaid. In 2022 that bill equals \$19.7 million. Mandated programs and our share of Medicaid costs represents 69.5 % of the 2022 tax levy.

County of Sullivan Employee Workforce Costs								
2017-2021 Adopted Budgets, 2022 Tentative Budget								
Employee Costs	2017	2018	2019	2020	2021	2022	Five Yr Inc	Avg Yrly Inc
All Positions at Adoption	1211	1220	1240	1260	1164	1235		
Salaries and Wages								
Salaries	52,387,074	53,063,436	55,801,127	59,587,870	55,897,261	59,113,734	6,726,660	2.28%
Overtime	2,011,150	2,245,100	2,449,370	2,424,020	2,041,024	2,760,300	749,150	5.43%
Longevity	1,168,990	1,140,905	1,077,575	1,053,556	998,831	1,026,031	(142,959)	-2.79%
Shift Differential	307,265	400,429	299,461	269,141	231,227	247,956	(59,309)	-4.78%
Other Pay	487,394	621,383	365,366	303,750	354,978	330,178	(157,216)	-9.52%
Total Salaries and Wages	56,361,873	57,471,253	59,992,899	63,638,337	59,523,321	63,478,199	7,116,326	2.24%
Employee Benefits								
Health Insurance								
Active Employees	17,474,045	20,521,976	20,920,467	20,908,276	19,683,786	20,599,967	3,125,922	3.03%
Retired Employees	5,188,272	5,677,759	5,490,760	5,903,085	6,257,269	5,762,469	574,197	1.99%
Buyout	87,000	51,750	117,000	95,881	125,250	115,001	28,001	4.87%
Pension	8,939,788	8,782,416	8,982,053	9,043,464	10,423,409	8,348,545	(591,243)	-1.42%
Workers Comp	2,610,138	2,101,685	1,350,023	1,388,082	1,410,299	1,461,729	(1,148,409)	-15.71%
FICA & Medicare	4,318,297	4,439,566	4,650,992	4,918,728	4,597,455	4,733,890	415,593	1.76%
Disability	114,853	115,779	111,294	107,635	103,363	110,465	(4,388)	-0.79%
Unemployment	-	25,000	25,000	-	6,850	6,000	6,000	0.00%
Other	-	1,728	44,200	-	80,300	136,000	136,000	0.00%
Total Employee Benefits	38,732,393	41,717,659	41,691,789	42,365,151	42,687,981	41,274,066	2,541,673	1.23%
Total Salaries and Wages	95,094,266	99,188,912	101,684,688	106,003,488	102,211,302	104,752,265	9,657,999	1.84%

Overtime Analysis
2019-2022

Department	2019 Actual Amount	2020 Actual Amount	2021 Adopted Budget	2021 Actual Amount	2021 Estimated Amount	2022 Tentative Budget
AGING PROGRAMS	805.05	-	-	71.39	85.72	-
AUDIT AND CONTROL	3,010.50	323.50	-	29.47	35.38	-
CARE CENTER AT SUNSET LAKE	942,878.29	904,390.24	510,424.00	628,936.44	755,137.51	908,600.00
CENTER FOR WORKFORCE DEVELOPMENT	432.79	799.59	-	297.13	356.75	-
COMMUNITY SERVICES	76,351.41	22,742.78	-	16,949.23	-	5,000.00
CORONERS	1,841.43	893.99	-	-	-	-
COUNTY ATTORNEY	261.13	15.01	-	-	-	-
COUNTY CLERK	4,246.39	12,318.19	17,200.00	2,416.73	2,901.66	4,600.00
COUNTY LEGISLATURE	16.08	-	-	-	-	-
COUNTY MANAGER	-	-	-	47.22	56.70	-
COUNTY TREASURER	238.62	-	-	-	-	-
DISTRICT ATTORNEY	24,552.76	15,520.86	-	17,844.69	21,425.37	-
ELECTIONS	6,118.15	22,465.51	-	3,061.33	3,675.61	-
FAMILY SERVICES	775,895.42	298,590.99	309,900.00	161,070.46	-	441,500.00
FIRE PROTECTION	1,124.66	3,748.45	-	-	-	-
GRANTS ADMINISTRATION	0.21	-	-	-	-	-
HUMAN RESOURCES	1,042.50	5,671.97	2,000.00	197.71	237.38	2,500.00
HUMAN RIGHTS COMMISSION	270.83	-	-	-	-	-
INFORMATION TECHNOLOGY SERVICES	17,154.36	12,946.61	10,000.00	4,210.87	5,055.81	10,000.00
JAIL	1,198,708.69	732,222.93	600,000.00	608,599.25	730,719.49	750,000.00
OFFICE OF SUSTAINABLE ENERGY	98.68	-	-	-	-	-
PARKS & RECREATION	3,058.90	815.67	2,000.00	815.52	979.16	1,500.00
PAYROLL	5.68	-	-	-	-	-
PLANNING	186.23	17.50	-	198.57	238.41	-
PROBATION	2,209.88	768.48	2,500.00	11.27	13.53	1,000.00
PUBLIC HEALTH	41,838.37	77,048.97	22,900.00	70,462.22	192,527.55	24,900.00
PUBLIC SAFETY ADMINISTRATION	2,568.84	8,561.73	500.00	-	-	500.00
PUBLIC SAFETY COMMUNICATION E911	64,218.36	46,086.67	50,000.00	46,303.15	55,594.24	50,000.00
PUBLIC WORKS	112,079.91	112,444.61	85,100.00	50,875.36	-	82,200.00
PURCHASING	12.52	100.79	-	-	-	-
REAL PROPERTY TAX MAP	4,615.78	3,160.33	-	-	-	-
RISK MANAGEMENT	0.21	-	-	-	-	-
SC INTERNATIONAL AIRPORT	17,119.64	9,211.92	3,000.00	10,587.61	12,712.10	4,500.00
SHERIFF	690,621.40	283,747.77	263,500.00	268,010.28	321,788.66	328,500.00
SNOW REMOVAL	320,359.02	122,257.13	150,000.00	72,144.27	86,620.59	125,000.00
SOLID WASTE	15,675.23	31,434.82	20,000.00	12,604.67	15,133.90	20,000.00
TRANSPORTATION	7,546.23	1,687.28	2,000.00	2,288.43	2,747.62	-
VETERANS SERVICES	392.15	60.48	-	-	-	-
Grand Total	4,337,556.30	2,730,054.77	2,051,024.00	1,978,033.27	2,208,043.14	2,760,300.00



Care Center at Sunset Lake

In July 2020, the County authorized the formation of the Sunset Lake Development Corporations (the “LDC”) for the purpose of transferring the Centers capital assets and identifying a management company to assume operations of the Center through a lease agreement. On December 5, 2020 the Center’s building and land improvements in the amount of \$1,342,391 were transferred to the LDC and a lease agreement was entered into between the LDC and the County.

Effective May 1, 2021, the LDC entered into a temporary contract with Infinite Care, Inc. to manage the operations of the Center. A permanent management contract was signed into effect on September 20, 2021, transferring the management of the facility to Infinite Care. The financial impact of this contract allows for the management company to keep any revenues received from billing, but also requires that the management company take on the majority of expenses in relation to the Care Center. These expenses include the majority of employee related expenses, any expenses related to patient care and the operation of the facility.

To put this into perspective, the following figures represent the county share before the management agreement and after:

2021 Adopted County Share	\$6,744,491
2022 Tentative County Share	\$1,879,317

The county share is the difference between revenue coming in and expenses going out that the taxpayer will have to cover. The \$1.88M county share above represents the benefits the county is obligated to pay towards retiree health insurance for past employees of the Care Center, as well as the portion of benefits that the county will still have to cover for active employees. All other expenses are fully covered by the management company.

In past years, the Care Center has received monies referred to as Intergovernmental Transfers (IGT). This money is specific to government, as is indicated in its name, and not every nursing home is entitled to this funding. Subdivision 12(e-1) of Section 2808 of the Public Health Law authorizes supplemental payments to non-state operated public nursing facilities each year. The number allocated to Sullivan County is determined by the Centers for Medicare and Medicaid Services and the NYS DOH informs Sullivan County of its payment amount. The County must then front half of the money through its general fund, to receive the full payment. These payments will continue until Infinite Care receives their Certificate of Need and fully takes over the facility. This will not happen for a year or more.



2019-2022 Paving Summary

	2019	2020	2021	2022***
# of miles paved	22.80	24.80	26.50	31.16 ****
# of miles surface treated	33.00	24.70	19.00	27.24 ****
Previous Years Rollover	1,887,551.21	308,384.14	876,966.16	1,458,289.35
Paving				
CHIPS Used/Expensed	4,156,084.65	2,218,840.44	3,966,177.48	2,600,000.00
Operating Funds*	587,128.66	46,400.56	14,637.94	3,250,000.00
Bonded Funds	2,000,000.00	3,500,000.00	-	-
ARPA monies	-	-	2,696,041.78	-
Other Federal/State Funding	-	-	-	2,000,000.00
Paving Completed	6,743,213.31	5,765,241.00	6,676,857.20	7,850,000.00
Surface Treatment				
CHIPS Received**	909,378.28	847,278.07	1,046,345.38	-
Operating Funds	352,152.13	-	-	1,500,000.00
Bonded Funds	-	-	-	-
ARPA monies	-	-	-	-
Other Federal/State Funding	-	-	-	-
Surface Treatment Completed	1,261,530.41	847,278.07	1,046,345.38	1,500,000.00
CHIPS Rollover	308,684.14	876,966.16	562,593.63	-
ARPA Rollover	-	-	895,695.72	-

*Excluding ancillary items (guiderales, pipes, etc)

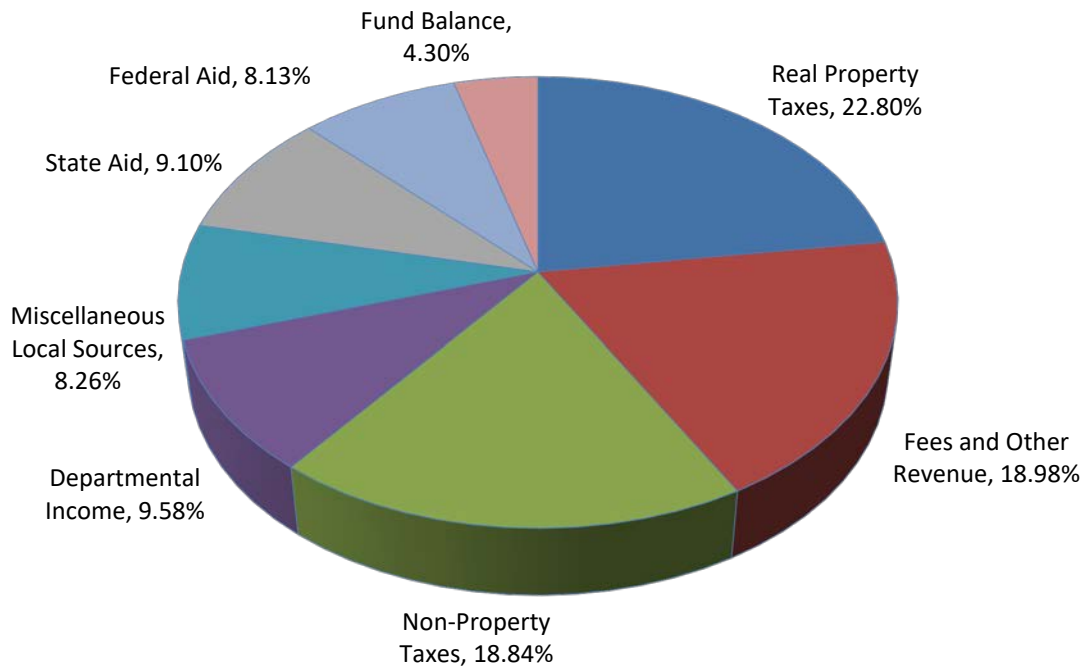
** Includes PaveNY and Extreme Weather Funding

***Based on 2022 Tentative Budget

**** Estimated based on historical pricing



Total Revenues by Type 2022 Tentative Budget



	General Fund	County Road Fund	Special Revenue Fund (Refuse and Garbage)	Enterprise Fund (ACC)	Road Machinery Fund	Debt Service Fund	Total All Funds
Revenues							
Real Property Taxes * ¹	69,403,281						69,403,281
Fees and Other Revenue ¹	12,038,637	25,636,660	230,000	1,879,467	4,834,787	13,180,470	57,800,021
Non-Property Taxes	57,360,000						57,360,000
Department Income	19,564,276		8,860,500		750,000		29,174,776
Miscellaneous Local Sources	2,609,609	1,000	2,530,000	20,020,803	2,000		25,163,412
State Aid	24,592,396	3,100,000	10,000				27,702,396
Federal Aid	22,504,911	2,248,500					24,753,411
Fund Balance	9,273,879	1,118,251	1,687,141	-	1,023,104	-	13,102,375
Total Revenues	\$ 217,346,989	\$ 32,104,411	\$ 13,317,641	\$ 21,900,270	\$ 6,609,891	\$ 13,180,470	\$ 304,459,672

* Total Tax Levy less a \$750,000 allowance for uncollectible taxes

¹ Fees and Other Revenue section includes Other Tax Items, Intergovernmental Charges, User of Money and Property, Licenses and Property, Fine and Forfeitures and Sales of Property and Compensation for Loss.

Five Year Trend

Revenues	2018	2019	2020	2021	2022
Real Property Taxes	62,147,972	63,963,292	65,615,677	67,819,592	69,403,281
Fees and Other Revenue	46,405,514	44,106,005	46,683,171	47,991,289	57,800,021
Non-Property Taxes	45,532,000	49,462,000	52,432,000	52,590,000	57,360,000
Department Income	37,415,737	37,571,152	37,858,199	35,520,656	29,174,776
Miscellaneous Local Sources	15,796,346	11,440,770	11,657,684	8,369,336	25,163,412
State Aid	24,321,265	25,766,951	25,633,198	25,368,053	27,702,396
Federal Aid	20,022,254	23,905,246	20,410,166	23,325,743	24,753,411
Fund Balance	8,966,043	11,282,314	6,762,099	9,194,260	13,102,375
Total Revenues	260,607,131	267,497,730	267,052,194	270,178,929	304,459,672

Revenues	2019	2020	2021	2022
Real Property Taxes	2.92%	2.58%	3.36%	2.34%
Fees and Other Revenue	-4.96%	5.84%	2.80%	20.44%
Non-Property Taxes	8.63%	6.00%	0.30%	9.07%
Department Income	0.42%	0.76%	-6.17%	-17.87%
Miscellaneous Local Sources	-27.57%	1.90%	-28.21%	200.66%
State Aid	5.94%	-0.52%	-1.03%	9.20%
Federal Aid	19.39%	-14.62%	14.28%	6.12%
Fund Balance	25.83%	-40.06%	35.97%	42.51%
Total Revenues	2.64%	-0.17%	1.17%	12.69%

Definition of Revenues

These categories are established by the New York State Comptroller's office and include the following*:

Revenue Category	What is included under this heading?
Real Property Taxes	Includes revenue from property tax assessments, payments in lieu of taxes, and other property tax items. It is the main source of locally raised revenue for most local governments.
Fees and Other Revenue	Monies collected for the use of money and property, licenses and permits, fines and forfeitures and the sale of property and compensation for loss.
Non-Property Taxes	Includes sales taxes, utility taxes, and any other locally imposed tax. Sales taxes provide a major source of revenue for counties, cities, and some other local governments.
Department Income	Includes fees paid for local services, tolls, fines, etc.
Miscellaneous Local Sources	Charges paid by other governments for services provided.
State Aid	Includes all aid provided to local governments from the State. State aid makes up a substantial portion of the revenues of some local governments, in many cases paying for some part of State-mandated programs.
Federal Aid	Includes all aid provided to local governments from the federal government.
Fund Balance	Includes any revenue transferred from other funds of the local government, and any proceeds from borrowing.

*Source: Office of the New York State Comptroller: Citizens Guide to Local Budgets

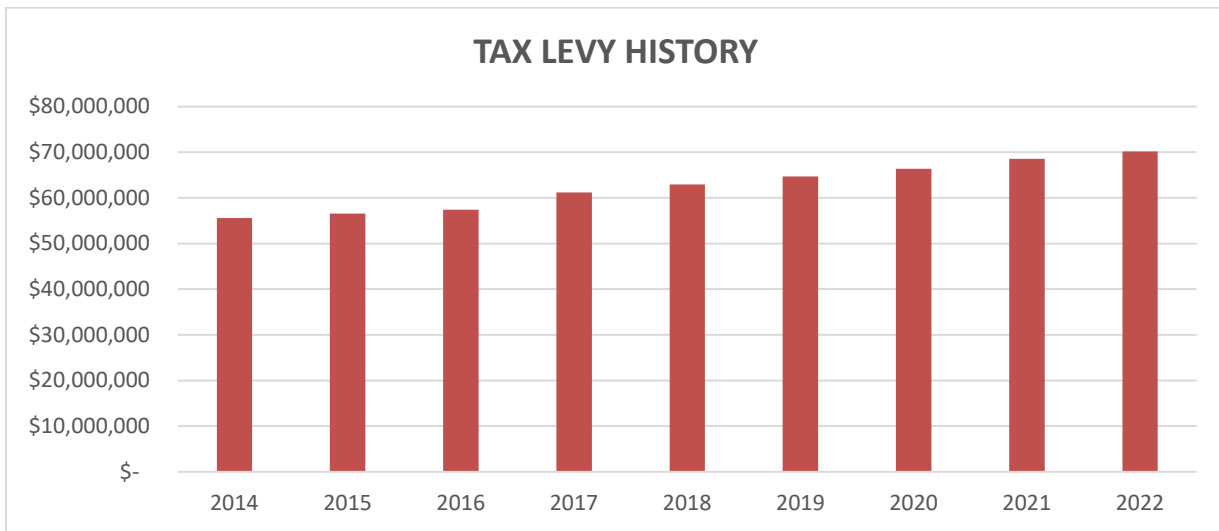
Revenue

Property Tax

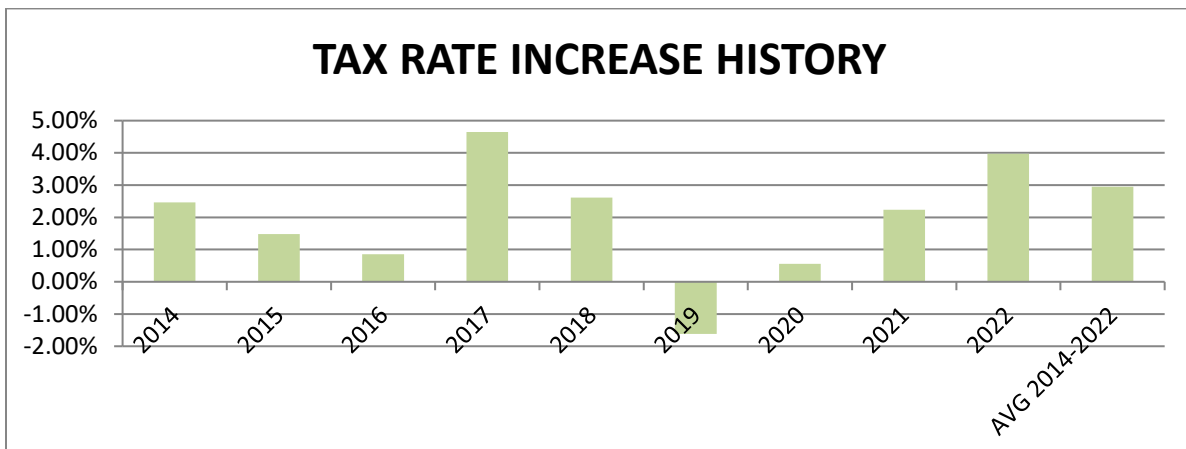
Property Taxes are the largest source of revenue for the County and the only primary revenue that we have direct control over.

The property tax levy for 2022 is \$70,153,281 and the tax rate per thousand is 12.65. This represents a tax rate increase of 3.83%. For every \$100,000 worth of assessment the annual increase in taxes would be approximately \$48.00 per year.

The tax levies for the period 2014 through 2022 are listed below.



The tax rate increases for the period 2014 through 2022 are listed below.



New York State Tax Cap – Tax Levy/Tax Rate

On June 24, 2011 the New York State Property Tax Cap program was enacted and became effective for the 2012 Sullivan County Budget. In 2016 the law was extended by New York State for another five year period. The law requires that municipalities raise taxes no more than 2 percent or the rate of inflation, whichever is less. The County cannot legally adopt a budget that has a tax levy above the tax cap threshold unless a two thirds majority of the Legislature has enacted a local law for such a purpose. The Legislature adopted a tax cap override for the 2017 budget due to the construction of a new county jail. There are other factors that can result in an actual levy growth higher than 2 percent or inflation. Examples could be an increase in the quantity change factor for the county or a change in Payment in Lieu of Taxes. The allowable tax levy growth for Sullivan County equates to 2% for 2022. Increasing the tax levy up to the tax cap would increase the levy by \$1.675 million. The Tentative Budget includes a growth in the levy of from \$68.6 to \$70.1 million. For every \$100,000 worth of assessment the annual increase in taxes would be approximately \$48.00 per year.

Sales Tax

Sales tax is the County's second largest revenue source behind property taxes. Taxable sales in Sullivan County are charged an 8% sales tax rate. New York State and the County each retain 4%. The only exception to this is the State does not charge their portion of sales tax on clothing and footwear with a cost of under \$110. All Counties in New York State are authorized to charge a 3% sales tax. Every two years Sullivan County must request special State legislation to be able to continue to charge an additional 1%. The rate for Sullivan County increased from 3% to 3.5% on June 1, 2003. The rate increased again on June 1, 2007 from 3.5% to 4%.

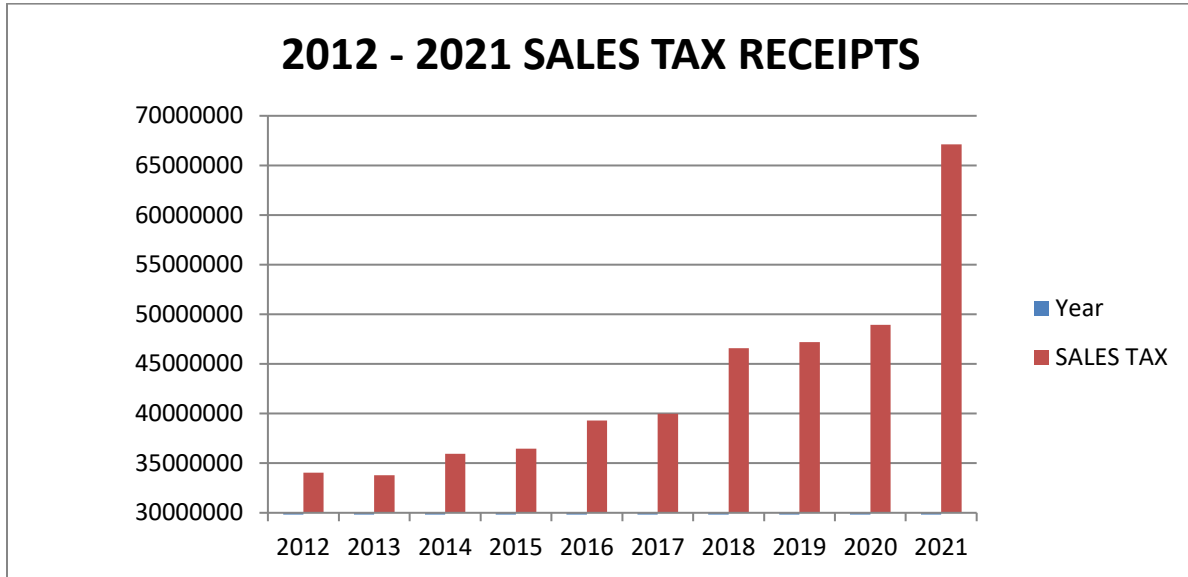
The County has collected \$46.7 million in sales tax in 2021 so far. Through the end of October the County has seen a 37% increase in collections as compared to 2020. At this percentage increase, the County would collect approximately \$67 million in 2021. This is just an estimate and by no means represents actual collections.

Sales tax receipts will reflect what is happening in the local economy as well as the national economy. Collections plummeted during the recent recession, dropping from a high of \$36.4 million to a low of \$32.6 million in 2010. With economic activity accelerating in the County, sales tax has steadily been increasing. However, this is based on several one-time-only generators: stimulus payments from the Federal government, enhanced unemployment benefits, and the County's Energy Tax, an additional 4% sales tax on residential electricity and home heating fuel purchases that will sunset December 1, 2021 (explained further below).

The 2022 Tentative Budget anticipates \$53.5 million in sales tax. This is an increase of \$4 million over the 2021 Adopted budget. Final 2021 figures will not be known until March of 2022 as we get final data from the State on 2021 taxable sales. The anticipated changes are due to the economic impact of the COVID-19 pandemic and the influx of people moving into the area and receiving internet orders at their local address. Another large driver of increased sales tax stems from the 2018 Wayfair vs South Dakota case,

requiring third party sellers on large sites, like Amazon and Walmart, to remit sales tax to local municipalities. This took time to implement, and municipalities began to see the impacts of this decision in early 2020. Coupled with stimulus money received by the public and the need to procure goods without leaving home, Sullivan County has seen record sales tax revenue since the pandemic began.

Historic sales tax collections are graphed below for the period that the County has had a 4% rate. 2012 through 2020 represent actual receipts. 2021 reflects collections of \$46.7 million based upon the percentage increase we have seen through the month of October.



The 2022 budget is anticipating collecting \$53.5 million.

It is likely that the County will see an increase in sales tax growth next year and beyond due to the economic prospects on the horizon. However, it is fiscally prudent to budget this revenue item relatively conservatively, as it is sensitive to what is happening in the national and regional economy.

National Economic Indicators

- GDP
- Inflation
- Consumer Spending
- Consumer Debt load

Sullivan County Economic Indicators

- Unemployment Rate
- Job Growth

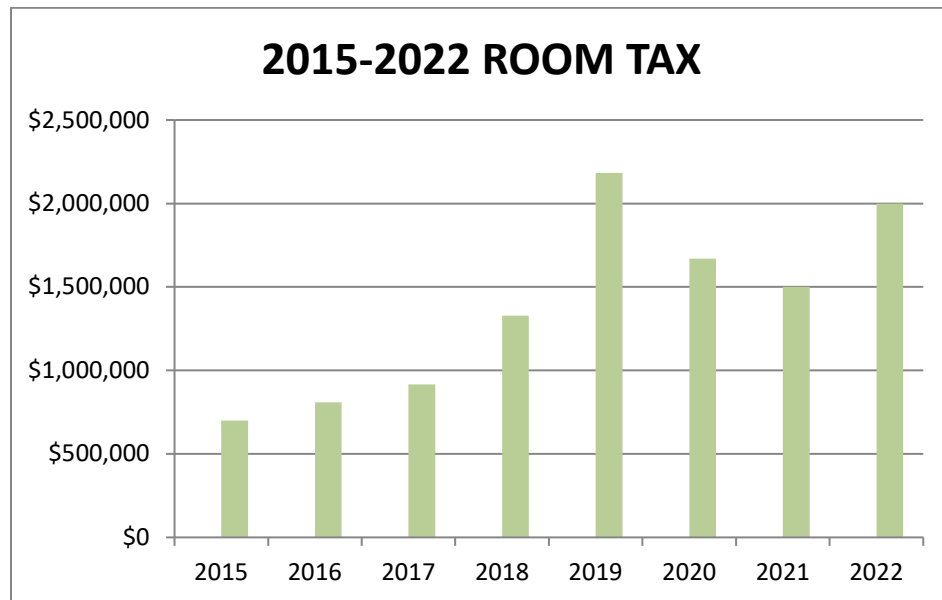
Energy Tax

On July 23, 2020, the Sullivan County Legislature unanimously removed the residential exemption to the 4% sales and use tax applied to all electric and heating fuel delivery bills. Every electric bill generated for service provided in Sullivan County after September 1, 2020 had the 4% Energy Tax assessed. This includes customers of NYSEG, Central Hudson and Orange & Rockland Utilities, regardless of whether the electricity was generated in Sullivan County (for example, via grid-connected solar panels) or outside the County (for example, an upstate power plant). In addition, all retail sale/use receipts for heating fuel purchased or delivered in Sullivan County had the 4% Energy Tax assessed. This includes oil (except highway diesel motor fuel), natural gas, propane, wood (including wood pellets), biofuel, kerosene, electricity, steam and coal. Effective September 1, 2021, the Legislature modified the energy tax to exclude the resale use of electricity, steam and gas, electric and steam services used for residential purposes. Legislators unanimously agreed to reinstate the residential exemption of the Energy Tax effective December 1, 2021.

Room Tax

New York State Law allows the County to charge a 5% room and occupancy tax rate. This revenue stream is relatively stable and does not fluctuate significantly, at least historically. With more lodging facilities scheduled to open in the near future, it is certain this revenue stream will see a significant increase.

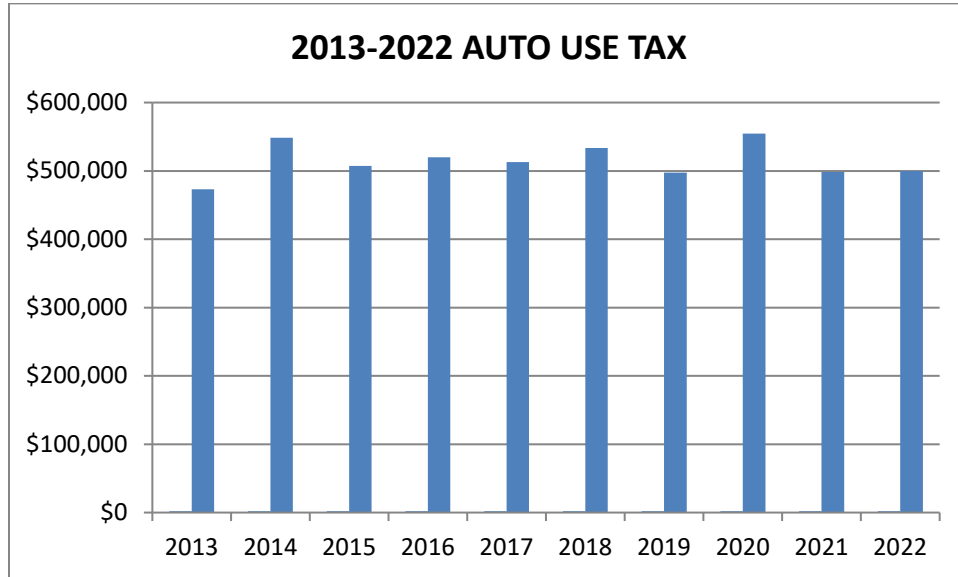
At least 85% of the money must be used to promote tourism-related activities within the County. The 2022 Budget anticipates \$2M. The following graph depicts 2015 through 2020 actual receipts and 2021 and 2022 budget figures.



Auto Use Tax

New York State Tax Law section 1201(e) allows Counties to impose a vehicle use tax on individuals and businesses when registering a vehicle with the New York State Department of Motor Vehicles. In accordance with Tax Law section 1201(e), Sullivan County imposes a fee of \$5 per year for vehicles

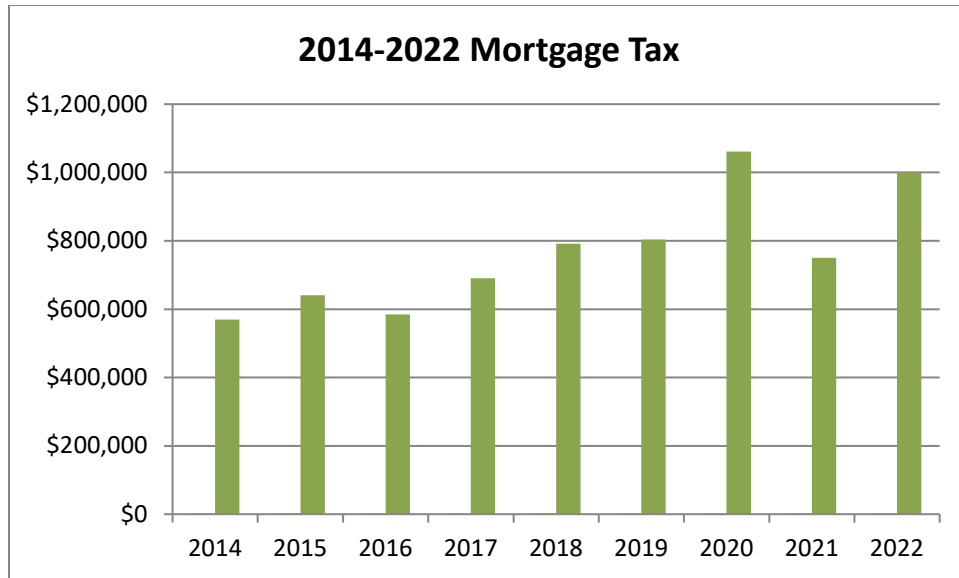
weighing 3,500 lbs. and under and \$10 per year for vehicles over 3,500 lbs. In fiscal year 2016, Sullivan County received \$512,916 through this revenue source. The 2022 budget conservatively anticipates \$500,000. The following graph depicts 2013 through 2020 actual receipts and 2021 and 2022 budget figures.



Currently, several Counties have been authorized by New York State to set their vehicle use tax at a rate higher than what is authorized in law. These three counties charge \$15 for vehicles weighing 3,500 lbs. and under and \$30 per year for vehicles over 3,500 lbs. If Sullivan were authorized to increase our fee to \$15 and \$30 we would receive over \$1,500,000, giving us an additional \$1,000,000 in revenue to be able to fund the repair and maintenance of our road and bridge infrastructure.

Mortgage Tax

Sullivan County imposes a mortgage tax on mortgages issued for property located within Sullivan County. The tax rate is 1 percent of original principal. Principal that is refinanced is not taxed a second time. Similar to sales tax, mortgage tax is economically sensitive. In 2008 the County collected over \$1.1 million in mortgage tax. Since then, the County has experienced a dramatic reduction in mortgage tax collections, until the COVID19 pandemic when a large influx of new residents purchased homes in the area. The 2022 Budget takes a conservative approach and anticipates \$1M. The following graph depicts 2014 through 2020 actual receipts and 2021 and 2022 budget figures.



State Aid & Federal Aid

State Aid and Federal Aid are generally received by the County as reimbursement for providing services, most notably in the Division of Health and Family Services. Typically, the County receives this based upon units of service. The State and Federal government will reimburse the County for a percentage of what it costs to provide a specific service. The level of aid will go up and down in proportion to the amount of services being provided. These revenues are continuously monitored, and adjustments are made when funding methodologies change.

Departmental Income

Various County departments collect fees for providing services. Fees range from tipping fees at the landfill, to pavilion rental fees at various County parks. These fees are analyzed yearly to determine if they are competitive and appropriate for the service being provided.

The other large portion of departmental income is revenues related to services provided in the health-related programs. The County provides various health and mental health related services. The County charges fees for utilizing those services either to the individual or to an insurance carrier.

Fund Balance

Fund balance can be considered a source of funds to mitigate unforeseen cost increases or revenue shortfalls. Fund balance is useful in times of emergency or an economic downturn. It is generally recommended that between 5 and 15 percent of fund balance should be maintained as a percentage of appropriations. However, the Sullivan County Legislature in 2021 adopted a revised Fund Balance Policy, stipulating that at least two months' worth of operating funds be available in the County Budget at all times, per best-practices recommendations from the NYS Comptroller's Office and the Government Finance Officers Association. The 2022 Budget thus aims to maintain at least 16% of gross appropriations in fund balance.

FUND BALANCE DEFINITIONS:

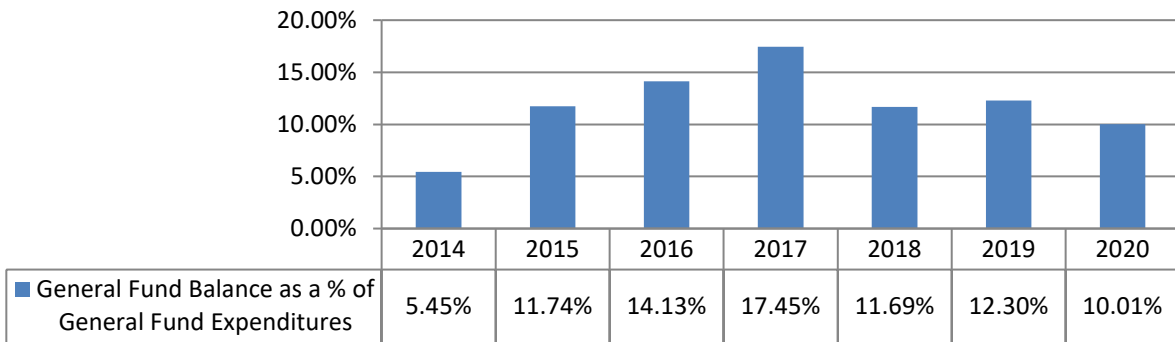
GASB has replaced the earlier reserved and unreserved fund balance classifications with the following:

- A. **FUND BALANCE**: Consists of the measurement of available resources and represents the difference between total assets and total liabilities.
- B. **NONSPENDABLE**: Consists of assets that are inherently non-spendable in the current period either because of their form or because they must be maintained intact, including prepaid items, inventories, long-term portions of loans receivable, financial assets held for resale, and principle of endowments.
- C. **RESTRICTED**: Consists of amounts that are subject to externally enforceable legal purpose restrictions imposed by creditors, or laws and regulations of other governments; or through constitutional provisions or enabling legislation.
- D. **COMMITTED**: Consists of amounts that are subject to a purpose constraint imposed by a formal action of the government's highest level of decision-making authority before the end of the fiscal year, and the same level of formal action is required to remove the constraint.
- E. **ASSIGNED**: Consists of amounts that are subject to a purpose constraint that represents an intended use established by the government's highest decision-making authority, or by their designated body or official. The purpose of the assignment must be narrower than the purpose of the general fund, and in funds other than the general fund assigned fund balance represents the residual amount of fund balance.
- F. **UNASSIGNED**: Represents the residual classification for the government's general fund, and could report a surplus or a deficit. In funds other than the general fund, the unassigned classification should be used only to report a deficit balance resulting from overspending for the specific purposes for which amounts had been restricted, committed or assigned.

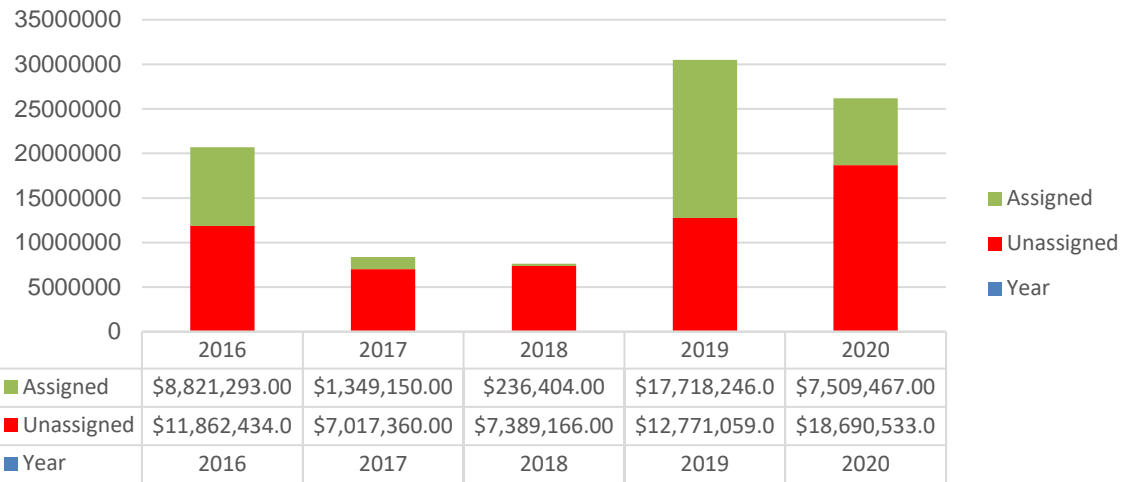
At the end of 2020, unassigned fund balance for the General Fund was \$18.7M or 10.1% of the total General Fund expenditures or transfers out. This amount constitutes approximately 71.3% of the General Fund's total fund balance of \$26.2M at the end of December 31, 2020 and is available for spending per the County's policy on fund balance.

The five-year history of General Fund Balance as a percent of General Fund Expenditures is detailed in the below chart.

General Fund Balance as a % of General Fund Expenditures



General Fund Unrestricted Fund Balance



Unrestricted Fund Balance is made up of Assigned and Unassigned Fund Balance. The five-year history of both is detailed in the chart above.

2022 Tentative Budget for Sullivan County

Summary of Budget - All Funds

Total Appropriations - Excluding Interfund Items	259,088,488
Less: Estimated Revenues - Excluding Interfund Items	176,582,832
Appropriated Fund Balance-Road Machinery Fund	1,023,104
Appropriated Fund Balance - County Road	1,118,251
Appropriated Fund Balance-Refuse and Garbage	1,687,141
Appropriated Fund Balance - To Reduce Debt	9,277,438
	<u>189,688,766</u>
Real Property Tax Levy For Current Budget	69,399,722
Add: Allowance for Uncollectible Taxes*	<u>750,000</u>
Total Tax Levy	<u><u>70,149,722</u></u>
Medicaid	19,705,208
Welfare Mandates	10,077,689
Other State Mandates	18,993,722
County Levy	21,373,103

*Tax Levy Delineation is required by Local Law #3 of 2011

*Chapter 350, Laws of 1978, effective 10/1/1978, requires counties to provide a reserve for taxes at least equal

2022 Tentative Budget for Sullivan County

Summary of Budget - By Fund

	Total	General Fund	County Road Fund	Road Machinery Fund	Enterprise Fund Adult Care Center	Refuse & Garbage Fund	Debt Service Fund
Appropriations - Excluding Interfund Items	259,088,488	178,475,005	28,379,682	5,925,818	21,900,270	11,227,243	13,180,470
Interfund Appropriations	45,371,184	38,871,984	3,724,729	684,073		2,090,398	
Total Appropriations	304,459,672	217,346,989	32,104,411	6,609,891	21,900,270	13,317,641	13,180,470
Less:							
Estimated Revenues, other than Real Estate Taxes and excluding Interfund Items	176,582,832	138,669,829	5,509,550	752,000	20,020,953	11,630,500	
Interfund Revenue, etc.	45,371,184		25,476,610	4,834,787	1,879,317		13,180,470
Appropriated Fund Balance - Road Machinery	1,023,104			1,023,104			
Appropriated Fund Balance - County Road	1,118,251		1,118,251				
Appropriated Fund Balance - Refuse & Garbage	1,687,141					1,687,141	
Appropriated Fund Balance - To Reduce Debt	9,277,438	9,277,438					
Total Revenues, etc.	235,059,950	147,947,267	32,104,411	6,609,891	21,900,270	13,317,641	13,180,470
Appropriations to be raised by Real Property Tax	69,399,722	69,399,722					
Allowance for Uncollectible Taxes	750,000	750,000					
Total Tax Levy	70,149,722	70,149,722					
Medicaid	19,705,208						
Welfare Mandates	10,077,689						
Other State Mandates	18,993,722						
County Levy	21,373,103						

2022 Tentative Budget for Sullivan County

2022 TAX CAP CALCULATION		
2021 Tax Levy		\$69,962,914.00
Tax Base Growth Factor*	x	1.0049
	=	\$70,305,732.28
Estimated PILOTS in 2021	+	\$1,797,838.00
	=	\$72,103,570.28
Allowable Levy Growth (1.02%)**	x	1.02
	=	\$73,545,641.68
Estimated PILOTS in 2022	-	\$1,770,047.00
Available Carryover	+	\$9,478.00
Maximum Tax Levy to remain within the cap	=	\$71,785,072.68
Allowable Increase in Tax Levy within the Tax Cap before chargebacks		\$1,822,158.68
Chargeback - 2022 Town Portion of Worker's Comp Costs	-	\$1,361,379.00
Chargebacks - Other (Estimated)	-	\$270,412.24
2022 Total Tax Levy Cap after chargebacks	=	\$70,153,281.44
2021 Total Tax Levy after chargebacks	-	\$68,477,784.00
Allowable Increase in Tax Levy within the Tax Cap after chargebacks		\$1,675,497.44
2022 Tentative Tax Levy		\$70,149,722.00
<i>* Provided by NYS Taxation & Finance</i>		
<i>** Provided by NYS Comptroller's Office</i>		

Summary of Financial Sources and Uses 2022 Tentative Budget

	General Fund	County Road Fund	Special Revenue Fund (Refuse and Garbage)	Enterprise Fund (ACC)	Road Machinery Fund	Debt Service Fund	Total All Funds
Revenues							
Real Property Taxes (*)	69,399,722	-	-	-	-	-	69,399,722
Other Tax Items	8,270,047	-	-	-	-	-	8,270,047
Non-Property Taxes	57,360,000	-	-	-	-	-	57,360,000
Departmental Income	19,564,276	-	8,860,500	-	750,000	-	29,174,776
Intergovernmental Charges	400,350	155,000	-	-	-	-	555,350
Use of Money and Property	270,190	-	-	150	-	-	270,340
Licenses and Permits	2,302,100	5,000	-	-	-	-	2,307,100
Fines and Forfeitures	209,400	-	-	-	-	-	209,400
Sales of Property and Compensation for Loss	586,550	50	230,000	-	-	-	816,600
Miscellaneous Local Sources	2,609,609	1,000	2,530,000	20,020,803	2,000	-	25,163,412
Interfund Revenue	-	-	-	-	-	-	-
State Aid	24,592,396	3,100,000	10,000	-	-	-	27,702,396
Federal Aid	22,504,911	2,248,500	-	-	-	-	24,753,411
Transfers	-	25,476,610	-	1,879,317	4,834,787	13,180,470	45,371,184
Fund Balance	9,277,438	1,118,251	1,687,141	-	1,023,104	-	13,105,934
Total Revenues	\$ 217,346,989	\$ 32,104,411	\$ 13,317,641	\$ 21,900,270	\$ 6,609,891	\$ 13,180,470	\$ 304,459,672

Expenditures - By Function							
General Government Support	41,038,754	-	-	-	-	-	41,038,754
Education	5,675,000	-	-	-	-	-	5,675,000
Public Safety	30,887,392	979,935	-	-	-	-	31,867,327
Health	26,590,870	-	-	21,900,270	-	-	48,491,140
Transportation	2,638,535	20,206,781	-	-	5,517,788	-	28,363,104
Economic Opportunity and Development	63,960,974	-	-	-	-	-	63,960,974
Culture and Recreation	3,565,453	-	-	-	-	-	3,565,453
Home and Community Services	2,341,585	-	13,317,641	-	-	-	15,659,226
Debt Service	1,776,442	7,192,966	-	-	408,030	13,180,470	22,557,908
Other Financing Uses	38,871,984	3,724,729	-	-	684,073	-	43,280,786
Total Expenditures	\$ 217,346,989	\$ 32,104,411	\$ 13,317,641	\$ 21,900,270	\$ 6,609,891	\$ 13,180,470	\$ 304,459,672

Expenditures - By Category							
Personal Services	47,810,851	3,999,268	1,097,905	9,379,825	1,190,350	-	63,478,199
Fixed Equipment	1,919,000	-	573,000	-	1,265,000	-	3,757,000
Contracted Services	97,016,749	13,841,855	8,787,056	6,318,235	2,057,120	-	128,021,015
Employee Benefits	29,951,963	3,345,593	769,282	6,202,210	1,005,318	-	41,274,366
Debt Service	-	-	-	-	-	-	-
Principal	1,651,667	7,086,666	-	-	402,000	9,315,000	18,455,333
Interest	124,775	106,300	-	-	6,030	3,865,470	4,102,575
Transfers	38,871,984	3,724,729	2,090,398	-	684,073	-	45,371,184
Total Expenditures	\$ 217,346,989	\$ 32,104,411	\$ 13,317,641	\$ 21,900,270	\$ 6,609,891	\$ 13,180,470	\$ 304,459,672

Fund Balance						
2021 Beginning Balance	22,188,551	1,634,450	4,593,435	(328,057)	1,519,930	-
Appropriated Fund Balance	9,277,438	1,118,250	1,687,141	-	1,023,104	-
2022 Surplus/(Deficit)	18,000,000	900,000	780,000	-	500,000	-
Change in Balance	8,722,562	(218,250)	(907,141)	-	(523,104)	-

(*) Total Tax Levy less a \$750,000 allowance for uncollectible taxes

Summary of Financial Resources and Uses 2020 - 2022

*in thousands of dollars

	General Fund			County Road Fund			Special Revenue Fund (Refuse and Garbage)			Enterprise Fund (ACC)			Road Machinery Fund			Debt Service Fund			Total All Funds					
	2021	2022		2021	2022		2021	2022		2021	2022		2021	2022		2021	2022		2021	2022				
	Amended	Tentative		Amended	Tentative		Amended	Tentative		Amended	Tentative		Amended	Tentative		Amended	Tentative		Amended	Tentative				
2020 Actual	Budget	Budget	2020 Actual	Budget	Budget	2020 Actual	Budget	Budget	2020 Actual	Budget	Budget	2020 Actual	Budget	Budget	2020 Actual	Budget	Budget	2020 Actual	Budget	Budget	2020 Actual	Budget	Budget	
Revenues																								
Real Property Taxes (*)	63,936	67,728	69,400				-	-	-				-	-	-				63,936	67,728	69,400			
Other Tax Items	11,452	8,298	8,270																11,452	8,298	8,270			
Non-Property Taxes	52,568	52,590	57,360																52,568	52,590	57,360			
Departmental Income	14,443	18,128	19,564				7,711	8,400	8,861	8,436	9,120	-	598	750	750				31,188	36,398	29,175			
Intergovernmental Charges	668	546	401	96	197	155													764	743	556			
Use of Money and Property	298	180	270	-	-	-	1	-	-	1	-	-				18	-	-	318	180	270			
Licenses and Property	1,254	1,552	2,302	5	5	5													1,259	1,552	2,302			
Fines and Forfeitures	183	209	209	-	-	-													183	209	209			
Sales of Property and Compensation for Loss	829	482	587	1	-	-	198	35	230				89	-	-				1,117	517	817			
Miscellaneous Local Sources	1,504	2,428	2,610	-	3	1	4,001	2,500	2,530	5,454	3,527	20,021	1	2	2	-	-	-	10,960	8,460	25,164			
Interfund Revenue										162	247	-							162	247	-			
State Aid	20,594	22,057	24,592	3,472	3,507	3,100	85	10	10	2	-	-							24,153	25,574	27,702			
Federal Aid	20,028	20,650	22,505	151	2,951	2,248										57	-	-	20,236	23,601	24,753			
Miscellaneous																			-	-	-			
Transfers	12	2,000	-	15,248	15,992	25,477	445	-	-	-	-	1,879	4,518	4,736	4,835	13,285	13,269	13,180	33,508	35,997	45,371			
Other Financing Sources										1	-	-							1	-	-			
Fund Balance	(2,406)	905	9,277	(1,725)	510	1,118	(1,066)	993	1,687	3,760	7,091	-	97	440	1,023				(1,340)	9,939	13,105			
Total Revenues	\$ 185,363	\$ 197,753	\$ 217,347	\$ 17,248	\$ 23,165	\$ 32,104	\$ 11,375	\$ 11,938	\$ 13,318	\$ 17,816	\$ 19,985	\$ 21,900	\$ 5,303	\$ 5,928	\$ 6,610	\$ 13,360	\$ 13,269	\$ 13,180	\$ 250,465	\$ 272,038	\$ 304,459			
Expenditures - By Function																								
General Government Support	31,978	36,875	41,039																31,978	36,875	41,039			
Education	5,377	5,675	5,675																5,377	5,675	5,675			
Public Safety	29,058	30,280	30,887	699	1,009	980													29,757	31,289	31,867			
Health	23,962	23,047	26,591							17,816	19,985	21,900							41,778	43,032	48,491			
Transportation	1,494	2,123	2,639	11,849	17,397	20,206							4,439	5,131	5,518				17,782	24,651	28,363			
Econ. Opportunity and Development	58,574	63,875	63,961																58,574	63,875	63,961			
Culture and Recreation	3,107	3,568	3,565																3,107	3,568	3,565			
Home and Community Services	1,763	2,104	2,342				11,375	11,938	13,318										13,138	14,042	15,660			
Debt Service	150	2,685	1,776	929	996	7,193				-	-	-	184	110	408	13,342	13,269	13,180	14,605	17,060	22,557			
Other Financing Uses	29,900	27,521	38,872	3,771	3,763	3,725							680	687	684	18	-	-	34,369	31,971	43,281			
Total Expenditures	\$ 185,363	\$ 197,753	\$ 217,347	\$ 17,248	\$ 23,165	\$ 32,104	\$ 11,375	\$ 11,938	\$ 13,318	\$ 17,816	\$ 19,985	\$ 21,900	\$ 5,303	\$ 5,928	\$ 6,610	\$ 13,360	\$ 13,269	\$ 13,180	\$ 250,465	\$ 272,038	\$ 304,459			
Expenditures - By Category																								
Personal Services	44,344	44,898	47,811	3,698	4,153	3,999	924	1,037	1,098	7,071	8,029	9,380	1,061	1,184	1,190				57,098	59,301	63,478			
Fixed Equipment	132	998	1,919				380	25	573	-	17	-	1,091	875	1,265				1,603	1,915	3,757			
Contracted Services	82,154	90,924	97,016	5,595	10,745	13,842	7,295	7,977	8,788	6,896	6,241	6,318	1,384	2,087	2,058	7	-	-	103,331	117,973	128,022			
Employee Benefits	28,683	30,519	29,952	3,255	3,509	3,345	689	798	769	3,825	5,698	6,202	902	985	1,005				37,354	41,509	41,273			
Debt Service																			-	-	-			
Principal	-	2,158	1,652	800	813	7,087	-	-	-	-	-	-	168	101	402	8,810	9,070	9,315	9,778	12,142	18,456			
Interest	150	526	125	129	182	106	-	-	-	24	-	-	17	9	6	4,525	4,199	3,865	4,845	4,916	4,102			
Transfers	29,900	27,730	38,872	3,771	3,763	3,725	2,087	2,101	2,090				680	687	684	18	-	-	36,456	34,281	45,371			
Total Expenditures	\$ 185,363	\$ 197,753	\$ 217,347	\$ 17,248	\$ 23,165	\$ 32,104	\$ 11,375	\$ 11,938	\$ 13,318	\$ 17,816	\$ 19,985	\$ 21,900	\$ 5,303	\$ 5,928	\$ 6,610	\$ 13,360	\$ 13,269	\$ 13,180	\$ 250,465	\$ 272,037	\$ 304,459			

(*) \$750,000 allowance for uncollectible taxes additiona

Sullivan County Multiyear Budget

2022-2027

	2022 Tentative Budget	2023	2024	2025	2026	2027
Revenues						
Real Property Taxes (*)	69,399,722	70,787,716	72,203,470	73,647,539	75,120,490	76,622,900
Other Tax Items	8,270,047	8,270,047	8,270,047	8,270,047	8,270,047	8,270,047
Non-Property Taxes	57,360,000	58,507,200	59,677,344	60,870,891	62,088,309	63,330,075
Departmental Income	19,564,276	19,564,276	19,564,276	19,564,276	19,564,276	19,564,276
Intergovernmental Charges	400,350	400,350	400,350	400,350	400,350	400,350
Use of Money and Property	270,190	270,190	270,190	270,190	270,190	270,190
Licenses and Permits	2,302,100	2,302,100	2,302,100	2,302,100	2,302,100	2,302,100
Fines and Forfeitures	209,400	209,400	209,400	209,400	209,400	209,400
Sales of Property and Compensation for Loss	586,550	586,550	586,550	586,550	586,550	586,550
Miscellaneous Local Sources	2,609,609	2,859,609	2,859,609	2,859,609	2,859,609	2,859,609
Interfund Revenue						
State Aid	24,592,396	24,592,396	24,592,396	24,592,396	24,592,396	24,592,396
Federal Aid	22,504,911	22,504,911	22,504,911	22,504,911	22,504,911	22,504,911
Miscellaneous Transfers						
Other Financing Sources						
Fund Balance	9,277,438					
Total Revenues	\$ 217,346,989	\$ 210,854,745	\$ 213,440,643	\$ 216,078,259	\$ 218,768,628	\$ 221,512,804

Expenditures - By Category						
Personal Services	47,801,951	48,757,990	49,733,150	50,727,813	51,742,369	52,777,216
Fixed Equipment	1,919,000	1,919,000	1,919,000	1,919,000	1,919,000	1,919,000
Contracted Services	97,025,649	98,966,162	100,945,485	102,964,395	105,023,683	107,124,157
Employee Benefits	29,951,963	31,449,561	33,022,039	34,673,141	36,406,798	38,227,138
Debt Service						
Principal	1,651,667					
Interest	124,775					
Transfers	38,871,984	39,260,704	39,653,311	40,049,844	40,450,342	40,854,845
Total Expenditures	\$ 217,346,989	\$ 220,353,417	\$ 225,272,985	\$ 230,334,193	\$ 235,542,192	\$ 240,902,356

Debt Schedule Additions/(Subtractions)						
Changes in Debt Payments - Existing Schedule	-	(114,068)	(81,752)	(2,572,004)	(43,031)	(146,990)
2022 Borrowing	-	-	-	-	-	-
2023 Borrowing	-	-	-	-	-	-
2024 Borrowing	-	-	-	-	-	-
2025 Borrowing	-	-	-	-	-	-
2026 Borrowing	-	-	-	-	-	-
Total New Debt - Tentative Capital Budget	-	-	-	-	-	-
Total Net New Debt Payment	\$ -	\$ (114,068)	\$ (81,752)	\$ (2,572,004)	\$ (43,031)	\$ (146,990)

(*) \$750,000 allowance for uncollectible taxes additional

Assumptions Used For Multiyear Budget

Revenues

- Real Property Tax: 2% Annual Growth
- Other Property Tax Items: 0% Growth
- Non-Property Tax Items: 2023 through 2027 2% Annual Growth
- Departmental Income: 0% based upon historic trend
- Intergovernmental Charges: 0% based upon historic trend
- Use of Money and Property: 0% based upon historic trend
- Licenses and Permits: 0% based upon historic trend
- Fines and Forfeitures: 0% based upon historic trend
- Sale of Property and Comp. for Loss: 0% based upon historic trend
- Misc. Local Sources: 0% based upon historic trend
- State and Federal Aid: 0%
- Casino Resort Mitigation Payment: 2022 - \$2.25 million; 2023 through 2027 \$2.5 million based upon New York State Department of Budget estimates
- Fund Balance

Expenses:

- Personal Services: 2% growth
- Fixed Equipment: 0%
- Contracted Services: 2% growth based upon historic average
- Employee Benefits: 5% growth based upon historic average
- Debt Service (BANs): Payments based upon proposed capital plan.
- Transfers: 1 % growth based upon historic average
- Debt Schedule: Payments based upon proposed capital plan

Equalized Total Assessed Value 11,886,305,823

Exemption Code	Exemption Name	Statutory Authority	Number of Exemptions	Total Equalized Value of Exemptions	Percent of Value Exempted
10100	SPEC DIST USED FOR PURPOSE ESTAB	RPTL 410	68	24,268,721	0.20
10110	O/S SPEC DIST - SEWER OR WATER	RPTL 410-a	8	499,164	0.00
12100	NYS - GENERALLY	RPTL 404(1)	105	325,872,038	2.74
12350	PUBLIC AUTHORITY - STATE	RPTL 412	7	205,556	0.00
13100	CO - GENERALLY	RPTL 406(1)	90	170,291,826	1.43
13101	CO - GENERALLY	RPTL 406(1)	16	137,027	0.00
13240	CO O/S LIMITS - SEWER OR WATER	RPTL 406(3)	1	180,972	0.00
13350	CITY - GENERALLY	RPTL 406(1)	3	6,990,327	0.06
13500	TOWN - GENERALLY	RPTL 406(1)	379	118,071,488	0.99
13510	TOWN - CEMETERY LAND	RPTL 446	9	176,340	0.00
13570	TOWN O/S LIMITS - SPECIFIED USES	RPTL 406(2)	6	21,258	0.00
13650	VG - GENERALLY	RPTL 406(1)	89	16,102,399	0.14
13730	VG O/S LIMITS - SPECIFIED USES	RPTL 406(2)	3	272,083	0.00
13740	VG O/S LIMITS - SEWER OR WATER	RPTL 406(3)	25	9,069,417	0.08
13741	VG O/S LIMITS - SEWER OR WATER	RPTL 406(3)	2	474,604	0.00
13742	VG O/S LIMITS - SEWER OR WATER	RPTL 406(3)	2	2,451,806	0.02
13800	SCHOOL DISTRICT	RPTL 408	35	189,170,652	1.59
13850	BOCES	RPTL 408	1	6,420,607	0.05
13870	SPEC DIST USED FOR PURPOSE ESTAB	RPTL 410	67	23,548,354	0.20
13890	PUBLIC AUTHORITY - LOCAL	RPTL 412	2	3,649,167	0.03
14100	USA - GENERALLY	RPTL 400(1)	8	7,677,078	0.06
14110	USA - SPECIFIED USES	STATE L 54	9	2,903,684	0.02
18020	MUNICIPAL INDUSTRIAL DEV AGENCY	RPTL 412-a	194	703,696,707	5.92
18060	URBAN REN: OWNER-MUN U R AGENCY	GEN MUNY 555 & 560	1	35,863	0.00
18080	MUN HSGN AUTH-FEDERAL/MUN AIDED	PUB HSGN L 52(3)&(5)	3	4,380,725	0.04
21600	RES OF CLERGY - RELIG CORP OWNER	RPTL 462	14	2,183,342	0.02
25110	NONPROF CORP - RELIG(CONST PROT)	RPTL 420-a	574	337,907,021	2.84
25120	NONPROF CORP - EDUCL(CONST PROT)	RPTL 420-a	209	203,846,075	1.71
25130	NONPROF CORP - CHAR (CONST PROT)	RPTL 420-a	50	30,461,142	0.26
25210	NONPROF CORP - HOSPITAL	RPTL 420-a	5	59,880,434	0.50
25220	NONPROF CORP-CEMETERY	RPTL 420(1)(a)	9	231,182	0.00
25230	NONPROF CORP - MORAL/MENTAL IMP	RPTL 420-a	77	31,672,482	0.27
25300	NONPROF CORP - SPECIFIED USES	RPTL 420-b	48	24,490,095	0.21

Equalized Total Assessed Value 11,886,305,823

Exemption Code	Exemption Name	Statutory Authority	Number of Exemptions	Total Equalized Value of Exemptions	Percent of Value Exempted
25600	NONPROFIT HEALTH MAINTENANCE ORG	RPTL 486-a	2	624,668	0.01
25900	SYSTEM CODE	STATUTORY AUTH NOT DEFINED	47	1,926,389	0.02
26050	AGRICULTURAL SOCIETY	RPTL 450	1	416,667	0.00
26100	VETERANS ORGANIZATION	RPTL 452	5	547,714	0.00
26250	HISTORICAL SOCIETY	RPTL 444	1	110,000	0.00
26400	INC VOLUNTEER FIRE CO OR DEPT	RPTL 464(2)	20	7,943,073	0.07
26600	CORP/ASSN DEV GOOD SPORTSMANSHIP	RPTL 476	1	370,417	0.00
27350	PRIVATELY OWNED CEMETERY LAND	RPTL 446	189	4,442,966	0.04
28120	NOT-FOR-PROFIT HOUSING CO	RPTL 422	1	703,611	0.01
29700	PROP WITHDRAWN FROM FORECLOSURE	RPTL 1138	18	758,726	0.01
32252	NYS OWNED REFORESTATION LAND	RPTL 534	7	1,102,881	0.01
32301	NYS LAND TAXABLE FOR SCHOOL ONLY	RPTL 536	12	1,783,871	0.02
33201	TAX SALE - COUNTY OWNED	RPTL 406(5)	41	1,466,659	0.01
33701	TAX SALE - VG OWNED	RPTL 406(5)	3	104,167	0.00
41101	VETS EX BASED ON ELIGIBLE FUNDS	RPTL 458(1)	63	1,840,936	0.02
41120	ALT VET EX-WAR PERIOD-NON-COMBAT	RPTL 458-a	1,128	24,231,548	0.20
41121	ALT VET EX-WAR PERIOD-NON-COMBAT	RPTL 458-a	30	628,632	0.01
41130	ALT VET EX-WAR PERIOD-COMBAT	RPTL 458-a	856	30,330,447	0.26
41131	ALT VET EX-WAR PERIOD-COMBAT	RPTL 458-a	28	991,400	0.01
41140	ALT VET EX-WAR PERIOD-DISABILITY	RPTL 458-a	454	18,929,610	0.16
41141	ALT VET EX-WAR PERIOD-DISABILITY	RPTL 458-a	12	571,410	0.00
41160	COLD WAR VETERANS (15%)	RPTL 458-b	1	12,412	0.00
41161	COLD WAR VETERANS (15%)	RPTL 458-b	249	3,054,766	0.03
41162	COLD WAR VETERANS (15%)	RPTL 458-b	80	948,535	0.01
41171	COLD WAR VETERANS (DISABLED)	RPTL 458-b	31	669,968	0.01
41172	COLD WAR VETERANS (DISABLED)	RPTL 458-b	4	62,621	0.00
41300	PARAPLEGIC VETS	RPTL 458(3)	1	237,917	0.00
41400	CLERGY	RPTL 460	19	91,627	0.00
41690	VOLUNTEER FIREFIGHTERS AND AMBULANCE	RPTL 466-c,d,e,f,g,h&i	178	549,959	0.00
41691	VOLUNTEER FIREFIGHTERS AND AMBULANCE	RPTL 466-c,d,e,f,g,h&i	58	178,753	0.00
41692	VOLUNTEER FIREFIGHTERS AND AMBULANCE	RPTL 466-c,d,e,f,g,h&i	9	27,923	0.00
41700	AGRICULTURAL BUILDING	RPTL 483	58	3,534,778	0.03
41720	AGRICULTURAL DISTRICT	AG-MKTS L 305	1,012	55,604,791	0.47

Equalized Total Assessed Value 11,886,305,823

Exemption Code	Exemption Name	Statutory Authority	Number of Exemptions	Total Equalized Value of Exemptions	Percent of Value Exempted
41730	AGRIC LAND-INDIV NOT IN AG DIST	AG MKTS L 306	53	2,790,428	0.02
41800	PERSONS AGE 65 OR OVER	RPTL 467	347	21,130,705	0.18
41801	PERSONS AGE 65 OR OVER	RPTL 467	457	19,627,354	0.17
41802	PERSONS AGE 65 OR OVER	RPTL 467	38	1,247,987	0.01
42100	SILOS, MANURE STORAGE TANKS, TEMPORARY GREENHOUSES	RPTL 483-a	53	949,736	0.01
42120	HOME IMPROVEMENTS	RPTL 483-c	9	257,957	0.00
44210	HOME IMPROVEMENTS	RPTL 421-f	52	1,062,556	0.01
44211	HOME IMPROVEMENTS	RPTL 421-f	17	477,384	0.00
44212	HOME IMPROVEMENTS	RPTL 421-f	1	4,500	0.00
46450	INC ASSN OF VOLUNTEER FIREMEN	RPTL 464(1)	1	7,255	0.00
47100	Mass Telecomm Ceiling	RPTL S499-qqqq	12	1,167,941	0.01
47200	RAILROAD - PARTIALLY EXEMPT	RPTL 489-d&dd	6	25,250,157	0.21
47450	FOREST/REF LAND - FISHER ACT	RPTL 480	26	2,330,816	0.02
47460	FOREST LAND CERTD AFTER 8/74	RPTL 480-a	890	108,332,661	0.91
47550	STEEL MFG PROP - CITY POP<50000	RPTL 485-a	3	640,301	0.01
47610	BUSINESS INVESTMENT PROPERTY POST 8/5	RPTL 485-b	37	2,119,509	0.02
47611	BUSINESS INVESTMENT PROPERTY POST 8/5	RPTL 485-b	9	523,561	0.00
48100	URB DEV ACTION AREA PROJECT	GEN MUNY L 696	1	4,239,167	0.04
48660	HOUSING DEVELOPMENT FUND CO	P H FI L 577,654-a	5	19,388,195	0.16
48670	REDEVELOPMENT HOUSING CO	P H FI L 125 & 127	4	7,442,568	0.06
49500	SOLAR OR WIND ENERGY SYSTEM	RPTL 487	174	34,875,473	0.29
49501	SOLAR OR WIND ENERGY SYSTEM	RPTL 487	38	3,368,422	0.03
49502	SOLAR OR WIND ENERGY SYSTEM	RPTL 487	1	42,097	0.00
49505	SOLAR OR WIND ENERGY SYSTEM	RPTL 487	3	54,428	0.00
50000	SYSTEM CODE	STATUTORY AUTH NOT DEFINED	8	540,197	0.00
50001	SYSTEM CODE	STATUTORY AUTH NOT DEFINED	11	203	0.00

Equalized Total Assessed Value 11,886,305,823

Exemption Code	Exemption Name	Statutory Authority	Number of Exemptions	Total Equalized Value of Exemptions	Percent of Value Exempted
50005	SYSTEM CODE	STATUTORY AUTH NOT DEFINED	4	339	0.00
Total Exemptions Exclusive of System Exemptions:					
			8,975	2,729,370,636	22.96
Total System Exemptions:					
			23	540,739	0.00
Totals:					
			8,998	2,729,911,375	22.97

Values have been equalized using the Uniform Percentage of Value. The Exempt amounts do not take into consideration, payments in lieu of taxes or other payments for municipal services.

Amount, if any, attributable to payments in lieu of taxes: _____

Authorized Positions: A Few Pointers

The next few pages will outline the total authorized positions within each County department and the authorized full time equivalents for each County department.

You may be asking yourself, what's the difference?

Authorized Position Counts: This indicates the count of positions within a department. For example, if the Parks and Rec Department has 36 Full Time and 1 Shared authorized position, the count for their department will be 36.5.

Authorized Positions- Full Time Equivalents: This considers all positions and the work schedule of said position.

The calculation is as follows: Full Time = 1, Regular Part Time = .5, Temporary Full Time = .5, Part Time, Per Diem or 3 month Temps = .2, Seasonal= .25

An example of this is evident in Parks and Recreation. You can see that the Position Counts total is 36.50, while the FTE is only 11.60.

Parks and Recreation has 3 Full Time Employees, 30 Seasonal Employees, 1 Shared employee valued at 0.5 and 3 Part Time or Per Diem Employees. The exact calculation is as follows:

Employee Type	Count	Value	Total
Seasonal	19	0.25	4.75
Full Time	3	1	3
PD or PT	2	0.2	0.4
Totals	24		8.15

Dept #	Department Name	2020 Adopted Position Counts	2021 Adopted Position Counts	2022 Tentative Position Counts
Division of Planning and Community Development ⁶				
A-8020-90	Planning and Community Development	9.00	5.00	8.00
A-7110	Parks and Recreation ⁷	36.50	35.00	24.00

Dept #	Department Name	2020 Adopted FTE	2021 Adopted FTE	2022 Tentative FTE
Division of Planning and Community Development				
A-8020-90	Planning and Community Development	7.40	4.20	7.20
A-7110	Parks and Recreation	11.60	10.85	8.15

Authorized Position Counts by Department

Dept #	Department Name ¹	2020 Adopted Position Counts	2021 Adopted Position Counts	2022 Tentative Position Counts
Elected Officials				
A-1010	County Legislature	11.00	11.00	11.00
A-1185	Coroners	4.58	4.00	4.00
A-1165	District Attorney ¹³	21.00	19.00	22.00
A-3150	Sheriff's Office- Jail	116.82	113.82	109.82
A-3110-29	Sheriff's Office- Patrol	60.00	58.00	64.00
A-3110-30	Sheriff's Office- Civil	13.18	14.18	14.18
A-3110-31	Sheriff's Office- Security	7.00	8.00	7.00
A-1410-10	County Clerk- Main Unit	15.42	15.00	15.00
A-1410-11	County Clerk- DMV	12.00	15.00	18.00
A-1460	County Clerk - Records Management	2.00	1.00	1.00
A-1325-1330	County Treasurer	13.00	12.50	12.50
A-1355	Real Property Tax Map	7.00	4.50	3.50
Elected Officials Totals		283.00	276.00	282.00
Legislative Appointments				
A-1420	County Attorney ²	7.00	6.00	11.00
A-1230	County Manager	7.00	5.00	6.00
A-1450	Elections	6.00	6.00	6.00
A-1320	Audit and Control	7.00	7.00	7.00
Legislative Appointment Totals		27.00	24.00	30.00
Line Departments				
Division of Public Works				
A-1490	Public Works Administration	7.00	6.00	5.00
A-1620	Public Works Building Department	41.00	42.00	40.00
A-5610	Sullivan County International Airport	6.00	5.00	5.00
A-6610	Consumer Affairs- Weights and Measures	1.00	1.00	1.00
CL-8160	Public Works- Refuse and Garbage ¹³	19.00	17.00	18.00
D-3310	County Road Fund-Public Works- Traffic Control	7.00	7.00	7.00
D-5110	County Road Fund-Public Works- Road Maintenance	57.00	52.00	51.00
D-5020	County Road Fund-Public Works- Engineering	7.00	6.00	6.00
DM-5130	Public Works- Road Machinery	19.00	19.00	19.00
Division Total		164.00	155.00	152.00
Division of Public Safety				
A-1170	Public Defense	1.00	1.00	1.00
A-3010	Public Safety Administration	3.69	3.70	3.00
A-3010-212	Public Safety Administration - EMS	4.00	4.00	3.00
A-3020	Public Safety Communications E911 ¹³	22.00	20.00	20.00
A-3140	Department of Probation	33.00	32.00	29.00
A-3410	Fire Protection	7.31	7.30	8.00
Division Total		71.00	68.00	64.00

Dept #	Department Name	2020 Adopted Position Counts	2021 Adopted Position Counts	2022 Tentative Position Counts
Departments overseen by County Manager				
A-1340	Budget Office	6.00	7.00	9.00
A-1343	Payroll ⁵	3.00	0.00	0.00
A-1344	Health Finance	15.00	12.00	12.00
A-6989	Economic and Community Development	0.00	0.00	0.00
A-1345-1610	Purchasing and Central Services	5.50	5.00	5.00
Division Total		29.50	24.00	26.00
Division of Planning and Community Development ⁶				
A-8020-90	Planning and Community Development ¹³	9.00	5.00	8.00
A-7110	Parks and Recreation ⁷	36.50	35.00	24.00
A-1341	Grants Administration	2.00	2.00	2.00
A-8090	Office of Sustainable Energy	3.00	3.00	3.00
Division Total		50.50	45.00	37.00
Division of Human Resources				
A-1430	Human Resources	11.00	11.00	16.00
A-8040	Human Rights Commission ³	1.00	0.00	1.00
A-1342	Risk Management ⁴	4.00	0.00	4.00
Division Total		16.00	11.00	21.00
Division of Health & Family Services				
A-4010-4082	Department of Public Health Services ^{10,11}	74.00	61.00	70.00
A-4220-4322	Department of Community Services	54.00	46.00	54.00
A-6010-6142	Department of Family Services ¹²	197.00	177.00	177.00
EI-6020	Care Center at Sunset Lake ⁸	186.00	179.00	208.00
Division Total		511.00	463.00	509.00
Division of Community Resources				
A-6293	Center for Workforce Development ^{9, 10}	37.00	33.00	48.00
A-7310	Youth Programs	2.00	1.00	1.00
A-7610	Office for the Aging	33.00	30.00	30.00
A-6510	Veterans Service Agency	5.00	4.00	4.00
A-5680	Transportation	16.00	10.00	10.00
Division Total		93.00	78.00	93.00
Division of Information Technology				
A-1680	Information Technology Services	17.00	19.00	21.00
Division Total		17.00	19.00	21.00
Total Position Counts		1262.00	1163.00	1235.00 ¹⁴

¹ As a result of the COVID 19 pandemic, several position changes and department reorganizations were enacted throughout 2020, some of these were reversed in 2021

² In 2021, the DFS Legal Department was combined with the County Attorney's office, resulting in an increase of 5 staff members to said department

³ The Human Rights Commission was abolished effective 6/22/20 via resolution 214-20 and absorbed by the Human Resources department. This was reversed in 2021

⁴ The Risk Management department was abolished effective 6/22/20 via resolution 214-20 and absorbed by the Human Resources department. This was reversed in 2021

⁵ The Payroll department was abolished effective 6/22/20 via resolution 214-20 and absorbed by the Budget Office.

⁶ A reorganization of several departments under the Planning Division is occurring within the budget process.

⁷ The operations of the Fort Delaware property have been contracted out, resulting in 9 positions being abolished

⁸ The Care Center at Sunset Lake has received several Part Time and Per Diem nursing positions to assist with shift coverage as a result of the employee shortages.

⁹The Center for Workforce Development has gained 13 temporary positions which are funded by a new grant program

¹⁰ New positions added within the budget process, grant funded (Public Health 3, CWD 2)

¹¹ New positions added within the budget process, no new money, replacing contract (Public Health 1)

¹² New positions added within the budget process, partially state funded (DFS 7)

¹³ New position added within the budget process, restored from COVID layoffs (Planning 3, District Attorney 2, E911 1, Solid Waste 1)

¹⁴ Many positions abolished as a result of COVID were restored throughout the year, resulting in a steady increase in counts throughout

Authorized Position FTE's by Department

Dept #	Department Name	2020	2021	2022
		Adopted FTE	Adopted FTE	Tentative FTE
Elected Officials				
A-1010	County Legislature	11.00	11.00	11.00
A-1185	Coroners	1.38	0.80	0.80
A-1165	District Attorney	21.00	19.00	22.00
A-3150	Sheriff's Office- Jail	113.60	113.00	110.02
A-3110-29	Sheriff's Office- Patrol	60.00	58.00	64.00
A-3110-30	Sheriff's Office- Civil	13.00	14.20	13.18
A-3110-31	Sheriff's Office- Security	7.00	8.00	7.00
A-1410-10	County Clerk- Main Unit	17.42	14.20	14.20
A-1410-11	County Clerk- DMV	10.00	15.00	17.20
A-1460	Records Management	2.00	1.00	1.00
A-1325-1330	County Treasurer	13.00	12.50	12.50
A-1355	Real Property Tax Map	6.20	4.50	3.50
Elected Officials Totals		275.60	271.20	276.40
Legislative Appointments				
A-1420	County Attorney	6.20	6.00	11.00
A-1230	County Manager	6.20	5.00	6.00
A-1450	Elections	6.00	6.00	6.00
A-1320	Audit and Control	7.00	7.00	7.00
Legislative Appointments Totals		25.40	24.00	30.00
Line Departments				
Division of Public Works				
A-1490	Public Works Administration	7.00	6.00	5.00
A-1620	Public Works Building Department	38.75	39.75	37.75
A-5610	Sullivan County International Airport	4.45	4.25	4.25
A-6610	Consumer Affairs- Weights and Measures	1.00	1.00	1.00
CL-8160	Public Works- Refuse and Garbage	18.25	16.25	17.25
D-3310	County Road Fund-Public Works- Traffic Control	5.50	5.50	5.50
D-5110	County Road Fund-Public Works- Road Maintenance	57.00	52.00	51.00
D-5020	County Road Fund-Public Works- Engineering	7.00	6.00	6.00
DM-5130	Public Works- Road Machinery	19.00	19.00	19.00
Division Total		157.95	149.75	146.75
Division of Public Safety				
A-1170	Public Defense	1.00	1.00	1.00
A-3010	Public Safety Administration	2.40	2.10	2.20
A-3010-212	Public Safety Administration - EMS	0.80	0.60	0.60
A-3020	Public Safety Communications E911	19.90	17.10	17.90
A-3140	Department of Probation	32.50	32.00	29.00
A-3410	Fire Protection	1.60	1.70	1.60
Division Total		58.20	54.50	52.30

Dept #	Department Name	2020 Adopted FTE	2021 Adopted FTE	2022 Tentative FTE
Departments overseen by County Manager				
A-1340	Budget Office	6.00	7.00	9.00
A-1343	Payroll	3.00	0.00	0.00
A-1344	Health Finance	15.00	13.00	12.00
A-1345-1610	Purchasing and Central Services	5.50	5.00	5.00
A-6989	Economic and Community Development	0.00	0.00	0.00
Division Total		29.50	25.00	26.00
Division of Planning and Community Development				
A-8020-90	Planning and Community Development	7.40	4.20	7.20
A-7110	Parks and Recreation	11.60	10.85	8.15
A-1341	Grants Administration	2.00	2.00	2.00
A-8090	Office of Sustainable Energy	2.00	1.40	2.00
Division Total		23.00	18.45	19.35
Division of Human Resources				
A-1342	Risk Management	3.50	0.00	3.50
A-8040	Human Rights Commission	0.50	0.00	0.20
A-1430	Human Resources	11.00	10.50	8.50
Division Total		15.00	10.50	12.20
Division of Health & Family Services				
A-4010-4082	Department of Public Health Services	70.00	56.20	61.20
A-4220-4322	Department of Community Services	53.20	45.20	46.80
A-6010-6142	Department of Family Services	195.00	177.00	174.60
EI-6020	Care Center at Sunset Lake	176.80	171.80	181.60
Division Total		495.00	450.20	464.20
Division of Community Resources				
A-6293	Center for Workforce Development	19.00	17.25	20.30
A-7310	Youth Programs	2.00	1.00	1.00
A-7610	Office for the Aging	24.80	21.80	21.80
A-6510	Veterans Service Agency	5.00	4.00	4.00
A-5680	Transportation	10.30	6.90	8.50
Division Total		61.10	50.95	55.60
Division of Information Technology				
A-1680	Information Technology Services	17.00	19.00	21.00
Division Total		17.00	19.00	21.00
Total Full Time Equivelents		1157.75	1073.55	1103.80

2022 Tentative Capital Budget - Summary

	Total Acquisition Cost	County Appropriation				State Reimbursement	Federal Reimbursement	Other
		Operating	Short Term	Long Term	Existing			
Equipment								
Adult Care Center	\$ -	\$ -						
Board of Elections	\$ 78,500	\$ 78,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Division of Public Works	\$ 670,000	\$ 670,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Division of Public Works - Airport	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Division of Public Works - Solid Waste	\$ 268,000	\$ 268,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sheriff's Dept.	\$ 245,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ -
Total Equipment	\$ 1,291,500	\$ 1,121,500	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ -
Vehicles								
Division of Public Works	\$ 665,000	\$ 665,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sheriff's Dept.	\$ 264,000	\$ 264,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Solid Waste	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Vehicles	\$ 1,079,000	\$ 1,079,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Buildings								
Department of Community Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Department of Family Services	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ 650,000	\$ -
Division of Public Works	\$ 750,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Division of Public Works - Airport	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ 275,000	\$ -	\$ -
Division of Public Works - Solid Waste	\$ 155,000	\$ 155,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Emergency Mgmt- Public Safety	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning	\$ 4,000,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,500,000
Total Buildings	\$ 6,205,000	\$ 1,430,000	\$ -	\$ -	\$ -	\$ 1,625,000	\$ 1,650,000	\$ 1,500,000
Highways and Bridges								
DPW	\$ 9,665,000	\$ 3,198,249	\$ -	\$ -	\$ -	\$ 3,100,000	\$ 2,248,500	\$ 1,118,251
Total Highways and Bridges	\$ 9,665,000	\$ 3,198,249	\$ -	\$ -	\$ -	\$ 3,100,000	\$ 2,248,500	\$ 1,118,251
Flood Remediation & Stream Maintenance	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2022 Grand Total	\$ 18,340,500	\$ 6,928,749	\$ -	\$ -	\$ -	\$ 4,725,000	\$ 4,068,500	\$ 2,618,251



Capital Budget

Sullivan County defines a capital expenditure as any movable or fixed unit of furniture or furnishings, an instrument, a machine, an apparatus, or a set of articles which meet all of the following conditions:

- It retains its original shape and appearance in use.
- It is non-expendable; that is, if the article is damaged or some of its parts are lost or worn out, it is usually more feasible to repair it rather than replace it with an entirely new unit.
- It represents an investment of money over \$25,000, which makes it feasible and advisable to capitalize the item, and has a life expectancy of greater than one year.
- It does not lose its identity through incorporation into a different or more complex unit or substance.

Capital expenditures also include any vehicle purchase, as well as any major improvements to County vehicles, regardless of price.

The 2022 Capital Budget anticipates spending \$25.1 million in total. The largest single investment is for highways infrastructure: \$2.37M is requested. \$8.43 million of the capital budget is included in the 2022 tentative operating budget. The balance comes from fund balance, and State and Federal aid.

Many buildings related projects requested in 2022 have been moved out to later years, to allow for a buildings and space analysis to be performed countywide. This will allow for a more efficient plan of action with regard to county buildings.

RECURRING CAPITAL EXPENDITURES

Recurring capital expenditures are those that are generally made on an annual basis. Recurring capital expenditures for Sullivan County include:

- Road and bridge repair
- Vehicle purchases
- Heavy equipment purchases
- Building repairs
- Flood remediation

NON-RECURRING CAPITAL EXPENDITURES

Non-recurring capital expenditures are those that are infrequent in nature and not normally part of the capital budget. The following non-recurring capital expenditures have been included in the 2020 Tentative Capital Budget:

Sullivan County International Airport

The Sullivan County International Airport has much greater capacity than is currently used, but the aging infrastructure must be upgraded to make it truly attractive to further private investment and use. With that in mind, the following capital improvements are proposed in the 2022 Budget:

- Terminal Building Renovation: \$175,000 State Funded
- Cade Renovation: \$100,000 State Funded

The County will not know until January 2022 whether the State will fund these projects.

Parks and Recreation

Sullivan County is filled with beautiful sites to be enjoyed: Fort Delaware, Lake Superior Park, the O&W Rail Trail and the Stone Arch Bridge, to name a few. In an effort to encourage usage and awareness of these facilities, an investment in these sites is necessary. Bringing a love of recreation together with a love of healthier outdoor activities was the genesis behind the following 2022 Budget item:

- Expansion and buildout of the O&W Rail Trail \$4M, the majority of which is State and Federal

Transitional Homeless Housing & Intake Center

With the need for emergency housing remaining constant, it behooves Sullivan County to erect a facility that can provide that housing within proximity of the personnel who can provide the programs these citizens need. The 2022 Budget therefore proposes the following at the Social Services Campus in Liberty:

- Construction of Transitional Homeless Housing & Intake Center: \$350,000 State and \$650,000 Federal funding.

The 2022-2027 Capital Plan in its entirety has been made available in the Sullivan County Tentative Budget Detail document, which is provided simultaneously with this Executive Summary.

2022 TENTATIVE BUDGET FOR SULLIVAN COUNTY

STATEMENT OF DEBT – AS OF OCTOBER 25, 2021 - NOTES

<i>BANs Outstanding</i>	<i>Date of Issue</i>	<i>Rates</i>	<i>Scheduled Pmt</i>	<i>Due Date</i>
2018 Highway Equipment	4/7/2021	1.50%	\$ 402,000	4/7/2022
2018 Road Reconstruction	4/7/2021	1.50%	\$ 1,920,000	4/7/2022
2019 Road Reconstruction	4/7/2021	1.50%	\$ 1,666,666	4/7/2022
Building Purchase and Recon	4/7/2021	1.50%	\$ 1,651,667	4/7/2022
2020 Road Reconstruction	4/7/2021	1.50%	\$ 3,500,000	4/7/2022
<i>Total BANs Outstanding at October 25,2021</i>			<i>\$ 9,140,333</i>	

The above statement is required to be included in the Budget pursuant to Section 355(1)(g) of County Law.

2022 TENTATIVE BUDGET FOR SULLIVAN COUNTY

STATEMENT OF DEBT – AS OF OCTOBER 25, 2021 – TAX ANTICIPATION NOTES

<i>TANs Outstanding</i>	<i>Date of Issue</i>	<i>Rates</i>	<i>Amount</i>	<i>Due Date</i>
2021 TAN	4/13/2021	1.00%	\$10,000,000	4/13/2022
<i>Total Notes Outstanding at October 25,2021</i>			<i>\$10,000,000</i>	

The above statement is required to be included in the Budget pursuant to Section 355(1)(g) of County Law.

**2022 BUDGET FOR SULLIVAN COUNTY
STATEMENT OF DEBT - AS OF DECEMBER 31, 2021 - NOTES**

BOND ANTICIPATION NOTES OUTSTANDING	DATE OF ISSUE	RATES%	AMOUNT	DUE DATE	SCHEDULED PAYMENT
2018 HIGHWAY EQUIPMENT	4/7/2021	1.50%	\$ 402,000	4/7/2022	\$ 100,500
2018 ROAD RECON	4/7/2021	1.50%	\$ 1,920,000	4/7/2022	\$ 480,000
2019 ROAD RECON	4/7/2021	1.50%	\$ 1,666,666	4/7/2022	\$ 333,333
BUILDING PURCHASE AND RECON	4/7/2021	1.50%	\$ 1,651,667	4/7/2022	\$ 330,334
2020 ROAD RECON	4/7/2021	1.50%	\$ 3,500,000	4/7/2022	\$ 583,333
TOTAL BANS OUTSTANDING AT DECEMBER 31, 2021			\$ 9,140,333		\$ 1,827,500
TAX ANTICIPATION NOTES					
2021 TAN	4/13/2021	1.00%	\$ 10,000,000	4/13/2022	
TOTAL TANS OUTSTANDING AT DECEMBER 31, 2021			\$ 10,000,000		

**2022 BUDGET FOR SULLIVAN COUNTY
STATEMENT OF DEBT - AS OF DECEMBER 31, 2021 - BONDS**

BOND OUTSTANDING	ORIGINAL ISSUE	DATE OF ISSUE	RATE %	TOTAL BOND SALE	TOTAL BALANCE STILL DUE	PRINCIPAL PAYABLE 2022	ANNUAL PAYMENT SCHEDULE		
PUBLIC IMPROVEMENT		2010	3.110% - 5.932%	\$17,185,000	\$4,535,000	\$1,455,000	\$1,455,000	IN 2022	5.932%
SCCC RENOVATION	\$544,338						\$1,510,000	IN 2023	5.932%
08 ROAD & BRIDGE RECONSTRUCTION	\$2,765,577						\$1,570,000	IN 2024	5.932%
DPW EQUIPMENT	\$1,897,407								
DPW EQUIPMENT	\$167,967								
DPW EQUIPMENT	\$72,951								
SCCC RENOVATION	\$583,219								
LANDFILL PHASE II	\$388,813								
10 ROAD PAVING	\$7,406,649								
10 BRIDGE RECONSTRUCTION	\$777,626								
LANDFILL EQUIPMENT	\$758,185								
10 DPW EQUIPMENT	\$1,773,959								
10 DPW EQUIPMENT	\$48,310								
PUBLIC IMPROVEMENT REFINANCING		2013	1% - 5%	\$17,880,000	\$1,320,000	\$1,320,000	\$1,320,000	IN 2022	5.000%
2001 BUILDING RECONSTRUCTION	\$ 613,464								
2001 DPW BUILDING	\$ 121,266								
2001 LANDFILL CLOSURE	\$ 248,388								
2001 LANDFILL CLOSURE	\$ 146,773								
2001 LANDFILL EXPANSION	\$ 533,869								
2001 PARKING AREAS	\$ 219,355								
2001 SCCC CLASSROOM MODIFICATION	\$ 80,645								
2001 SCCC ELEVATORS	\$ 193,548								
2001 SCCC HEAT PUMP SYSTEM	\$ 283,872								
2001 SCCC MECHANICAL PLUMBING	\$ 258,065								
2001 SCCC TECHNOLOGY IMPROVE	\$ 59,678								
2001 SIDEWALKS	\$ 41,077								
2003 BUILDING RENOVATIONS	\$ 365,218								
2003 BUILDING RENOVATIONS	\$ 67,188								
2003 BUILDING RENOVATIONS	\$ 186,268								
2003 DPW FACILITY	\$ 40,359								
2003 LANDFILL LAND PURCHASE	\$ 1,552,239								
2003 LANDFILL MATERIALS FACILITY	\$ 607,148								
2003 PARKING LOTS	\$ 259,447								
2003 POLE BARN	\$ 69,187								
2003 RADIO TOWER	\$ 55,436								
2003 RECONSTRUCT DPW FACILITY	\$ 334,397								
2003 ROAD MACHINERY EQUIPMENT	\$ 279,402								
2003 ROAD MACHINERY EQUIPMENT	\$ 11,087								
2003 SCCC FACILITY RECONSTRUCT	\$ 332,624								
2005 DPE EQUIPMENT	\$ 296,881								
2005 DPE EQUIPMENT	\$ 9,871								
2005 LANDFILL CLOSURE 02-02 & 02-03	\$ 1,130,285								
2005 LANDFILL CLOSURE ! & 2	\$ 615,874								
2005 LANDFILL CLOSURE ! & 2	\$ 39,478								
2005 ROAD EQUIPMENT	\$ 347,417								
2005 ROAD RECONSTRUCT	\$ 659,300								
2005 ROAD RECONSTRUCT	\$ 765,894								
2007 NEW FIRE TRAINING SYSTEM	\$ 443,352								
2007 NEW LANDFILL CELL 6	\$ 1,245,938								
2007 NEW LANDFILL CELL 6	\$ 575,228								
2007 NEW LANDFILL CELL 6-02, 6-03 & 6/05	\$ 1,300,047								
2007 NEW LANDFILL CLOSURE 3-5	\$ 2,228,132								
2007 NEW LANDFILL EXPANSION PHASE II	\$ 618,418								
2007 NEW LANDFILL GAS SYSTEM	\$ 261,463								
2007 NEW LANDFILL GAS SYSTEM	\$ 382,422								
PUBLIC IMPROVEMENT		2014	2.0%-2.25%	\$11,315,000	\$3,730,000	\$1,215,000	\$1,215,000	IN 2022	2.000%
GOVT CTR/LIBERTY FACILITY	\$ 439,000						\$1,245,000	IN 2023	2.125%
HURLEYVILLE MUSEUM	\$ 215,000						\$1,270,000	IN 2024	2.250%
TRANSPORTATION VEHICLES	\$ 80,000								
AIRPORT	\$ 77,000								
COMMUNICATIONS UPGRADE	\$ 1,920,000								
SOLID WASTE EQUIPMENT	\$ 817,000								
ROADS/BRIDGES	\$ 6,122,000								
DPW EQUIPMENT	\$ 1,645,000								
PUBLIC IMPROVEMENT		2016	2.0%-5.0%	\$23,822,000	\$16,335,000	\$1,655,000	\$ 1,655,000	IN 2022	5.00%
AIRPORT IMPROVEMENTS	\$ 174,000.00						\$ 1,695,000	IN 2023	5.00%
BLDG RECONSTRUCTION	\$ 1,559,000.00						\$ 1,730,000	IN 2024	4.00%
DPW EQUIPMENT	\$ 1,137,000.00						\$ 1,770,000	IN 2025	4.00%
HIGHWAY BRIDGE RECONS	\$ 6,300,000.00						\$ 1,810,000	IN 2026	2.00%
PUBLIC SAFETY	\$ 6,878,000.00						\$ 1,855,000	IN 2027	2.00%
ROAD RECONSTRUCTION	\$ 7,774,000.00						\$ 1,895,000	IN 2028	2.00%
							\$ 1,940,000	IN 2029	2.25%
							\$ 1,985,000	IN 2030	2.25%
JAIL CONSTRUCTION		2016	3.00%-3.25%	\$85,000,000	\$76,850,000	\$2,180,000	\$2,180,000	IN 2022	3.00%
JAIL CONSTRUCTION - H69							\$2,240,000	IN 2023	3.00%

2022 BUDGET FOR SULLIVAN COUNTY
STATEMENT OF DEBT - AS OF DECEMBER 31, 2021 - BONDS

							\$2,300,000	IN 2024	3.00%
							\$2,365,000	IN 2025	3.00%
							\$2,425,000	IN 2026	3.00%
							\$2,495,000	IN 2027	3.00%
							\$2,565,000	IN 2028	3.00%
							\$2,635,000	IN 2029	3.00%
							\$2,705,000	IN 2030	3.00%
							\$2,780,000	IN 2031	3.00%
							\$2,855,000	IN 2032	3.00%
							\$2,935,000	IN 2033	3.00%
							\$3,015,000	IN 2034	3.00%
							\$3,100,000	IN 2035	3.00%
							\$3,185,000	IN 2036	3.00%
							\$3,270,000	IN 2037	3.00%
							\$3,360,000	IN 2038	3.00%
							\$3,455,000	IN 2039	3.13%
							\$3,550,000	IN 2040	3.13%
							\$3,645,000	IN 2041	3.13%
							\$3,745,000	IN 2042	3.13%
							\$3,850,000	IN 2043	3.25%
							\$3,955,000	IN 2044	3.25%
							\$4,065,000	IN 2045	3.25%
							\$4,175,000	IN 2046	3.25%
PUBLIC IMPROVEMENT		2018	3.0%-3.5%	\$15,140,000	\$13,460,000	\$560,000	\$560,000	IN 2022	3.00%
JAIL CONSTRUCTION	\$10,000,000						\$620,000	IN 2023	3.00%
ROADS AND BRIDGES	\$4,000,000						\$630,000	IN 2024	3.00%
BUILDING RECONSTRUCTION	\$1,140,000						\$815,000	IN 2025	3.00%
							\$815,000	IN 2026	3.00%
							\$835,000	IN 2027	3.00%
							\$835,000	IN 2028	3.00%
							\$835,000	IN 2029	3.00%
							\$835,000	IN 2030	3.00%
							\$835,000	IN 2031	3.00%
							\$835,000	IN 2032	3.13%
							\$835,000	IN 2033	3.25%
							\$835,000	IN 2034	3.25%
							\$835,000	IN 2035	3.38%
							\$835,000	IN 2036	3.38%
							\$835,000	IN 2037	3.38%
							\$835,000	IN 2038	3.50%
PUBLIC IMPROVEMENT		2019	3%	\$6,000,000	\$5,425,000	\$295,000	\$295,000	IN 2022	3.00%
ROAD AND BRIDGE RECON	\$6,000,000						\$305,000	IN 2023	3.00%
							\$315,000	IN 2024	3.00%
							\$320,000	IN 2025	3.00%
							\$330,000	IN 2026	3.00%
							\$340,000	IN 2027	3.00%
							\$350,000	IN 2028	3.00%
							\$360,000	IN 2029	3.00%
							\$370,000	IN 2030	3.00%
							\$380,000	IN 2031	3.00%
							\$390,000	IN 2032	3.00%
							\$400,000	IN 2033	3.00%
							\$410,000	IN 2034	3.00%
							\$425,000	IN 2035	3.00%
							\$435,000	IN 2036	3.00%
PUBLIC IMPROVEMENT		2021	2-4%	\$3,350,000	\$3,350,000	\$635,000	\$635,000	IN 2022	2.00%
CO. JAIL LAND PURCHASE 1&2	\$703,870						\$645,000	IN 2023	4.00%
TRANSFER STATION & MRF	\$2,646,130						\$675,000	IN 2024	2.00%
							\$685,000	IN 2025	4.00%
							\$710,000	IN 2026	4.00%
TOTAL BONDS				\$179,692,000	\$125,005,000	\$9,315,000			

**2022 BUDGET FOR SULLIVAN COUNTY
STATEMENT OF DEBT - AS OF DECEMBER 31, 2021 - BONDS**

CAPITAL PROJECT PLANS AUTHORIZED BUT UNISSUED

PROJECT	AS OF 12/31/2020	RESOLUTION	12/31/2021
PUBLIC SAFETY COMMUNICATIONS UPGRADE	\$ 960	74-13	\$ -
HIGHWAY/BRIDGE CONSTRUCTION	\$ 3,875	451-14	\$ -
ROAD RECONSTRUCTION	\$ 3,750,000	445-20	\$ -
TOTAL	\$ 3,754,835		\$ -

*THREE RESOLUTIONS RECINDED 7/15/21

DEBT PAYMENTS BY YEAR

YEAR	AMOUNT
2022	\$ 9,315,000.00
2023	\$ 8,260,000.00
2024	\$ 8,490,000.00
2025	\$ 5,955,000.00
2026	\$ 6,090,000.00
2027	\$ 5,525,000.00
2028	\$ 5,645,000.00
2029	\$ 5,770,000.00
2030	\$ 5,895,000.00
2031	\$ 3,995,000.00
2032	\$ 4,080,000.00
2033	\$ 4,170,000.00
2034	\$ 4,260,000.00
2035	\$ 4,360,000.00
2036	\$ 4,455,000.00
2037	\$ 4,105,000.00
2038	\$ 4,195,000.00
2039	\$ 3,455,000.00
2040	\$ 3,550,000.00
2041	\$ 3,645,000.00
2042	\$ 3,745,000.00
2043	\$ 3,850,000.00
2044	\$ 3,955,000.00
2045	\$ 4,065,000.00
2046	\$ 4,175,000.00

\$ 125,005,000.00

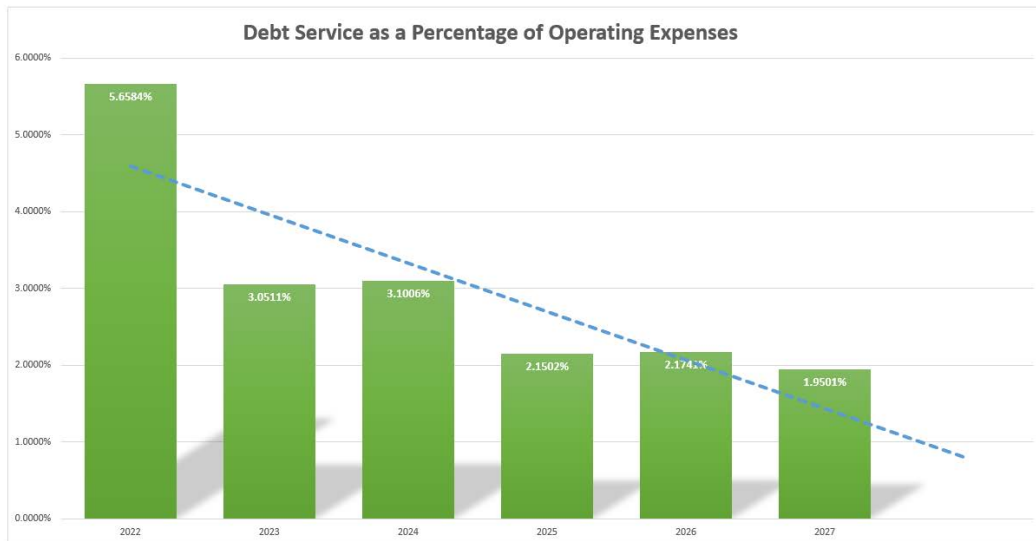
FINANCIAL DATA ON CURRENT AND LONG TERM DEBT OBLIGATIONS AND CONSTITUTIONAL DEBT LIMIT

Current Debt Obligations

The 2022 Tentative Budget includes a total of \$15.1 million in debt repayment. A breakdown of principal and interest payments by fund is detailed in the below chart.

	General Fund	County Road Fund	Road Machinery Fund	ACC	Solid Waste Fund	Total
Debt Payments by Fund						
BANs						
Principal	330,334	1,396,666	100,500	-	-	1,827,500
Interest	24,775	106,300	6,030	-	-	137,105
Total TANs/BANs	\$ 355,109	\$ 1,502,966	\$ 106,530	\$ -	\$ -	\$ 1,964,605
Long Term Debt						
Principal	3,789,741	3,002,238	599,552	-	1,923,470	9,315,000
Interest	2,891,529	722,491	84,520	-	166,928	3,865,467
Total Long Term Debt	\$ 6,681,269	\$ 3,724,728	\$ 684,072	\$ -	\$ 2,090,398	\$13,180,467
Total Debt Payments	\$ 7,036,378	\$ 5,227,694	\$ 790,602	\$ -	\$ 2,090,398	\$15,145,072

Long term debt obligations by year and amount to be repaid are listed in detail in the preceding pages. A quick look at debt service as a percentage of operating expenses can be see here:



Effect of Existing Debt Levels on Current Operations of Government

In order for government to continue to run efficiently and effectively, large capital projects require an influx of money as part of the puzzle. The responsible management of debt levels helps government to maintain consistency and continuity in decision making, while allowing for room to act if a fiscal emergency arises. The irresponsible management of debt could lead to a disruption of services and poor infrastructure for our residents. The Sullivan County Legislature has adopted an Investment and Debt Management Policy (resolution 180 of 2013) which aims to standardize and support the issuance and management of debt by the County of Sullivan (“County”). Their primary objective is to establish conditions for the use of debt and to create procedures and policies that minimize the County’s debt service and issuance costs, maintain the highest practical credit rating, and provide full and complete financial disclosure and reporting. The policies apply to all general obligation debt issued by the County. More detail on this policy can be found at our website under the Legislative tab.

New York State Constitutional Debt Limit

New York State imposes a constitutional debt limit which constrains the amount of debt that a local government can incur. Counties have a limit of 7 percent of the five-year average full valuation of taxable property.

Sullivan County, based upon the 2021 calculation for the five-year full valuation of taxable property, and the 2022 proposed debt outstanding is at 46% of our debt limit in 2022. The County’s debt limit is \$387 million for 2022, while the outstanding bonds equal \$179 million.

Sullivan County Constitutional Debt Limit
2022-2027

	2022 Tentative Budget	2023	2024	2025	2026	2027
Legal Debt Margin Calculation						
Five Year- Full Valuation	27,669,215,075	27,669,215,075	27,669,215,075	27,669,215,075	27,669,215,075	27,669,215,075
Average Full Valuation	5,533,843,015	5,533,843,015	5,533,843,015	5,533,843,015	5,533,843,015	5,533,843,015
Debt Limit- 7% of Average Full Value	387,369,011	387,369,011	387,369,011	387,369,011	387,369,011	387,369,011
Existing Bans	-	-	-	-	-	-
New Bans	-	-	-	-	-	-
Existing Bonds	179,692,000	131,470,000	131,470,000	131,470,000	131,470,000	131,470,000
New Bonds	-	-	-	-	-	-
Total Indebtedness - Serial Bonds and BANs	179,692,000	131,470,000	131,470,000	131,470,000	131,470,000	131,470,000
Less Exclusions:						
Indebtedness Subject to Debt Limit	179,692,000	131,470,000	131,470,000	131,470,000	131,470,000	131,470,000
Constitutional Debt Margin	\$ 207,677,011	\$ 255,899,011	\$ 255,899,011	\$ 255,899,011	\$ 255,899,011	\$ 255,899,011
*Total Indebtedness assumes year end figures						
*Valuations are as of 2021 and are held constant						



DEPARTMENT SUMMARIES



Elected Officials



A1185 Coroners

Department Description

The Sullivan County Coroner's Office is responsible to make inquiry into unnatural deaths within the County, as well as to make inquiry into deaths natural or unnatural occurring to an inmate of a correctional facility in Sullivan County.

The Coroner's Office is comprised of 4 elected officials who are responsible for the investigation of deaths occurring in Sullivan County. Their work requires them to be on call 24 hours a day, 365 days a year. The Coroner's are paid on a per diem basis when engaged, use their personal vehicles and are reimbursed for mileage.

The Coroner's Office is responsible for determining the manner of death in cases in which the death is due to:

- Homicide or suspected homicide, or any death caused by violence
- Suicide or suspected suicide
- Accidental death, no matter what the nature of the accident, or when the accident occurred, whether it be one minute or one year preceding death including any death resulting from an injury or fall
- Deaths in public places of apparently healthy people without the attendance of a physician.
- All deaths occurring in an Emergency Department or Urgent Care Facility
- Poisoning or suspected poisoning
- Occupational hazard
- Drugs
- Hospital deaths occurring within 24 hours of admittance or discharge
- Acute alcoholism
- All deaths occurring in an operating room
- All D.O.A. where no physicians diagnosis can be ascertained
- All prisoners or those in police custody

The Sullivan County Coroners receives a small amount of reimbursement from the State for autopsies, but is generally County share. The Sullivan County Coroners is mandated by County Law Article 17a, and all duties are listed in section 671.

Core Services

In the course of their duties, the Coroner's direct the tasks of many forensic professionals with whom the Coroner's Office subcontracts. These professionals include investigators, pathologists, toxicologists, technicians, physicians, and local funeral homes.

Some of the tasks the Coroner performs are:

- Initiating investigations at crime scenes to determine cause of death
- Assisting in the collection of physical and pathological evidence
- Requesting and studying the medical histories of the deceased to aid in the cause and manner of death
- Conferring with public health and law enforcement agencies
- Conducting preliminary examinations to locate signs of trauma
- Completing death certificates including cause and manner of death

- Interviewing witnesses who were present at the time of death
- Completing reports required to perform investigations or finalize cases.
- Testifying in court.
- Ordering and attending autopsies
- Notification of next of kin
- Communication with various agencies including DFS, CPS and other County Agencies

The Coroner’s are aided by a dedicated assistant who endeavor’s to make their jobs easier and more rewarding. The Coroner’s Assistant is responsible for the daily operations of the office, filing and preparing paperwork, reports and vouchers, maintain and ordering of supplies. The Coroner’s Assistant works part time in the Coroner’s Office and Part time in the County Clerk’s Office. All costs related to the Coroner’s Assistant are split between the two Offices.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Coroner	4	4	4
Grand Total	4	4	4

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Federal Aid	0	7,573	0	0
State Aid	340	2,491	3,000	3,000
Total Revenue	340	10,064	3,000	3,000
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	34,308	80,787	56,000	56,250
Employment Benefits	107,726	107,525	110,461	113,916
Contract Services	262,811	325,408	256,926	322,382
Fixed Equipment	0	0	0	0
Total Expenditures	404,845	513,720	423,387	492,548



A1165 District Attorney

Department Description

The Sullivan County District Attorney's Office prosecutes all criminal cases that occur within Sullivan County. The Office also handles all criminal appellate cases in both State and Federal Courts.

The Office is committed to ensuring that offenders are held accountable and responsible for their criminal conduct. It is also committed to assuring that the victims' voices are heard throughout the course of the criminal process. It is their duty and obligation to protect the innocent, enhance public safety and make our streets and homes safe and secure for the citizens of the county.

The Sullivan County District Attorney's Office receives State aid in the form of grants for Stop DWI, DA Salary Reimbursement and Aid to Prosecution. In addition, the District Attorney expenses related to the Fraud Investigation Team and Family Violence Response Team are being reimbursed through a revenue stream from the Department of Family Services, with reimbursement from state and federal sources. The office is mandated by County Law 700 & N.Y. Const. art. XIII, §13.

Core Services

Functions of the District Attorney's Office include:

- Prosecution and investigation of all criminal offenses in Sullivan County, NY
- Crime prevention, through public education and public speaking at schools and community gathering to educate and make residents aware of matters of public importance which impact their safety

The budget for the District Attorney consists primarily of personal services and employee benefits. A small amount of funding is used for office supplies, travel/county fleet chargebacks, postage, and printing.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Administrative Specialist	2	4	4
Asst District Attorney I	1	1	1
Asst District Attorney II	1	1	1
Asst District Attorney III	1	1	1
Asst District Attorney VI	1	1	1
Asst District Attorney VIII	1	1	1
Asst District Attorney IX	1	1	1
Asst District Attorney X	1	1	1
Asst District Attorney	0	2	2
CAC Coordinator	1	1	1
Conf Sec District Attorney	1	1	1
Crime Victim Svs Advocate	1	1	1
District Attorney	1	1	1
District Attorney Inv	5	5	5
Grand Total	18	22	22

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	150,235	52,993	411,148	364,518
State Aid	122,233	121,658	123,801	121,756
Federal Aid	4,213	175,681	34,161	0
Total Revenue	276,681	350,332	569,110	486,274
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	1,363,070	1,349,459	1,383,659	1,599,433
Employment Benefits	528,352	530,112	615,848	734,480
Contract Services	207,336	142,457	187,159	126,068
Fixed Equipment	0	0	0	0
Total Expenditures	2,098,758	2,022,028	2,186,666	2,459,981



A1010 Legislature

Department Description

The Sullivan County Legislature is the governing body for the County. It consists of nine elected legislators, one of which serves as the Chairman and another who serves as the Vice Chairman.

The Legislature is responsible for setting County policy, creating local laws and passing resolutions. The full board of legislators meets once a month (every third Thursday); standing committee meetings occur on the first and second Thursday of each month. The Sullivan County Legislature receives no outside funding and is 100% County cost. It is required by the Sullivan County Charter.

Core Services

Functions of the Sullivan County Legislature include:

- Establishment of County Policy
- Authorization of resolutions
- Establishment of local laws
- County redistricting as per state law

The budget for the Legislature consists primarily of personal services and employee benefits. A small amount of funding is used for office supplies, travel/county fleet chargebacks, postage, and printing.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Chairperson of Legislature	1	1	1
Clerk to Legislature	1	1	1
Legislative Sec	1	1	1
Legislator	8	8	8
Totals	11	11	11

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	27	0	0	0
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	27	0	0	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	329,591	362,261	381,726	384,726
Employment Benefits	242,791	225,527	264,679	260,799
Contract Services	32,216	17,678	41,411	33,600
Fixed Equipment	0	0	0	0
Total Expenditures	604,598	605,466	687,816	679,125



A3110 Sheriff

Department Description

It is the mission of the Sullivan County Sheriff's Office to provide professional, high quality and effective law enforcement services in partnership with criminal justice entities, county, local government and the public. We believe that our work has a vital and positive impact on the quality of life in our communities.

To demonstrate our commitment to our profession both on and off duty, we subscribe to the following values:

- **Pride** – The Sheriff's Office recognizes that its employees are the vital component to the successful delivery of police, correctional and civil law enforcement services. We believe that we can achieve our highest potential by actively involving our employees in problem solving and improving the services we provide, by taking ownership and pride in our delivery of services.
- **Integrity** – Integrity is defined as being honest, moral, upright and sincere. Public trust can only exist with our exhibiting integrity and respect as individuals and as an organization. The foundation of the Sheriff's Office is the high level of integrity of its employees and the courage of its management to hold employees to that standard.
- **Professionalism** – Recognizing the changing and diverse needs of the community, the Sheriff's Office promotes and encourages a policy of individual and organizational professional excellence which is delivered and enhanced through continuing education and regular training.
- **Fairness** – Members shall uphold laws in an ethical, impartial, courteous and professional manner while respecting the rights and dignity of all persons. We shall strive to achieve a balance in the exercise of our powers which reflects both the spirit and the letter of the law.

The Sullivan County Sheriff's Office receives some outside funding through grants, forfeitures and fees, however, the allowable uses for these funds are limited. Primarily, the Sheriff's Office is funded directly from the County.

The Sheriff's Office provides road patrol as required by the Sullivan County Charter. The Civil department is mandated under NYS County Law. The County Jail is mandated by the State and overseen by the NYS Commission on Corrections. Operations at the Jail are very strictly regulated and it is the only department under the Sheriff that has mandated staffing levels.

Core Services

Functions of the Sullivan County Sheriff's Office include:

- **Patrol** - Tasks include but are not limited to road patrols, investigations, youth outreach, and responding to emergency requests.
- **Civil** - Tasks include but are not limited to collection of fees, poundage and expenses with respect to all civil processes, and enforcement of civil arrest warrants.
- **Security** - Provide security at County facilities including the Government Center in Monticello and Travis Building/Family Services in Liberty
- **Corrections/Jail** - Receive and safely keep all prisoners lawfully committed to his custody; maintain facility and staffing in accordance with rules and regulations as established by the NYS Commission on Corrections

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
SH - Patrol			
Chief Dep Patrol Div/Int Affairs	1	1	1
Dep Sheriff	47	47	47
Dep Sheriff Corporal	4	4	4
Dep Sheriff Lieutenant	3	3	3
Dep Sheriff Sergeant	8	8	8
Dep Sheriff (Det Assignment)	2	2	2
SH – Patrol Total	65	65	65
SH – Civil			
Account Clerk/Typist	1	1	1
Civil Dep	1	1	1
Conf Sec Sheriff	1	1	1
Jail Administrator	0.2	0.2	0.2
Sheriff	1	1	1
Shfs Dept Accounts Payable Coord	2	2	2
Sr Account Clerk/Typist	6	6	6
Sr Fiscal Administrative Officer	1	1	1
Undersheriff	1	1	1
SH – Civil Total	14.2	14.2	14.2
SH - Security			
Correction Corporal	1	1	1
Correction Officer	6	6	6
SH – Security Total	7	7	7
SH – Jail			
Conf Sec Jail Administrator	1	1	1
Cook	4	4	4
Cook Mgr	1	1	1
Correction Captain	1	1	1
Correction Corporal	7	7	7
Correction Lieutenant	1	2	2
Correction Officer	81	81	81
Correction Sergeant	8	8	8
Food Svc Helper	4	4	4
Jail Administrator	0.8	0.8	0.8
Jail Nurse	3	1	1
Nurse Practitioner PD	1	0	0
Physician	1	0	0
Registered Professional Nurse	1	0	0
Supvr Jail Nursing Svcs	1	0	0
SH – Jail Total	115.8	115.8	115.8
Grand Total	202.0	202.0	202.00

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	1,850,820	1,339,982	1,760,500	2,146,000
State Aid	0	9,832	4,000	8,000
Federal Aid	70,808	52,159	183,400	181,750
Total Revenue	1,921,628	1,401,973	1,947,900	2,335,750
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	15,025,118	13,314,905	12,940,379	13,674,750
Employment Benefits	7,098,515	7,296,839	7,544,071	6,888,371
Contract Services	2,370,849	2,010,120	2,880,989	3,642,357
Fixed Equipment	127,314	111,125	350,000	299,000
Total Expenditures	24,621,796	22,732,989	23,715,439	24,504,478



A1410 County Clerk's Office/ A1460 Records Management

Department Description

The mission of the County Clerk's Office is to provide the public at large, as well as users, with cost effective and efficient delivery of services, and provide said services in a timely and courteous manner.

It is composed of two distinct units, the Main Unit and the Department of Motor Vehicles. The County Clerk also oversees the Office of Records Management. The County Clerk Main Unit is the Constitutional office for recordings and filings. The Department of Motor Vehicle is the County's local agent for the NYS Department of Motor Vehicles. The Office of Records Management is responsible for storing all records, and coordinating the maintenance and destruction of records according to State Laws.

The County Clerk's Office receives funding from several sources of revenue, including fees for transactions such as filings, recordings, permits, licenses, and registrations. The County Clerk's Office Main Unit is mandated by the New York State Constitution. The Department of Motor Vehicles and the Office of Records Management are not mandated.

Core Services

Functions of the County Clerk Main Unit include:

- Filing and recording of official records and documents including deeds, real property proceedings, maps, and civil proceedings
- Processing and issuing passports
- Processing and issuing pistol permits
- Notary services
- Precious gems law
- Administers F.A.V.O.R. program
- Issuance of peddlers permits
- Issuance of DBA
- Naturalization documents

Functions of the Department of Motor Vehicles include:

- Responsibilities related to all transactions and services related to the NYS Department of Motor Vehicles, including driver's license transactions, vehicle registration, issuance of license plates, etc.

Functions of the Records Management Department include:

- Systematic maintenance, retrieval, and disposing of records in accordance with NYS Archives

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
CC Main Unit			
County Clerk	1	1	1
County Clerk Worker I	3	3	3
County Clerk Worker II	7	7	7
County Clerk Worker III	2	2	2
Deputy County Clerk I	1	1	1
Junior Accountant	1	1	1
CC Main Unit Totals	15	15	15
CC DMV			
County Clerk Worker I	7	7	8
County Clerk Worker II	6	6	6
County Clerk Worker III	2	2	2
Dep County Clerk DMV	1	1	1
Dept of Motor Vehicle Admin	1	1	1
CC DMV Totals	17	17	18
Records Management			
Records Mgt Survey Tech	1	1	1
Records Management Totals	1	1	1
Grand Totals	33	33	34

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Revenue	1,614,195	1,582,188	1,619,425	1,718,600
State Aid	28,845	51,207	25,000	50,000
Total Revenue	1,643,040	1,633,395	1,644,425	1,768,600
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	1,325,321	1,164,769	1,330,429	1,483,244
Employment Benefits	852,072	803,528	896,628	945,232
Contract Services	147,069	125,300	167,895	177,201
Fixed Equipment	0	0	0	25,000
Total Expenditures	2,324,462	2,093,597	2,394,952	2,630,677



A1325-1330 Treasurer

Department Description

The mission of the Sullivan County Treasurer is to collect and enforce delinquent taxes efficiently, effectively and in a fair manner to the public; and to manage the County's finances, help the County's fiscal records and help formulate policy for fiscal matters, spending and debt management.

The County Treasurer is statutorily the Chief Fiscal Officer of the County and the real property delinquent tax collection and enforcement officer. The office is comprised of several departments: accounting, real property tax collection, real property tax administration, room tax enforcement, and solid waste revenue collection.

The Sullivan County Treasurer's Office receives funding through buyer premiums collected from the public auction of properties, as well as administrative fees assessed for processing and advertising delinquent properties. The User Fee Unit is funded through the County's Refuse and Garbage Fund and thus is not charged to the General Fund. The Sullivan County Treasurer's Office is mandated by the County charter.

Core Services

The functions of the Sullivan County Treasurer's Office are numerous.

They include:

1325-14 - Accounting Department

- Maintain General Ledger Accounts
- Process all County payables
- Maintain Federal and State Receivables
- Cash Management, Receipts and all bank reconciliations
- Prepare Annual Financial reports required by the State and Federal Government
- Manage all aspects of County debt
- Assist all County Departments in analysis, reconciliations and all year-end processes

1325-15 – Room Tax

- Create and maintain all Room Tax Facilities and records as well as process all quarterly room tax returns and payments

1330-204 – Real Property

- Assist all interested parties regarding delinquent taxes for 15 Towns and 12 School Districts, in person, by phone, fax and email
- Maintain annual Tax Rolls for 15 Towns
- Prepare Tax Installment Contracts and post daily receipts for the same
- Post daily receipts to unpaid tax and installment software
- Prepare and file all lists and documents required under RPTL Article Eleven starting with the filing of a List of Delinquent Taxes 10 months after lien date and concluding with foreclosure
- Prepare deeds and other required documents for tax-acquired property
- Abstractor prepares standard searches for each parcel contained on List of Delinquent Taxes
- Property Examiner researches all of the parcels contained on the List of Delinquent taxes

1330-205 – Solid Waste User Fee Unit

- Maintain and record all Landfill Accounts receivables, inclusive of the monthly billing to haulers, annual compliance policies, and daily hauler activity.
- Prepare and maintain hauler license/user permit renewal applications

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
TR - Accounting			
County Treasurer	0.30	0.30	0.30
Deputy County Treasurer	0.25	0.25	0.25
Fiscal Admin Officer	1	1	1
Senior Accountant	1	1	1
Senior Fiscal Admin Officer	1	1	1
TR Accounting Totals	3.55	3.55	3.55
TR – Room Tax Collection			
County Treasurer	0.1	0.1	0.1
Deputy County Treasurer	0.1	0.1	0.1
Junior Accountant	1	1	1
TR – Room Tax Collection Totals	1.2	1.2	1.2
Property Tax Unit			
Abstractor	1	1	1
County Treasurer	0.30	0.30	0.30
Deputy County Treasurer	0.25	0.25	0.25
Prop Tax Supvr/Tax Enforce Coord	1	1	1
Real Prop Exam/Appraiser	1	1	1
Real Prop Tax Svcs Specialist	1	1	1
Tax Clerk II	1	1	1
Tax Clerk III	1	1	1
Property Tax Unit Totals	6.55	6.55	6.55
User Fee Unit			
County Treasurer	0.1	0.1	0.1
Deputy County Treasurer	0.1	0.1	0.1
Junior Accountant	1	1	1
User Fee Unit Totals	1.2	1.2	1.2
Grand Totals	12.5	12.5	12.5

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	1,072,806	1,411,260	987,268	984,149
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	1,072,806	1,411,260	987,268	984,149
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	758,939	726,111	737,960	737,772
Employment Benefits	489,171	506,197	510,396	502,436
Contract Services	587,725	736,865	443,103	426,658
Fixed Equipment	0	0	0	0
Total Expenditures	1,835,835	1,969,174	1,691,459	1,666,866



A1355 Real Property Tax Services

Department Description

The mission of the Real Property Tax Services Office is to fulfill the requirements of the New York State Law and Regulations to achieve and maintain equitable assessments throughout the County of Sullivan and to ensure the enforcement of liens created upon the levy of taxes.

This office provides assessment and tax related services to both county and town officials as well as the public. The main goal is to create and preserve tax equity within and between municipalities. In accordance with state mandates, this office provides assessment and taxation related services to both county and town officials and members of the public. We are charged with the responsibility of maintaining tax maps and updating all ownership information for all real property within the boundaries of the County of Sullivan.

The Real Property Tax Services Office charges outlays related to vendor services back to the towns. It also receives a small amount of revenue through the sale of maps and GIS data. The Real Property Tax Services Office performs mandated services under sections 1530 and 1532 of the Real Property Tax Law of the State of New York.

Core Services

Functions of the Department of Real Property Tax Services include:

- Review all deeds/maps, and other documents filed in the S.C. Clerk's office
- Search title to properties conveyed to ensure accurate property grantor information
- Review descriptions contained in deeds of conveyance and maps
- Make changes to County property ownership records and tax maps
- Convert paper tax maps/maintain digital GIS maps
- Notices sent to title companies, attorneys, property owners, etc.
- Forward change in ownership information, deeds and changes to the tax maps to assessors for update
- Provision of new paper tax maps to assessors
- Correction of errors processing
- Provide training to assessors/Boards of Assessment Review
- Prepare reports for various departments (i.e. tax levy information)
- Digital Tax map sales and sales to public
- Creation of digital layers for the various GIS users
- Maintenance of Agricultural Districts and preparation of maps for mandated reviews
- Analyze Census data
- Provide FEMA flood maps for insurance purposes
- Coordinate with towns and villages to update and improve Zoning maps
- Provide necessary GIS data to reduce outside vendor costs to the County
- Provide large map scanning services for other County departments
- Provide technical GIS assistance to the public, municipalities and county departments
- Continue to improve the quality and structure of GIS data
- Manage the system of E-911 addresses.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
County Treasurer	.20	.20	.20
Dep County Treasurer	.30	.30	.30
Dir Real Property Tax Svs III	1	1	1
Real Property Tax Map Spec	1	1	1
Tax Map/Real Prop Systems Spec	1	1	1
Grand Total	3.5	3.5	3.5

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	70,097	68,996	69,370	69,250
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	70,097	68,996	69,370	69,250
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	369,577	264,718	203,216	211,351
Employment Benefits	194,923	150,905	115,466	91,281
Contract Services	53,735	52,214	56,435	60,135
Fixed Equipment	0	0	0	0
Total Expenditures	618,235	467,837	375,117	362,767



Legislative Appointments



A1450 Board of Elections

Department Description

The Sullivan County Board of Elections' mission is to afford every eligible person in Sullivan County the opportunity to vote in all Elections for which they are qualified to vote in, according to Federal and State constitutional mandates.

The BOE receives its revenues primarily from local tax dollars. The BOE continues to make every effort to save money, solicit grant funds and keep all legislators apprised of the ever-rising cost of running elections.

Sullivan County Board of Elections is a mandated office. All functions of the BOE are mandated by the Federal and NY State Constitutions and Election Laws.

The function of the Board of Elections is to provide residents that qualify, with the opportunity to vote is a professional process required by the Federal and State Governments.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Comm Elections	2	2	2
Dep Comm Elections	2	2	2
Senior Clerk	2	2	2
Grand Total	6	6	6

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	10,722	46,800	5,000	5,000
State Aid	98,624	0	0	0
Federal Aid	0	108,833	0	0
Total Revenue	109,346	155,633	5,000	5,000
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	403,684	448,345	433,674	443,274
Employment Benefits	159,439	183,755	179,370	174,767
Contract Services	185,995	295,112	363,984	345,574
Fixed Equipment	80,905	0	0	0
Total Expenditures	830,023	927,212	977,028	963,615



A1230 County Manager

Department Description

The County Manager is the full-time Chief Executive and Administrative Head of the County of Sullivan. He is responsible for the supervision of all county departments, offices, agencies and administrative units, except as otherwise provided by New York State law or the County Charter. The County Manager also serves as the Chief Budget Officer and is responsible for the preparation of the operating and capital budgets for the County.

The County Manager’s Office receives no outside funding and is 100% County cost. It is mandated by the Sullivan County Charter and Administrative Code.

Core Services

Functions of the Sullivan County Manager’s Office include:

- Supervision of all county departments, offices, agencies and administrative units, except as otherwise provided by New York State law or the County Charter
- Serves as Chief Budget Officer and is responsible for preparing the Tentative Operating Budget annually in conjunction with the Office of Management and Budget
- Identifies areas of operations where efficiencies may be achieved and implement proper mechanisms to achieve these efficiencies
- Attend all monthly meetings of the Sullivan County Legislature and its Standing Committees
- Execute directives and contracts for the provision of services in line with the policies set forth by the Sullivan County Legislature
- Executive Assistant serves as FOIL officer and provides all documentation requested under the Freedom of Information Law

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Assistant County Manager	1	1	1
Compliance Program Coord	0	1	1
Coordinator of Communications	1	1	1
County Manager	1	1	1
Director of Communications	1	1	1
Exec Asst to County Manager	1	1	1
Totals	5	6	6

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	548	66	550	550
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	548	66	550	550
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	433,852	449,986	429,499	493,399
Employment Benefits	193,095	204,347	198,985	255,096
Contract Services	176,118	73,867	99,718	177,015
Fixed Equipment	0	0	0	0
Total Expenditures	803,065	728,200	728,202	925,510



A1420 County Attorney

Department Description

The County Attorney is the County's civil counsel. The County Attorney's Office represents the County, its entities and, with respect to conduct in their governmental capacities, all of the County's officials, officers and employees.

The County Attorney may be compared to the General Counsel of a private corporation or to the Corporation Counsel of a City. With the exception of matters handled by the County's Family Services Attorneys, who report to the Commissioner of Family Services, the County Attorney's Office, either directly, or through of-counsel relationships, is responsible for all of the County's civil legal work.

The County Attorney's Office receives no funding from outside agencies; however, it does receive funding through chargebacks to other County agencies.

The position of County Attorney is required by the County Charter, which further stipulates that the individual appointed as County Attorney work full time for the County and have no outside employment. The County Attorney has a fixed term coinciding with the term of the Legislature.

Core Services

Functions of the County Attorney's Office include:

- Advising and representing the County Legislature, County Manager, Commissioners, Department Heads and County employees
- Provide daily general legal services to County officials, divisions, departments and employees
- Preparation and review of Resolutions
- Preparation of Local Laws to accommodate the changing needs of the County
- Review of contracts, preparation of contracts
- Assisting departments with respect to disciplinary matters, including, prosecution and settlement
- Assistance with real property issues including tax foreclosures, tax certioraris, bankruptcies, environmental and tax exemption claims
- Litigation
- Coordination with the County Manager to update policies and the Code

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Administrative Aide	1	1	1
Administrative Secretary	1	1	1
Asst County Attorney I	5	5	5
Conf Sec County Attorney	1	1	1
County Attorney	1	1	1
Deputy County Attorney	1	1	1
Legal Typist	1	1	1
Totals	11	11	11

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	28,567	37,006	435,054	658,720
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	28,567	37,006	435,054	658,720
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	539,129	513,096	711,899	875,557
Employment Benefits	257,060	226,745	363,612	430,812
Contract Services	303,086	323,624	341,729	309,799
Fixed Equipment	0	0	0	0
Total Expenditures	1,099,275	1,063,465	1,417,240	1,616,168



A1320 Audit and Control

Department Description

The mission of the Office of Audit and Control is to fulfill the duties set forth in the Charter and Administrative Code.

One of the major responsibilities is to audit and process all lawful claims or charges against the County or against funds for which the County is responsible. It is also to promote accountability throughout the County government. Audit provides and will continue to provide various types of audit functions and services to all of our County departments as well as to the taxpayers of Sullivan County by keeping watchful eyes on expenditures that flow through our office. Audit serves the public interest by providing the Legislature, County Manager and other county management with reliable information, unbiased analysis and objective recommendations.

The Office of Audit and Control receives no outside funding and is 100% County cost. It is mandated by the County Charter.

Position Summary

Position Name	Amended 2020	Requested 2021	Recommended 2021
Accounts Payable Coord	2	2	2
Audit Clerk	1	1	1
County Auditor	1	1	1
Sr Audit Clerk	2	2	2
Staff Auditor	1	1	1
Grand Totals	7	7	7

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	18,000	0	0	0
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	18,000	0	0	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	370,613	375,064	381,805	391,204
Employment Benefits	250,566	265,032	283,538	276,224
Contract Services	157,328	127,280	153,275	151,920
Fixed Equipment	0	0	0	0
Total Expenditures	778,507	767,376	818,618	819,348



Division of Public Works



A5610 Sullivan County International Airport

Department Description

The mission of the Sullivan County International Airport is to provide safe and convenient general and commercial aviation access to the County.

The Sullivan County International Airport Unit operates and maintains the Airport in conformance with the FAA Advisory Circulars, CFR Part 139 currently detailed in the Airport Certification Manual, the Airport Policy Manual, the Airport Security Plan, the FAA NYADO Sponsor’s Guide and the FAA and NYSDOT Grant Assurances. They meet all requirements from the NYSDEC, National Weather Service (NWS), and Homeland Security, and provide weather observation data utilized by National Weather Service Binghamton office.

The Sullivan County International Airport receives outside funding for specific projects in the form of grants and programs from the Federal Government and the State. Funding formulas vary by program. It is a non-mandated department, however, as per resolution number 248-97, the County signed a Master Agreement with the FAA to operate the facility as an airport.

The Sullivan County International Airport provides airport facility and services to local and transient, corporate and private aircraft, as well as offering businesses and the public an access to Sullivan County through aviation.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Airport Attendant	0	2	0
Airport Superintendent	1	1	1
Laborer I	1	1	1
Weather Observer	3	3	3
Grand Total	5	7	5

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	458,506	346,415	482,000	581,200
State Aid	0	0	0	0
Federal Aid	0	43,000	0	0
Total Revenue	458,506	389,415	482,000	581,200
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	241,667	237,053	253,577	259,426
Employment Benefits	130,361	163,461	166,981	202,004
Contract Services	476,083	276,832	387,421	535,670
Fixed Equipment	14,333	0	0	100,000
Interfund Transfers	93,000	0	208,700	0
Total Expenditures	955,444	677,346	1,016,679	1,097,100



A6610 Weights and Measures

Department Description

The mission of Public Works Weights and Measures is to monitor trades in which goods are sold by weight and volume.

This office provides inspections to gas pumps, scales and other equipment utilized in measuring the quantities and qualities of goods to be sold.

Public Works Department of Weights and Measures receives no outside funding. The department is mandated by the NYS Department of Agriculture and Markets.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Municipal Dir Weights and Measures	1	1	1
Grand Total	1	1	1

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	0	0	0	0
State Aid	1,155	0	2,000	1,000
Federal Aid	0	0	0	0
Total Revenue	1,155	0	2,000	1,000
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	55,827	37,781	56,026	59,921
Employment Benefits	29,149	25,324	27,133	38,146
Contract Services	3,985	1,389	4,975	4,825
Fixed Equipment	0	0	0	0
Total Expenditures	88,961	64,494	88,134	102,892



D3310-9998 County Road Fund

Department Description

The mission of the County Road Fund organizations is to maintain the County's network of highway infrastructure.

The County Road Fund includes all departments within Public Works whose focus is to maintain the County's system of highways and bridges. Departments include:

Sign Shop/Traffic Control:

Sullivan County Public Works operates a Sign Shop in Barryville which fabricates and installs road signs, as well as stripes highways, parking lots, etc. This work is done not only for County signs and highways but the work is contracted out to other municipalities as well. Staff assigned to this operation are also involved in snow removal. The sign shop receives no outside funding. It is a non-mandated program.

Engineering:

The Sullivan County Public Works Engineering Department is divided into several units to provide a multitude of functions. These units include Bridges, Buildings, Highways, and Lands & Claims/Permits. While the individual units work together, each also requires staff with specialized skills in order to perform its unique functions. The Engineering Department provides support for the DPW Operations staff through engineering assessment and design services for all County infrastructures, inclusive of but not limited to the County's 400 miles of highways, 400 bridges and 100 buildings. This includes the provision for construction oversight and materials testing. They also provide support to other County Departments for a variety of projects on request, such as the assistance provided to Emergency Management / Homeland Security with the County wide radio tower project, and the request to provide design services for a federally funded construction project at the Sullivan County Community College. The Engineering Department regularly provides project consultant management on federally and state funded projects. The Engineering Department receives some funding from reimbursements through FEMA, SOME, NYSDOT & FHWA for project administration, design and management. It is a non-mandated program.

Road and Bridge Maintenance:

The Sullivan County Public Works Road and Bridge Maintenance department builds, maintains and repairs the County's approximately 400 miles of highways, 400 bridges, numerous culverts, a variety of retaining walls, diverse drainage structures and other County infrastructure. The Road and Bridge Maintenance department receives no outside funding. It is a non-mandated program.

Snow and Ice Removal:

Public Works Snow and Ice Removal consists of snow and ice control on approximately 400 miles of County highway. Approximately one-half of this mileage is maintained by County forces whereas the remaining half is maintained by towns under contract with the County. The Snow and Ice Removal department receives no outside funding. It is a non-mandated program.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Traffic Control			
Assistant Sign Installer	1	1	1
Laborer I Seas	2	2	2
Sign Fabricator	2	2	2
Sign Installer	1	1	1
Sign Shop Supervisor	1	1	1
Traffic Control Totals	7	7	7
Engineering			
Bridge Engineer	2	2	2
Civil Engineer	1	1	1
Engineering Tech	2	2	2
Junior Civil Engineer	1	1	1
Engineering Totals	6	6	6
Road Maintenance			
Bridge Carpenter	2	2	2
Bridge Maintainer I	1	1	1
Bridge Maintainer II	1	1	1
Construction Equipment Op I	12	12	12
Construction Equipment Op II	2	2	2
Construction Equipment Op III	1	1	1
General Construction Spvsr	2	2	2
Hydra Exca Equipment Op	3	3	3
Laborer I	6	6	6
Laborer II	5	5	5
Motor Equipment Operator	9	9	9
Road Maintenance Superintendent	1	1	1
Road Maintenance Spvsr	5	5	5
Welder II	1	1	1
Road Maintenance Totals	51	51	51
Grand Totals	64	64	64

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	467,573	102,116	204,975	161,050
State Aid	5,316,626	3,471,568	3,507,276	3,100,000
Federal Aid	1,576,082	150,740	2,951,000	2,248,500
Interfund Transfers	14,483,062	15,248,376	15,992,277	25,476,610
Total Revenue	21,843,343	18,972,800	22,655,528	30,986,160
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	4,253,544	3,697,469	4,153,368	3,999,268
Employment Benefits	3,529,399	3,255,389	3,508,661	3,279,449
Contract Services	10,608,900	5,597,874	10,744,584	13,841,855
Debt Service	96,000	929,278	995,694	7,192,966
Interfund Transfers	3,718,961	3,770,599	3,762,745	3,724,729
Total Expenditures	22,206,804	17,250,609	23,165,052	32,104,411



A1620 Public Works Buildings Department

Department Description

The mission of the Public Works Building Unit is to maintain all county owned facilities and grounds.

The Public Works Buildings Department is responsible for the maintenance and repair of all County owned facilities, including Storm Stations, Radio Towers, the Monticello Government Complex, the Liberty Health and Human Services Complex, Adult Care Center, Courthouse, Jail, Patrol Building, and Bus Garage.

The Building Department receives some outside funding through grants as they become available and are awarded. It is a non-mandated department. Revenue is primarily departmental chargebacks.

Functions of Public Works Buildings Department include maintenance and repair all one hundred-plus County buildings. Work ranges from custodial work to repair and maintenance of plumbing, electrical, heating and cooling systems. Employees also plow and shovel snow, cut the grass and remove the trash.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022*
DPW – Gov’t Center			
Building Maint Mechanic	1	1	0
Custodial Supervisor	1	1	0
Laborer I	1	1	0
DPW – Gov’t Center Totals	3	3	0
DPW – Sheriff’s Complex			
Building Maint Mechanic	2	2	0
DPW – Sheriff’s Complex Totals	2	2	0
DPW – Liberty Campus			
Building Maint Mechanic	1	1	0
Custodial Worker	2	2	0
Housekeeping Supvr	1	1	0
Laborer I	1	1	0
Maintenance Asst	1	1	0
DPW – Liberty Campus Totals	6	6	0
DPW – Misc Locations			
Building Engineer	1	1	1
Building Maint Mechanic	2	2	7
Building Maint Supvsr	1	1	1
Carpenter	1	1	1
Custodial Supervisor	0	0	1
Custodial Worker	0	0	4

Electrician	1	1	1
Facil Bridge Superintendent	1	1	1
Housekeeping Supervisor	0	0	1
Junior Buildings Engineer	1	1	1
Laborer I	2	2	4
Maintenance Assistant	2	2	3
Perm & Envir Compliance Coord	1	1	1
DPW – Misc Locations Totals	13	13	27
DPW – Adult Care Center			
Asst Housekeeping Supvr	1	1	1
Custodial Worker	11	11	11
Maintenance Assistant	1	1	1
DPW – Adult Care Center	13	13	13
DPW – Court House			
Custodial Worker	2	2	0
DPW – Court House Totals	2	2	0
DPW – Sheriff- Jail			
Building Maintenance Mech	1	1	0
DPW – Sheriff-Jail Totals	1	1	0
Grand Totals	40	40	40

*All DPW Buildings employees moved to DPW-Misc Locations in the 2022 Budget with the exception of the DPW Adult Care Center staff.

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	1,811,586	2,209,918	2,187,044	2,181,703
State Aid	248,041	201,199	349,300	726,671
Federal Aid	0	0	0	650,000
Total Revenue	2,059,627	2,411,117	2,536,344	3,558,374
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	1,718,870	1,940,944	2,158,468	2,146,680
Employment Benefits	1,230,842	1,305,012	1,494,720	1,455,729
Contract Services	2,906,901	2,714,697	3,688,517	4,022,905
Fixed Equipment	267,346	8,349	473,401	1,520,000
Total Expenditures	6,123,959	5,969,002	7,815,106	9,145,314



A1490 Public Works Administration

Department Description

The mission of Public Works Administration is to provide administrative support to all other departments within the division.

Public Works Administration receives no outside funding and is a non-mandated office. The budget for this organization includes the salary of the Division Commissioner.

Core Services

Functions of Public Works Administration include:

- Front counter activities
- Answering main phone lines
- Processing of employees' payroll
- Chargeback billing to towns/villages for services such as road striping, SCCC for snow removal and internal departments for Maintenance in Lieu of Rent, etc.
- Labor and equipment tracking for reimbursement from Federal and State sources;
- 428 forms, paperwork for medical leaves and insurance changes
- Capital project tracking; voucher preparation
- Revenue entries
- Federal and State drawdowns for the Airport and Court System reimbursements
- Entry of all operations requisitions and processing of all operations vouchers
- Pricing open bid and State contract purchases; preparing deposits
- Processing inter-department billing for fuel and repairs

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Comm Public Works	1	1	1
Executive Secretary	1	1	1
Principal Account Clerk	1	1	1
Sr Account Clerk/Typist	3	3	2
Grand Total	6	6	5

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	11,403	11,403	11,450	23,350
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	11,403	11,403	11,450	23,350
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	481,442	475,773	401,334	346,835
Employment Benefits	288,453	286,494	304,228	200,505
Contract Services	258,178	334,429	348,105	349,620
Fixed Equipment	0	0	0	0
Total Expenditures	1,028,073	1,096,696	1,053,667	896,960



DM5130 Road Machinery/Shops

Department Description

The mission of the garages and fleet management area of DPW is to inspect, repair, and maintain the county's equipment and vehicle fleets.

Public Works Road Machinery/Shops maintain, repair and inspect Public Works vehicles and equipment as well as vehicles for the Sheriff, Public Health Nursing, Transportation, Solid Waste, Weights and Measures, Emergency Services, etc. This includes over 140 autos, 10 buses, 165 trucks, 55 trailers, 140 pieces of off road construction equipment, as well as numerous plows, mowers and other specialized pieces of equipment and attachments. The road machinery operations of these shops were consolidated to one location, at the Maplewood facility on Route 17B. The Barryville facility will be maintained for the sign shop.

The Road Machinery/Shops department receives no outside funding. It is a non-mandated program.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Automotive Body Repairer	1	1	1
Automotive Equip Attendant	1	1	1
Automotive Mechanic	2	2	2
Automotive Shop Supvr	1	1	1
Equipment Painter	1	1	1
Garage Superintendent	1	1	1
Master Mechanic	5	5	5
Senior Master Mechanic	4	4	4
Senior Stockkeeper	1	1	1
Stockkeeper	1	1	1
Welder I	1	1	1
Grand Total	19	19	19

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	954,418	688,427	752,000	752,000
Interfund Transfers	5,470,902	4,517,948	4,736,326	4,812,849
Total Revenue	6,425,320	5,206,375	5,488,326	5,564,849
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	1,057,661	1,060,881	1,184,283	1,190,350
Employment Benefits	894,243	902,209	984,696	1,005,318
Contract Services	1,986,003	1,384,319	2,087,024	2,057,120
Fixed Equipment	837,120	1,091,100	875,000	1,265,000
Interfund Transfers	820,118	680,117	687,363	684,073
Debt Service	20,100	184,157	109,494	408,030
Total Expenditures	5,615,245	5,302,783	5,927,860	6,609,891



CL8160 Refuse and Garbage

Department Description

The mission of the Department of Solid Waste is to uphold its commitment to responsive stewardship of the environment through its operations and to promote recycling throughout the County through a combination of outreach, education and enforcement of the County's recycling laws.

Sullivan County Public Works is responsible for the operation and maintenance of Sullivan County's six solid waste convenience stations, including Ferndale, Mamakating, Rockland, Interim Western Sullivan, Highland and Monticello Transfer Stations. It is also responsible for the landfill facility and equipment, waste transport, and a recycling program which includes the Materials Recovery Facility.

Refuse and Garbage receives funding through the collection of tipping fees, as well as the collection of the solid waste access fee which is collected from each parcel in Sullivan County which has the potential to generate solid waste. It is a non-mandated program.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Building Maint Mechanic	1	1	1
Dep Comm Public Works – Operations	1	1	1
Laborer I Seas	1	1	1
Maintenance Asst	1	1	1
Recycling Coord	1	1	1
Solid Waste Operator	5	6	6
Transfer Station Operator	7	7	7
Grand Total	17	18	18

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	13,010,018	12,356,655	10,935,000	11,620,500
State Aid	346,533	84,619	10,000	10,000
Federal Aid	0	0	0	0
Total Revenue	13,356,551	12,441,274	10,945,000	11,630,500
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	953,887	923,977	1,036,995	1,097,905
Employment Benefits	706,030	688,973	797,596	751,405
Contract Services	7,640,541	7,294,723	7,976,925	9,556,338
Fixed Equipment	1,554,280	380,023	25,000	573,000
Interfund Transfers	2,883,907	2,087,058	2,101,042	2,090,398
Total Expenditures	13,738,645	11,374,754	11,937,558	13,317,641



A8810 Sullivan County Veterans Cemetery

Department Description

The Sullivan County Veterans Cemetery budget organization funds the maintenance performed by the Division of Public Works at the Sullivan County Veterans Cemetery in Liberty, NY.

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	0	0	0	0
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	0	0	0	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	0	0	0	0
Employment Benefits	0	0	0	0
Contract Services	10,838	2,566	12,616	11,825
Fixed Equipment	0	0	0	0
Total Expenditures	10,838	2,566	12,616	11,825



A8745 Flood and Erosion Control

Department Description

The Public Works Flood and Erosion Control budget organization funds the contracts between Sullivan County and the Sullivan County Soil and Water Conservation District for stream maintenance, bank stabilization and other field work for flood mitigation.

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	0	0	0	0
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	0	0	0	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	0	0	0	0
Employment Benefits	0	0	0	0
Contract Services	298,002	268,542	340,000	357,068
Fixed Equipment	0	0	0	0
Total Expenditures	298,002	268,542	340,000	357,068



Division of Public Safety



A3020 Public Safety Communications/E-911

Department Description

The mission of Sullivan County 9-1-1 is to provide all residents of and visitors to Sullivan County with professional, expedient and efficient 9-1-1 dispatch services for all Fire, EMS, and Police emergency calls, and to answer all non-emergency calls promptly and courteously and either resolve the caller's issue or refer the caller to the appropriate person or agency who can resolve the issue.

In addition to dispatch of emergency services personnel, Sullivan County 9-1-1 will also handle the dispatch of coroners, utility companies, Medevac, local, state & federal resources. The department acts as the afterhours contact for Division of Public Works related calls. It provides resource management for emergency services agencies & personnel, providing on-scene communications support in the event of a mobile command post activation and staffing the Emergency Operation Center as necessary during major events.

The department receives its revenues primarily from local tax dollars. A modest reimbursement of certain 911 expenses is received from the NYS Department of State as part of the monies collected under the E911 wireless surcharge program. Sullivan County E-911 is a non-mandated service.

Core Services

Functions of Sullivan County E-911 Communications include:

- E911 call taking & dispatch of emergency personnel, utility companies, local, state & federal resources
- After hours contact for DPW related calls
- Resource management for emergency services agencies & personnel.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Administrative Assistant	1	1	1
Chief Emergency Svcs Disp	0	1	0
E-911 Coordinator	1	1	1
Emerg Svcs Dispatcher	12	14	13
Emerg Svcs Dispatcher PD	1	1	1
Sr Emerg Svcs Dispatcher	4	4	4
Grand Total	19	22	20

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	329,964	401,824	353,000	354,940
State Aid	669,139	322,357	496,500	655,250
Federal Aid	99,702	0	0	0
Total Revenue	1,098,805	724,181	849,500	1,010,190
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	993,014	919,417	958,777	989,164
Employment Benefits	531,329	508,251	559,009	560,092
Contract Services	505,994	825,584	662,240	742,658
Fixed Equipment	152,547	0	0	0
Total Expenditures	2,182,884	2,253,252	2,180,026	2,291,914



A3010 Public Safety Administration (Office of Emergency Management)

Department Description

The mission of the Sullivan County Office of Emergency Management and Homeland Security (Public Safety Administration) is to act as the lead agency for the response of county resources to assist all residents and visitors during a natural or manmade disaster and incidents that involve Homeland Security, and to act as the liaison for county government with other Federal, State and Local governments, non-governmental organizations and the New York State Office of Emergency Management (State OEM) during an emergency incident.

NYS OEM receives federal grants for emergency and homeland security equipment.

The Office of Emergency Management and Homeland Security is a non-mandated office, however, it is responsible to ensure compliance with Federal NIMS (National Incident Management System) training requirements under Homeland Security Presidential Directive 5 NIMS and the NRF (National Response Framework).

Core Services

Functions of the Office of Emergency Management/Homeland Security include:

- Provide and operate the County Emergency Operations Center (EOC) during storms, disasters, and other emergencies as well as work with the county 911 Center to alert citizens through notifications by way of the NY ALERT system.
- Produce, through the Local Emergency Planning Committee (LEPC), the Comprehensive Emergency Management Plan (SCEMP) for emergency response; and provide training to all municipal and elected officials in federal mandated NIMS and Incident Command System (ICS) training.
- Operate the County Emergency Services Training Center which has classrooms, a training tower and associated area for driver training. The Training Center is used for police, fire, EMS and other agency training.
- Maintain mobile command truck, which can be deployed to multi-agency incidents; maintain a hazardous materials response trailer and equipment for large hazmat calls; and maintain special operations trailers and equipment.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Comm Public Safety	1	1	1
Emerg Svcs Trn Ctr Facilitator PD	2	2	2
Emerg Svcs Trng Str Coord	0.6955	0.6955	0.6955
Grand Total	3.6955	3.6955	3.6955

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	0	4,950	1,785	0
State Aid	0	0	0	0
Federal Aid	53,940	194,773	48,456	0
Total Revenue	53,940	199,723	50,241	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	131,474	138,094	132,203	131,872
Employment Benefits	30,047	33,888	39,992	32,583
Contract Services	51,580	191,283	88,302	40,395
Fixed Equipment	68,916	31,193	132,898	0
Total Expenditures	282,017	394,458	393,395	204,850



A3010-212 Public Safety Administration – Emergency Medical Services

Department Description

It is the mission of the Sullivan County Bureau of Emergency Medical Services to provide the leadership, support, education and cooperation necessary to enable the Emergency Medical Service Agencies serving Sullivan County to provide the best emergency medical care possible through a lasting and professional partnership with the men and women of the Sullivan County Emergency Medical Services System.

In 2017, the Mutual Aid Plan was finalized and adopted between Sullivan County and local EMS organizations. In 2018, training, equipment and a stipend for a coordinator will be included in the budget.

EMS Coordinators are available as a resource to access information and contacts, bring ideas and issues to the Legislature and County government and disseminate information from the State Bureau of EMS.

Core Services

Functions of the Office of Emergency Management-Emergency Medical Services:

- Provide the residents of Sullivan County with shorter wait times for emergency services. With 28,500 patients served in Harris and 3,600 patient served at the Callicoon campus of Catskill Regional Medical Center, a need for increased healthy outcomes and shorter wait times for emergency services is paramount.
- An average of 200 Medevac requests with around 50 completed flights per year.
- To arrive on the scene of major incidents to assist the EMS officer leading the operation in whatever way they can.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Deputy EMS Coordinator	3	3	3
EMS Coordinator	1	1	1
Grand Total	4	4	4

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	0	0	0	0
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	0	0	0	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	7,077	13,000	13,000	13,000
Employment Benefits	201	538	3,927	3,189
Contract Services	5,458	590	58,101	8,150
Fixed Equipment	0	0	0	0
Total Expenditures	12,736	14,128	75,028	24,339



A3410 Fire Protection

Department Description

The Bureau of Fire is charged with the oversight of the Sullivan County Fire Mutual Aid Plan, administers fire training programs, organizes and supervises special teams for fire investigation, wild land search and rescue, and hazardous materials and serves as a liaison with the water rescue and recovery team.

The Fire Coordinator is the county liaison to the New York State Office of Fire Prevention and Control and other agencies in matters that affect fire issues and incidents.

New York State Office of Fire Prevention and Control (OFPC) provide State Fire Instructors to train firefighters and other first responders in the county.

The Bureau of Fire receives no outside funding and is 100% County share. The Bureau of Fire is a non-mandated program.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Deputy Fire Coord PT	6	6	6
Fire Coordinator	0.3045	0.3045	0.3045
Fire Investigator	8	8	8
Typist PT	1	1	1
Grand Total	15.3045	15.3045	15.3045

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	25	0	0	0
State Aid	3,777	4,356	0	0
Federal Aid	0	0	0	0
Total Revenue	3,802	4,356	0	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	58,748	60,945	60,228	57,259
Employment Benefits	10,673	11,701	17,801	15,410
Contract Services	14,144	13,552	23,250	33,050
Fixed Equipment	0	0	0	0
Total Expenditures	83,565	86,198	101,279	105,719



A3140 Probation

Department Description

The mission of the Sullivan County Probation Department is to take a proactive approach to law enforcement and treatment strategies in the rehabilitation and monitoring of offenders in the community.

A continuum of comprehensive services is used to facilitate the re-socialization of offenders to preserve public safety. Partnerships and cooperation with other law enforcement and other agencies are constantly being developed and fostered to better ensure the safety and quality of life for the citizens of Sullivan County.

The Department receives revenues from several sources: state reimbursement, Stop DWI funds, chargebacks to other County departments, supervision fees, surcharge collections, and Pre-Trial and ATI (Alternatives to Incarceration) funds. The Department of Probation is mandated under the New York Consolidated Laws, Executive – Article 12.

Core Services

Functions of the Sullivan County Probation Department include:

- Public Safety/monitoring felony and misdemeanor probationers (sex offenders, DWI, violent felons, youthful offenders)
- Family Court intake for domestic violence victims and juvenile delinquent complaints
- Preparation of pre-sentence and pre-plea reports for county, family and justice courts
- Restitution and fee/fine collection for all courts, as well as disbursement of funds to crime victims
- Obtain DNA samples from offenders and submit to the NYS DNA database
- Alternatives to Incarceration program (reduces jail population, allows for the jail to become eligible for Article 13A classification, and as a result maintain a reduced classification level)
- Pre-Trial Release program (reduces jail population, allows defendants who cannot post bail the opportunity to be screened and interviewed for release on their own recognizance)

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Prob – Main Unit			
Account Clerk/Database	1	1	1
Clerk	1	1	1
Deputy Probation Director	1	1	1
Full Charge Bookkeeper	1	1	1
Prob Dir II	1	1	1
Probation Officer	11	11	10
Probation Officer Trainee	5	5	5
Probation Supervisor	3	3	2
Sr Probation Officer	3	3	3
Typist	1	1	1
Prob – Main Unit Totals	28	28	26
Prob – Alternatives to Incarceration			
Senior Probation Officer	1	1	1
Prob - ATI Totals	1	1	1
Prob – Pre Trial Release			
Probation Officer	1	1	1
Senior Probation Officer	1	1	1
Prob – Pre Trial Release Totals	2	2	2
Grand Totals	31	31	29

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	115,310	130,035	99,600	116,600
State Aid	236,108	221,635	389,677	228,831
Federal Aid	2,658	2,695	6,500	5,000
Total Revenue	354,076	354,365	495,777	350,431
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	1,499,216	1,539,550	1,686,604	1,627,032
Employment Benefits	772,561	737,952	826,036	776,655
Contract Services	314,574	94,098	124,071	125,200
Fixed Equipment	0	0	0	0
Total Expenditures	2,586,351	2,371,600	2,636,711	2,528,887



A1170 Public Defense

Department Description

According to New York State Law, “The governing body of each county and the governing body of the city in which a county is wholly contained shall place in operation throughout the county, a plan for providing counsel to persons charged with a crime or who are entitled to counsel pursuant to section two hundred sixty-two or section eleven hundred twenty of the family court act, article six-C of the correction law, section four hundred seven of the surrogate's court procedure act or article ten of the mental hygiene law, who are financially unable to obtain counsel. Each plan shall also provide for investigative, expert and other services necessary for an adequate defense.” The County provides these services via contract to the Sullivan County Legal Aid Panel and the Sullivan County Conflict Legal Aid.

The County receives reimbursement for a portion of the services provided via State funding for the provision of indigent legal services from the Indigent Legal Services Fund. Provision of indigent legal services is mandated by NYS County Law section 722.

The main function of Public Defense is the provision of legal defense services for those who cannot afford an attorney.

The budget for Public Defense consists primarily of contractual services with two agencies that provide the services mandated by New York State. A small amount of funding is used for services related to the provision of legal defense, such as assigned counsel and stenographic services.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Admin of Assigned Counsel PT	1	1	1
Grand Total	1	1	1

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	0	0	0	0
State Aid	534,646	1,228,170	943,361	1,646,766
Federal Aid	0	0	0	0
Total Revenue	534,646	1,228,170	943,361	1,646,766
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	0	88,945	95,700	101,300
Employment Benefits	11,901	36,299	40,069	38,346
Contract Services	1,717,603	2,548,021	2,221,298	2,930,683
Fixed Equipment	0	0	0	0
Total Expenditures	1,729,504	2,673,265	2,357,067	3,070,329



A1110 Municipal Court

Department Description

The Municipal Court organization is utilized to meet the requirements of New York State General Municipal Law section 99L (C). The Law requires the County to pay Town and Village Courts a fee of ten dollars for all services and cases in which the court acts upon a felony complaint. These expenses are recorded through the Municipal Courts budget organization.

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	0	0	0	0
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	0	0	0	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	0	0	0	0
Employment Benefits	0	0	0	0
Contract Services	3,440	2,960	5,500	5,500
Fixed Equipment	0	0	0	0
Total Expenditures	3,440	2,960	5,500	5,500



A3315 Stop DWI

Department Description

Sullivan County Stop DWI is part of a statewide program under the Governor’s Highway Safety Commission to educate the public on the negative effects of driving while intoxicated, which could lead to motor vehicle accidents that cause injury and death to our citizens. Its goal is to provide for the education, training, and rehabilitation of DWI drivers.

Stop DWI is fully funded through the Governor’s Highway Safety Commission and revenues are collected at the Victim Impact Panel sessions. It is a non-mandated program.

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	151,077	103,828	210,900	210,900
State Aid	8,680	9,233	15,000	15,000
Federal Aid	0	0	0	0
Total Revenue	159,757	113,061	225,900	225,900
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	0	0	0	0
Employment Benefits	0	0	0	0
Contract Services	231,227	169,568	225,900	225,900
Fixed Equipment	0	0	0	0
Total Expenditures	231,227	169,568	225,900	225,900



A3520 Animal Control

Department Description

The purpose of Animal Control is to provide support of animal recovery to the County Public Health Office, Sheriff's Office and Probation Department. Assistance is provided through the appointment of a County animal control officer (contractor), who will recover animals for the County agencies if no owner or volunteer is willing to assist the County for the animals' safety and health, while the owner is being processed, or charged for a crime, and will be not available to take care of their animal(s).

There is no source of outside funding for Animal Control and the program is 100% County cost. Animal Control is a non-mandated program.

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	0	0	0	0
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	0	0	0	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	0	0	0	0
Employment Benefits	0	0	0	0
Contract Services	30,000	60,000	60,000	60,000
Fixed Equipment	0	0	0	0
Total Expenditures	30,000	60,000	60,000	60,000



Departments overseen by County Manager



A1340 Budget Office

Department Description

The Sullivan County Budget Office exists to support Sullivan County's fiscal integrity, accountability, and performance.

This mission is accomplished by providing budgeting, fiscal, analytical, operational policy and management support to the County Manager, Board of Legislators, Commissioners and Departments. It is our mission to ensure that the financial investment of all Sullivan County taxpayers is managed in a responsible manner.

The Budget Office receives no outside funding and is 100% County cost. It is a non-mandated office.

Core Services

Functions of the Budget Office include:

- Prepare the County's Tentative Operating Budget annually in conjunction with the Sullivan County Manager
- Compile and provide data to the Sullivan County Legislature as requested during their review of the Tentative Budget
- Complete and file the County's Capital Plan
- Prepare the annual Tax Levy
- Compile monthly budget modifications and verify sufficient funds exist in the Adopted Operating Budget to cover the modifications
- Assist with the County's Annual Audit
- Assist other County departments with various projects, such as the upgrade of the Public Safety communication infrastructure
- Investigate financial impact of special projects as needed, such as financial impacts of capital projects

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Budget Analyst	4	2	2
Budget Director	1	1	1
Fiscal Admin Officer	1	1	1
Sr Budget Analyst	0	2	2
Principal Account Clerk	0	1	1
Principal Payroll Clerk	2	2	2
Grand Total	8	9	9

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	6,319	4,657	5,000	5,000
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	6,319	4,657	5,000	5,000
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	334,887	299,505	434,815	575,305
Employment Benefits	217,890	185,410	290,667	346,186
Contract Services	290,808	209,800	224,449	174,050
Fixed Equipment	0	0	0	0
Total Expenditures	843,585	694,715	949,931	1,095,541



A1344 Health Finance

Department Description

The Sullivan County Health Finance Department exists to support the financial needs of the Adult Care Center, Department of Community Services, and the Department of Public Health.

The Health Finance Department receives funding from the State and Federal government for the administration of the health programs of the three departments. It is a non-mandated office.

Core Services

Functions of the Health Finance Department include:

- Billing to Federal and State governments and insurance companies for reimbursement of the costs of providing services within the Adult Care Center, Community Services and Public Health departments
- Monitoring of the operating budget for respective departments, the participation in the completion of the annual audit, federal single audit, and various cost reports.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Medical Billing Coord	1	1	1
Principal Account Clerk	6	6	6
Sr Account Clerk	4	4	4
Sr Fiscal Admin Officer	1	1	1
Grand Total	12	12	12

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	130,292	130,989	137,682	0
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	130,292	130,989	137,682	0
Expenditures*	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	79,477	81,076	81,177	0
Employment Benefits	57,624	58,631	67,002	0
Contract Services	0	0	0	0
Fixed Equipment	0	0	0	0
Total Expenditures	137,101	139,707	148,179	0

*The only position that was budgeted in this org is the Sr FAO for Public Health. The budget for his position was moved to PHS Admin in the 2022 Budget. All other positions are housed in their physical location department.



A1343 Payroll

Department Description

The mission of the Sullivan County Office of Payroll is to process biweekly payroll for all County employees, provide software support for countywide timekeeping and financial software systems, and provide reports for various entities.

The Payroll Department is responsible for all payroll functions of the County, including withholding tax, pension contributions, employer taxes, any garnishments, or other court orders associated with payroll regarding a County employee; the time-keeping system; and ensuring coordination and compliance with the County’s financial software management system.

Payroll receives its funding from the County’s general fund and is 100% County cost. It is not a mandated office.

Core Services

Functions of the Payroll Department include:

- Process biweekly payroll including payment of all biweekly payroll taxes
- Reconcile and pay all employee deductions including union dues, retirement contribution, retirement loans, garnishments, credit union deposits, etc.
- Reconciliation of all federal and state quarterly and annual reports, such as NYS 45 and W-2 reports
- Reconciliation and filing of monthly NYS Retirement report
- Maintain the New World employee database, and answer all correspondence regarding employment verification, unemployment, NYS Retirement inquiries, etc.
- Provide software support for the County wide timekeeping system (Kronos), New World Human Resources module, and New World financial module
- Act as liaison between software vendor, MIS and departments to implement conversions
- Crystal Report writing for various entities including unions, departments, auditors, FOIL requests, etc.

Position Summary

Position Name*	Amended 2021	Requested 2022	Recommended 2022
Payroll Coord/SW Support Tech	0	0	0
Payroll Support Tech	0	0	0
Principal Payroll Clerk	0	0	0
Senior Payroll Clerk	0	0	0
Grand Total	0	0	0

* Payroll department was abolished effective 6/22/20 via resolution 214-20 and absorbed into the Budget Office.

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended*
Departmental Income	0	0	0	0
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	0	0	0	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended*
Personal Services	162,813	116,747	0	0
Employment Benefits	103,071	80,616	0	0
Contract Services	5,970	0	0	0
Fixed Equipment	0	0	0	0
Total Expenditures	271,854	197,363	0	0

* Payroll department was abolished effective 6/22/20 via resolution 214-20 and absorbed into the Budget Office.



A1345-1610 Purchasing and Central Services

Department Description

The mission of the Sullivan County Department of Purchasing is to establish, coordinate and administer purchasing policies for Sullivan County. The Sullivan County Department of Central Services provides mail services and supplies to the departments and agencies of Sullivan County.

The Sullivan County Office of Purchasing provides quality goods and services, at the lowest possible cost, meeting the needs of the Departments and Agencies. The Sullivan County Office of Central Services provides mail/courier services five days per week to the Government Center, Jail/Courthouse Complex and the Human Services Complex in Liberty, NY.

The Office of Purchasing receives no outside funding and is 100% County cost. The Office of Central Services receives no outside funding and is 100% County cost, however, a majority of the cost is charged back to County departments and is included in their budgets. Both are non-mandated offices.

Core Services

Functions of the Office of Purchasing include:

- Provide a procurement process that includes research, development, writing, execution and award of various bids, RFP's, quotes and everyday purchase orders for all necessary services, items and materials
- Processes and files all contracts that follow procurement guidelines

Functions of the Office of Central Services include:

- Mail is sorted, delivered and processed daily
- Mailroom services are currently outsourced to the Kristt Company, which provides one employee and includes transportation for all pickups and delivery

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Asst Dir Purchasing Central Svcs	1	1	1
Dir Purchasing & Central Svcs	1	1	1
Purchasing Coordinator	2	2	2
Sr Account Clerk/Database	1	1	1
Grand Total	5	5	5

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	149,254	129,616	207,542	207,831
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	149,254	129,616	207,542	207,831
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	318,777	253,251	269,908	276,004
Employment Benefits	117,930	106,466	106,355	109,025
Contract Services	246,761	532,011	267,998	258,002
Fixed Equipment	0	0	0	0
Total Expenditures	683,468	891,728	644,261	643,031



Division of Planning and Community Development



A8020-90 Planning and Community Development

Department Description

The mission of the Sullivan county Division of Planning & Community Development is to improve the quality of life for residents of the County by encouraging community and economic development and by providing innovative training, technical assistance and collaborative service delivery in the areas of comprehensive land use and environmental impact assessment and remediation.

Planning serves as a catalyst to promote and support community and economic development throughout the County, targeting the creation of new jobs and improving our tax base.

The Sullivan County Department of Planning receives some outside funding in the form of grants, as well as administrative fees for grant implementation and contracts with local municipalities. The majority of the department's budget is county share.

Planning is a non-mandated office but performs several mandated tasks, including continued administrative duties for the Empire Zone program, staffing for REAP Board, hazard mitigation coordinator, NYS Ag District 30-Day and 8-year review, General Municipal Law 239 Reviews, municipal training (not required of department but mandated for Town/Village officials), open space and farmland protection planning (not mandated but encouraged) and continued administrative duties for the Revolving Loan Fund.

Core Services

Functions of the Department of Planning and Community Development include:

- Economic development
- Community development
- Agricultural economic development
- Grant management
- State mandated reviews (SEQR, SHPO, etc.)
- Hazard Mitigation Planning
- Municipal assistance
- NYS Agricultural District reviews
- General Municipal Law 239 I, M & N reviews
- Municipal training
- Environmental management
- Open space and farmland protection
- Revolving loan program.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Administrative Assistant	0	1	1
Comm Dev Grants Planner	0	1	1
Comm of Planning & Envir Mgmt	1	1	1
County Historian	1	1	1
Dep Comm of Planning & Envir Mgmt	1	1	1
Planner	1	2	2
Senior Planner	1	1	1
Grand Total	5	8	8

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	5,277	16,372	5,000	0
State Aid	99,021	77,549	0	0
Federal Aid	50,616	14,337	275,420	0
Total Revenue	154,914	108,258	280,420	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	441,521	351,969	313,825	477,310
Employment Benefits	230,970	246,292	202,856	290,741
Contract Services	687,803	229,663	386,447	265,770
Fixed Equipment	0	0	0	0
Total Expenditures	1,360,294	827,924	903,128	1,033,821



A8090 Office of Sustainable Energy

Department Description

The mission of the Sullivan County Office of Sustainable Energy is to develop cost effective projects, policies and practices that make County operations and our surrounding community more sustainable, resilient, healthy, energy efficient and environmentally responsible.

The Office of Sustainable Energy (OSE) works to achieve its mission in County operations and throughout the community by providing research, analysis, strategies, informational outreach and project support on a range of issues relating to sustainability, and by working in close coordination with numerous County departments, local and state agencies and community organizations to maximize the resources available to the County and its residents.

The Office of Sustainable Energy receives no outside funding and is 100% County cost; however, the office strives to reduce the County’s overall operational costs through aggressive pursuit of outside grant funding as well as reducing the County’s overall energy consumption. It is a non-mandated function of the County.

Core Services

Functions of the Office of Sustainable Energy include:

- Implementation of sustainable energy policy and goals as set forth by the Sullivan County Legislature
- Working with our local community partners, OSE is committed to participating in joint sustainable initiatives with our towns, villages, school districts and not-for-profit entities that would reduce the carbon footprint of Sullivan County while also reducing and/or stabilizing costs to our residents and businesses

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Dep Comm Planning & Envr Mgmt	0	0	1
Sustainability Analyst PT	2	2	2
Sustainability Coord	1	1	0
Totals	3	3	3

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	0	0	0	0
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	0	0	0	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	147,593	106,939	107,179	155,613
Employment Benefits	53,195	49,424	57,519	64,864
Contract Services	7,468	2,126	18,602	14,668
Fixed Equipment	0	0	0	0
Total Expenditures	208,256	158,489	183,300	235,145



A7110 Parks and Recreation/ A7450-7520 Museums

Department Description

The mission of Parks, Recreation and Beautification is to preserve and enhance the quality of life in Sullivan County by providing citizens and visitors with open space and leisure activities for a variety of ages.

This mission is to provide outdoor leisure areas, swimming (guarded beach), hiking, picnic grounds, boating, fishing, hunting, and roadside trash removal.

The Department of Parks, Recreation and Beautification receives little outside funding. Some revenue is generated from admissions, pavilion rentals, and boat rentals at Lake Superior State Park. It is a non-mandated department, however, the County is currently under a 25 year lease agreement with the Palisades Interstate Parks Commission for the operation of Lake Superior State Park.

Sullivan County Museums receive little outside revenue. Admissions, sales at the Fort Delaware Gift Shop, and donations provide some outside funding. The museums are not a mandated service.

Core Services

Functions of the Parks and Recreation department include:

- one state park operated under contract by the County, Lake Superior
- four historical parks, including Stone Arch Bridge, Livingston Manor Covered Bridge, Minisink Battlegrounds, and the D & H Canal Linear Park
- Beautification programs include Adopt an Exit, Litter Pluck and Clean Team.
- The Sullivan County Department of Parks, Recreation and Beautification is also responsible for the operation of three museums: the Sullivan County Museum in Fallsburg, the D&H Canal Museum at Lock 50 in Mamakating, and the Fort Delaware Museum of Colonial History in Tusten.
- The Sullivan County Museum provides space for the Sullivan County Historical Society and other community organizations. It features exhibits of Sullivan County history.
- The D&H Canal Museum at Lock 50 is a seasonally staffed museum and interpretive center.
- Fort Delaware Museum of Colonial History is a seasonally operated living history museum that provides visitors with real life demonstrations of colonial life.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
P/R Admin			
Dir Parks Rec & Beauti Progs	1	1	1
Grounds Maint Worker I	1	1	1
Grounds Maint Worker II	1	1	1
Laborer I	1	1	1
Student Worker Seas	4	4	4
P/R Admin Totals	8	8	8
P/R Lake Superior Park			
Asst Park & Recrtn Dir/Lifeguard	1	1	1
Laborer I Seas	3	3	3
Lifeguard	5	5	5
Park Entry Attendant Seas	2	2	2
Park Mgr Seas	1	1	1
P/R Lake Superior Park Totals	12	12	12
P/R Fort Delaware			
Asst Site Mgr – Fort Delaware	1	0	0
Museum Interpreter	7	0	0
Site Manager – Fort Delaware	1	0	0
P/R Fort Delaware Totals	9	0	0
SC Museum			
Museum Attendant PT	2	2	2
SC Museum Totals	2	2	2
D & H Canal Museum			
Sr Visitors Exp Associate	1	1	1
Visitors Experience Associate	1	1	1
D & H Canal Museum Totals	2	2	2
Grand Totals	33	24	24

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	86,880	0	87,400	60,400
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	86,880	0	87,400	60,400
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	295,646	186,580	401,849	337,165
Employment Benefits	88,571	86,958	153,259	121,672
Contract Services	57,330	22,830	92,050	119,800
Fixed Equipment	19,785	16,543	0	0
Total Expenditures	461,332	312,911	647,158	578,637



A1341 Grants Administration

Department Description

The mission of the Department of Grants Administration is to facilitate access to discretionary external funding for Sullivan County Government Departments, while improving the administration and management of existing grant / funding sources.

The Department receives its funding from the County’s general fund and is 100% County cost. It is not a mandated office.

The budget for Grants Administration consists primarily of personal services and employee benefits (>95%), with a small amount of funding provided for office supplies, travel/county fleet chargebacks, postage, and printing.

Core Services

Functions of Grants Administration include:

- Conduct research to identify/pursue funding sources for various priorities as identified by the County Legislature, County Manager, and Department heads
- Collaborate with numerous County departments, municipalities and outside agencies, in the identification, procurement of funding, and advisement of administration and post award documentation
- Support/assist in the management of the fiscal and operational administration of funded programs
- Track, inventory, and report on all County department funding secured
- Provide technical and research assistance to all County departments, municipalities and external agencies who request demographic/other statistical information to support grant applications, establish government policies, and stimulate the economy
- Effectively communicate the fiscal requirements and impacts to the County Manager and Division of Management & Budget relative to funding secured
- Address “pop-in” inquiries from the County public on potential sources of funding to meet their individual or business needs

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Grants Admin Svry Asst	1	1	1
Grants Admin Supervisor	1	1	1
Grand Total	2	2	2

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	0	0	0	0
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	0	0	0	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	125,701	124,405	124,606	127,806
Employment Benefits	77,789	79,826	77,115	75,401
Contract Services	2,660	2,376	2,540	2,440
Fixed Equipment	0	0	0	0
Total Expenditures	206,151	206,607	204,261	205,647



Division of Human Resources



A1430 Human Resources

Department Description

The mission of the Department of Human Resources is to coordinate all employee related issues, including but not limited to Civil Service Administration, EEOC related matters, interpretation and negotiation of employee collective bargaining agreement, and drafting and enforcing employment policies.

The Department of Human Resources receives funding from Civil Service Exam fees, as well as through chargebacks to other County agencies. It is responsible for several mandated programs including Civil Service Administration as per Article 5, Section 6 of the New York State Constitution and the Civil Service Law of the State of New York.

Core Services

Functions of the Department of Human Resources include:

- Administration of the State and County Civil Service Laws, Rules and Regulations for 41 Jurisdictions within Sullivan County
- Drafting Job Descriptions/ Duties
- Certifying payroll
- Creation/ maintenance of Roster Cards
- Ensuring that titles are created and filled in compliance with Civil Service Law
- Certification of Lists
- Assist with issues such as layoffs
- Assist with canvassing, interviewing and hiring of employees
- Assists in orientation of all new County employees
- Administration of Civil Service Exams
- Preparing/reporting employee information to NYS Retirement System and for Unemployment vendor
- Investigation and resolution of EEOC complaints
- Administration, coordination and eligibility determines for Family Medical Leave Applications

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Confidential Secretary to HR	1	1	1
Commissioner of HR/Personnel Officer	1	1	1
Dep Dir of Human Resources	1	1	1
HR Investigator	0	0	1
Intern	0	2	10
Personnel Asst	2	2	2
Personnel Project Coordinator	1	1	1
Grand Totals	6	8	17

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	15,858	15,911	30,030	16,030
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	15,858	15,911	30,030	16,030
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	386,260	386,837	342,877	426,324
Employment Benefits	211,142	184,431	179,775	171,115
Contract Services	60,302	45,486	86,862	82,810
Fixed Equipment	0	0	0	0
Total Expenditures	657,704	616,754	609,514	680,249



A8040 Human Rights Commission

Department Description

The mission of the Human Rights Commission, created in October of 2005, is to foster good relationships among communities and groups of people in Sullivan County.

The Human Rights Commission has nine members, all of whom are appointed by the Sullivan County Legislature. The County maintains one part time employee who is responsible for day to day tasks associated with the Commission, such as receiving calls, e-mails, complaints, etc.

The Human Rights Commission receives no outside funding and is 100% County share. It is a non-mandated office.

Core Services

Functions of the Human Rights Commission include:

- Foster mutual respect and understanding in the general population for the rights of all persons in Sullivan County
- Encourage equality of treatment for, and discourage discrimination against, a person on the basis of race, color, religion, creed, national origin, gender, age, disability, actual or perceived sexual orientation/preference, marital status, or criminal conviction only to the extent provided by Correction Law 752
- Inquire into incidents of tension and conflict among or between various racial, religious and nationality groups and to act to relieve this tension
- Conduct and recommend programs in education to increase goodwill among inhabitants of the county
- Receive complaints of alleged discrimination because of race, color, religion, creed, national origin, gender, age, disability, actual or perceived sexual orientation/preference, marital status, or criminal conviction only to the extent provided by Correction Law 752 and to attempt to resolve such conflicts through direct intervention or referral.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Exec Dir Human Rights Comm	1	1	1
Grand Total	1	1	1

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	0	0	0	0
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	0	0	0	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	17,266	0	40,000	40,000
Employment Benefits	5,266	2,145	11,065	9,472
Contract Services	2,129	0	7,350	7,300
Fixed Equipment	0	0	0	0
Total Expenditures	24,661	2,145	58,415	56,772



A1342 Risk Management

Department Description

The mission of the Department of Risk Management and Insurance is to coordinate employee and retiree benefits, administration of the County's Workers' compensation insurance fund, and oversee property casualty insurance.

The Department of Risk Management and Insurance receives funding through chargebacks to other County agencies. It is responsible for several mandated programs including benefits administration as per the County's collective bargaining agreements, and maintenance of Worker's Compensation insurance as per WCL §3; WCL §50; Chapter 43, and Article I of the Sullivan County Code.

Core Services

Functions of the Office of Risk Management and Insurance include:

- Administration/coordination of Health, Dental, Vision, AFLAC, Retiree Benefits, COBRA
- Liaison with benefit providers, brokers and bargaining units
- Administer/process monthly billing
- Administration of Medicare Part B reimbursements
- Provide customer service to employees, retirees and their dependents
- Accounting functions regarding the County Health account
- Reconciliation of all payroll deduction discrepancy reports
- Determination/payment of buyouts
- Maintain schedule of County owned/leased buildings, vehicles and equipment for insurance purposes
- Review coverage and secure quotations for renewal programs for each policy maintained by and for the County of Sullivan
- Monitor performance of our insurance brokers and companies
- Subrogate against others for damage to County property
- Procures policies in addition to the property casualty insurance
- Administration of Workers Compensation fund; ongoing monitoring of claims; conversion of WC incident reports to C-2 forms and data entry; quarterly activity checks; processing employer reimbursements; processing Special Funds checks; Processing POMCO check register; coordination of pre-employment physicals for all entities; preparing WC apportionment

Position Summary

Position Name*	Amended 2021	Requested 2022	Recommended 2022
Asst Dir Risk Mgt & Insur	1	1	1
Dir Risk Mgt & Insurance	1	1	1
Employee Benefits Admin	1	1	1
Risk Mgt & Ins Prog Coord	1	1	1
Grand Totals	4	4	4

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	152,485	174,335	146,000	146,000
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	152,485	174,335	146,000	146,000
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	219,034	217,195	216,694	229,772
Employment Benefits	94,606	96,076	91,785	95,513
Contract Services	71,141	40,911	57,445	127,538
Fixed Equipment	0	0	0	0
Total Expenditures	384,781	354,182	365,924	452,823



Division of Health and Family Services



A4220-4322 Community Services

Department Description

The mission of the Sullivan County Department of Community Services is to ensure that Sullivan County residents who are developmentally disabled, mentally ill, or chemically dependent receive services to facilitate their recovery or improve the quality of their lives.

The Sullivan County Department of Community Services aims to achieve its mission by monitoring and providing technical assistance to behavior health services providers who are licensed and registered by the Office of Mental Health, the Office of Alcoholism and Substance Abuse Services, and the Office of Mental Retardation and Developmental Disabilities.

The Department receives outside funding from the State, as well as through billing for its services (Medicare, Medicaid, third party insurance, and self-pay). Functions of the Local Government Unit (LGU) are mandated, as well as the Director position. Regulatory review, coordination of services, and planning activities are all LGU functions.

Core Services

Functions of the Community Services department include:

- OASAS Chemical Dependency
 - Provides evaluations for Sullivan County Family Court, Legal Aid Bureau, local Town, Village, County Courts, Probation, Parole, Family Services, local schools, & self-referred clients.
 - Coordinates alcohol/drug abuse treatment with Mental Health & Forensic services.
 - Specializes in group counseling for clients affected by alcoholism/drug addiction, and clients with the dual diagnosis of mental illness & chemical abuse.
 - SCADAS provides comprehensive drug/alcohol evaluations, referrals, treatment, & aftercare planning as requested by individuals, legal(s), medical, families, etc.
- Administration/Local Government Unit
 - Dues to NYS Conference of Local Mental Health Directors.
 - Regulatory review, state agency policy and regulatory coordination, legislative lobbying, DOH managed care, behavioral health organization development, state-wide and county planning process development and implementation.
 - Behavioral health information clearinghouse.
 - Coordinating and drafting of the Mental Hygiene Plan annually.
 - Oversight of various agencies that receive state funding through the County Local Government Unit for alcohol and substance abuse prevention, advocacy, peer advocate services, mental health services, etc.
 - Monitoring of providers for compliance with program delivery and fiscal viability.
 - Numerous task forces, committees, and coalitions throughout Sullivan County and Orange County.
 - Assists individuals to access services when experiencing obstacles, aides in collaboration and coordination of services between agencies, acts as a liaison between state agencies and local provider/agencies.
 - Monitors for and researches grant opportunities to enhance and/or develop needed services in our community.
 - Provide Quality Assurance through ongoing Continuous Quality Improvement Initiative which coordinates ongoing trainings for staff, employee empowerment, enhanced communication

- between departments, data informed practice, recovery oriented services, client safety and satisfaction, and staff safety and satisfaction.
- Provides support and governance for all Corporate Compliance activities of the Department.
- SC Mental Health Clinic, Jail, Forensic & SA
 - Develop and deliver high quality treatment services whereby people with a variety of mental disturbances reduce their need for hospital and institutional care, attain a positive self-image, contribute to their community, and develop coping skills sufficient for a happy and healthy life through Individual Psychotherapy, Family Counseling, Group Therapy, Medication Therapy, Psychiatric Evaluations, Consultation & Education, Psychological Testing, Forensics Evaluations (Court ordered).
 - Sullivan County Department of Community Services Mental Health clinicians work closely with the staff of New York State Parole, Sullivan County Probation, Sullivan County Drug Court, Sullivan County Court, Local, Town, & Municipal Courts, Sullivan County Family Court, and, the Sullivan County Jail, with an emphasis on care coordination, communication, and community safety.
 - Adult Criminal Court Evaluations and Family Court Evaluations.
- Clinical Satellite Outreach to Schools (Treatment Reaching Youth, TRY)
 - Access to MH services for children/families with financial and transportation issues.
- Case Management
 - Intensive Case Management and Supportive Case Management (both Children & Adult)
 - Adult Single Point Of Access (SPOA)/SPOA Children & Youth
 - CSS Evaluation
 - Support Services (Alt Crisis), Intensive Case Management Adult, Transition Management, Non-Medicaid Care Coordination, & CCSI
- Continuing Day Treatment and Transportation
 - Bus transport & Day program offering a wide array of psychiatric and rehabilitation services for SPMI (Severely and Persistently Mentally Ill) clients.
- Contracted Services
 - Dispenses Service dollars to CCSI participants to remain in the community
 - Provide support to administrators, teachers, Committee on Special Education members, Committee on Preschool Special Education members
 - The Partnership of Professionals & Parents (POPP) is supported by a county grant, as well as from District support; provides consultation & information in the area of educational supports, IDEA regulations, & Section 504 for parents with disabled children
 - Provide training to administrators, teachers, other school staff on educational supports, IDEA regulations & Section 504
 - Provide training & support groups in collaboration with Sullivan County agencies

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Addiction Control			
Addiction Svcs Counselor II	1	1	1
Addiction Svcs Counselor III	1	1	1
Addiction Control Totals	2	2	2

CS – Alcohol Addiction Control			
Addiction Svcs Counselor II	1	1	1
Impaired Driver Prog Coord/Instr	1	1	1
Impaired Driver Prog Dir/Instr	1	1	1
CS – Alcohol Addiction Control Totals	3	3	3
Community Services Administration			
Account Clerk	3	3	3
Account Clerk/Database	2	2	2
Administrative Assistant	1	1	1
Community Svcs Coord	1	1	1
Custodian	1	1	1
Database Clerk	1	1	1
Director Community Svcs	1	1	1
Medical Billing Coord	1	1	1
Princ Acct Clerk/Database Spec	1	1	1
Principal Account Clerk	2	2	2
Record Acct & Med Billing	1	1	1
Sr Comm Svcs Coord	1	1	1
Sr Account Clerk	1	1	1
CS Administration Totals	17	17	17
CS – Mental Health Clinic			
Asst Social Worker I	1	1	1
Clinical Program Manager	1	1	1
Com Mental Health Nurse	3	3	3
Staff Social Worker I	10	10	10
Staff Social Worker II	2	2	2
CS – Mental Health Clinic Totals	17	17	17
CS – Treatment Reaching Youth			
Staff Social Worker I	1	1	1
CS – Treatment Reaching Youth Totals	1	1	1
CS – Case Management			
Asst Social Worker I	1	1	1
Asst Social Worker II	7	7	7
Asst Social Worker III	2	2	2
Clinical Prog Coord II	1	1	1
Comm MH Nurse Coord	1	1	1
CS – Case Management Totals	12	12	12
CS – MH Contin Day/Psych Treatment			
Administrator of Rehab Svcs	1	1	1
Staff Social Worker II	1	1	0
CS – MH Contin Day/Psych Treatment Totals	2	2	1
Grand Totals	54	54	53

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	1,822,765	1,247,490	2,393,661	2,576,678
State Aid	5,704,267	5,770,735	4,824,685	5,827,164
Federal Aid	164,101	708,185	621,500	500,000
Total Revenue	7,691,133	7,726,410	7,839,846	8,903,842
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	2,552,448	2,269,144	2,407,311	2,413,179
Employment Benefits	3,138,370	1,945,060	2,449,765	1,457,203
Contract Services	5,769,763	7,094,399	5,039,525	6,227,624
Fixed Equipment	0	0	0	0
Total Expenditures	11,460,581	11,308,603	9,896,601	10,098,006



A4010-4082 Public Health

Department Description

The mission of Sullivan County Public Health is to keep the residents of Sullivan County safe and healthy through the provision of various programs and health related services.

Public Health Services (PHS) provides a variety of programs and health related services in Sullivan County. Sullivan County Public Health Services works within the framework of the Ten Essential Public Health Services, from the National Public Health Performance Standards which outline the type of work expected of public health departments throughout the U.S. (Centers for Disease Control):

1. Monitor health status to identify and solve community health problems.
2. Diagnose and investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships and action to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure competent public and personal health care workforce.
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems.

Public Health receives outside funding from several sources, including State and Federal aid, as well as grants and third party payers. Article 6 state aid is provided for items such as bilingual outreach, maternal child health care activities, community health assessment, and the Community Health Improvement Plan which replaced the Municipal Public Health Services plan starting in 2013, as well as Diagnostic and Treatment. Medicaid, Medicare and private insurance provide revenue to the CHHA (Medicaid also covers portions of Long Term Home Health Care, and Early Care receives funding from both Medicaid and private insurance). Grants through various state and federal agencies fund programs such as Child Safety Seat, Healthy Families, Rural Health Network, Physically Handicap Children, and WIC.

Core Services

Several programs administered by Public Health are mandated by various State and Federal regulations, including Diagnostic and Treatment, Early Care, overall administration, the community health assessment, the Community Health Improvement Plan, and WIC (must be provided to county residents by the county or another entity).

Programs and Functions of Public Health include:

- Main Unit and Certified Home Health Agency (CHHA)

- Provides episodic, short term nursing, home health aides & multiple therapies for residents recovering from or have a newly diagnosed illness or injury, or who are disabled and/or chronically ill & have an acute episode with a change in health status.
- CHHA visits include maternal child health skilled nursing visits to high risk pregnant women, infants, babies & children with serious health challenges.
- The Main Unit program administration includes costs for space & staff activities for more than one program: Community Health Assessment, Community Health Improvement Plan (CHIP), Point of Distribution Drills for public health emergency preparedness, flu clinics, immunization clinics, rabies clinics & provide support in cases of surge capacity need. In 2014, Public Health Main Unit and the CHHA will be separated into two distinct organizations in the operating budget.
- Long Term Home Health Care
 - This program provides coordinated services at home to Sullivan County residents who would otherwise require placement in a residential health care facility.
 - Services include nursing, personal care aides, physical, occupational, and/or speech therapy, homebound meals, and personal alarm system.
 - The LTHHCP can eliminate or delay the need to move into a nursing home.
- Child Safety Seat Program
 - Car seat checks, car seats, and car seat installation for eligible infants and children.
- Healthy Families
 - Child abuse prevention program consists of intensive work with at-risk families to build parenting skills, develop goals, promote healthy growth & development, & foster parent-child interaction and trusting relationships.
- Rural Health Network
 - Prevention and reduction of chronic disease and reduction of disparate health outcomes from chronic disease.
 - Smoking cessation, health education and worksite wellness promotion, including improving nutrition and policies that promote wellness, and increasing access to healthy food including area farmer's markets.
 - Promote mental health and prevent substance abuse, specifically in regard to the abuse of prescription drugs.
 - Community education and outreach, promotion of prescription drug take back days throughout the county, coordination of county wide task force to address training and education, and awareness.
- Physically Handicapped Children's Program
 - Identification and referral to needed programs.
 - Very limited financial assistance for medical care & support services to eligible individuals under 21 years of age who have physical disabilities & are ineligible for other medical payment programs.
- Diagnostic and Treatment program (epidemiology)

- Responsibility to monitor communicable diseases in Sullivan County, investigate & respond to outbreaks to reduce further spread of disease.
 - Implement health education programs about these health risks, & provide preventive treatment for many of the more dangerous contagious illnesses such as rabies, tuberculosis, & meningitis.
 - Provides childhood immunization clinics, flu clinics, animal rabies vaccination clinics, HIV counseling & testing, sexually transmitted infection diagnosis & treatment, lead poisoning prevention & case management, tuberculosis control, health emergency planning, & more.
 - Preventing & responding to chronic disease such as diabetes, asthma, cancer, etc.
- Early Care
 - Early Intervention, Child Find, Children with Special Health Care Needs & Special Education Pre-School Services programs collectively comprise the Early Care Program.
 - Early Care identifies & evaluates, through screening & evaluations, those infants, toddlers & preschoolers whose healthy development is compromised.
 - Provides for appropriate intervention to improve child & family development. Intervention can include special education, speech therapy, occupational & physical therapy & case management.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
PH – Agency Admin			
Administrative Assistant	1	1	1
Community Health Coordinator	1	1	1
Dir of Patient Svcs Trainee	1	1	1
Principal Account Clerk	1	1	1
Public Health Dir	1	1	1
Receptionist	1	0	0
Senior Typist	1	1	1
Training & Quality Improv Coord	0	1	1
PH – Agency Admin Totals	7	7	7
PH – Core Programs			
Bilingual Outreach Worker	1	1	1
Com Health Nurse (PH)	1	1	1
Public Health Nurse	1	1	1
PH – Core Programs Totals	3	3	3
PH – CHHA			
Com Health Nurse (PH)	5	5	5
Home Care Med Social Wrkr	1	1	1
Home Health Aide	2	2	2
PH Occupational Therapist	1	1	1
PH Physical Therapist	3	3	3

Physical Therapy Assistant	1	1	1
Principal Account Clerk	1	1	1
Public Health Nurse	5	5	5
Registered Prof Nurse	6	6	6
Speech Language Pathologist	0	1	1
Sr Account Clerk	3	3	3
Supv Comm Health Nurse (PH)	1	1	1
Supv Public Health Nurse	3	3	3
PH – CHHA Totals	32	33	33
PH – LT Health Care			
Data Entry Operator	1	1	1
PHS Prog Coord	1	1	1
PH – LT Health Care Totals	2	2	2
PH – Healthy Beginnings			
Family Support Worker	3	3	3
Family Support Worker (Spanish)	1	1	1
Healthy Families Supvr	1	1	1
PH – Healthy Beginnings Totals	5	5	5
PH – Community Health Network			
PH Occupational Therapist PD	1	1	1
PH – Comm Health Network Totals	1	1	1
PH – Rural Health Networks			
Public Health Educator	1	1	1
PH – Rural Health Networks Totals	1	1	1
Diagnostic and Treatment			
Bi-Lingual Outreach Worker	1	1	1
Com Health Nurse (PH)	3	3	3
Epidemiologist	1	1	1
Medical Reserve Corp Coord	0	1	0
PHS Program Coord	1	1	1
Principal Account Clerk	0	1	1
Public Health Educator	2	3	3
Public Health Nurse	4	4	4
Public Health Svcs Prog Coord	1	1	1
Registered Prof Nurse	2	2	2
Sr Database Clerk	1	1	1
Diagnostic and Treatment Totals	16	19	18
Early Care/Intervention Children			
Coord Children with Spec Needs	1	1	1
Early Intervention Svcs Coord	3	3	3
Principal Account Clerk	1	1	1
Sr Typist	1	1	1
Early Care/Intervention Children Totals	6	6	6
Grand Totals	73	77	76

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	2,260,909	2,666,459	2,976,552	3,097,932
State Aid	5,004,490	3,525,085	4,832,391	4,623,447
Federal Aid	1,171,113	1,123,333	617,318	3,080,940
Total Revenue	8,436,512	7,314,877	8,426,261	10,802,319
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	3,841,276	4,080,300	3,633,825	4,354,215
Employment Benefits	2,107,967	2,179,329	2,094,591	2,318,783
Contract Services	7,397,551	6,398,950	7,841,700	9,353,550
Fixed Equipment	0	0	0	0
Total Expenditures	13,346,794	12,658,579	13,570,116	16,026,548



A6010-6142 Family Services

Department Description

The mission of the Department of Family Services is to promote the well-being and safety of our children, families and communities, and to remain in compliance with Federal and State regulations and mandates.

The Department of Family Services is committed to providing the required services to eligible clients as required by regulations. Family Services administers State mandated programs. Family Services is required to develop an Integrated County Plan every three years and must be in compliance with the Administration for Children and Families Review requirements.

Family Services receives a significant amount of State and Federal funding for the programs that it administers. The amount of funding received is dependent on the program. As an example, the cost of food stamps is 100% funded by the Federal government. However, the County covers a portion of the cost for administration of this program. The figures in the pages that follow reflect the total amount of county funding provided to each program.

Programs administered by the Department of Family Services are mandated by various State and Federal regulations.

Core Services

Functions of the Department of Family Services and Budget include:

- Administration
 - Contracts & contract monitoring
 - Annual plans, policies & procedures
 - Personnel
 - Switchboard
 - Mail run
 - Director of department and Division Commissioner
- Accounting
 - Accounts Payable & Accounts Receivable
 - C/R, Trust Accounts
 - Repayment of assistance
 - State billing
 - Grant monitoring
 - Payroll
 - Flexible Fund Plan
 - Budgeting
 - Expense reports
 - Chargebacks
 - Process BICS payments & reports
 - CCTA, monitoring payments of contracts and State changes
 - Handicapped children payments
 - School district billings
 - Statement of assistance for court
 - Time studies
 - Cost analysis

- Local impact
- MIS Records
 - Data entry of every application for assistance
 - Scanning of Medical Assistance/Temporary Assistance/Food Stamps/HEAP cases
 - Maintain records according to state standards
 - Retrieval of records as needed
 - Run WMS reports, COGNOS reports (Services cases)
 - Recertification apps, 3209 authorizations
 - Maintenance of W9 records
 - Data imaging
- Food Stamps
 - Provide food assistance to reduce hunger and malnutrition by supplementing the food purchasing of eligible low income (eligible) individuals
- Administration, screening, referral and case management for various programs offered by the department, including required employment programs associated with various assistance programs
- Medical Assistance Program
 - Determination of Medicaid eligibility: SSI cases, Foster Care cases, Nursing Home, Community Services, Medicare, restricted recipient program
 - Document processing
 - Eligibility recertification
 - Spend downs
 - Coverage issues
 - Insurance providers
 - SSA contact/DCAP
 - Health Insurance Premiums assistance
 - County share of Medicaid program
- Required employment programs associated with various assistance programs
- Family Services Legal Department
 - Legal advice in all areas of family court law; represent DFS in Child Protective Services cases, removal of children, PINS, Juvenile Delinquent proceedings, petitions written, Foster Care actions
 - TPR petitions
 - Adult Services: fair hearings, guardianships
 - Support cases
 - Fraud cases
 - HIPAA compliance office for County
- Special Investigations Unit
 - Investigations of eligibility on all applications
 - Allegations of fraud
 - Recoupment
 - Front End Detections
 - Burials
- Child Support Enforcement Unit/Support Collections
 - Establish support
 - Enforce and collect support in private support cases and in cases involving children in foster care and receiving public assistance
 - Locate missing parents
 - Establish paternity
 - Medical support
 - Investigation of financials, credit bureau checks, IRS tax refund offset, Lottery intercepts, Property executions, ETC.
- Child Protective Services
 - Investigate all reports of child abuse and maltreatment and determine if report is indicated

- Provide rehabilitative services to indicated case to remediate family problems and prevent further occurrences (services are CPS cases with preventive unit)
- Child Welfare Preventive Services
 - Case management services to maintain child in the home which must include day care, homemaker services, parent training, parent aid, transportation, clinical services, housing services, subsidies, 24 hour emergency services (cash, goods shelter)
- Children Services/Foster Care/Handicapped CSE – Schools/Independent Living
 - Case management
 - Transportation
 - Supervision
 - Legal petitions
 - Court reports
 - Foster home recruitment and training
 - Residential arrangements for court ordered placements
 - Regulatory reports and contacts
 - Adoption activities
 - Home studies/reports
 - Locate discharge resources
 - Assure medical and education needs
- Adult Services
 - Adult Protective
 - Representative Payee (assigned by Social Security Administration)
 - Long Term Home Health Care
 - PCA
 - Guardianships
 - Information/referral
 - Case management
 - Transportation
 - Application assistance
 - HEAP/Temporary Assistance/Housing
- Foster Care
- Day Care
 - Financial assistance provided to eligible families in need of employment and/or treatment
- Service Contracts
 - Preventive Services
 - Rehabilitative Services
 - Detention Prevention
 - Parent Training & Aid
- Family Assistance
 - Temporary Assistance provided to eligible households that have a minor dependent child living with a parent or caretaker relative
 - Includes many types of assistance, including fuel, housing assistance, can include multiple types of aid (Food Stamps, Medical Assistance, daycare transportation, etc.), supplemental to rent, security deposits, etc.
- Juvenile Delinquent Care
 - Court ordered placements
 - Case management
 - After-care
 - Non-secure detention residential placements
- State Training School
 - Youth in custody of OCFS and placed in secure facilities
- Safety Net

- Temporary assistance to eligible individuals with no minors in household only when standard of need may not be met by other programs
- Cash and non-cash assistance
- CASE type 12 drug/alcohol
- Shelter and utility assistance (exceptions - HIV dx)
- Emergency Aid for Adults
 - Emergency assistance to individuals
 - Families for single type issues/events
 - May assist with utilities when HEAP is not open, etc.
 - Non-recurring expense
 - Veteran burials
- Home Energy Assistance Program (HEAP)
 - Federally funded home energy assistance program to assist low-income (eligible) households in meeting energy expenses

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
DFS General Administration			
Administrative Aide	1	1	1
Conf Sec to Div of H&F Services	1	1	1
Comm of Div Health & Family Svcs	1	1	1
Division Contract Compl Officer	0	1	1
Contract Monitor	1	2	2
Dep Comm of Family Svcs	1	1	1
Dir of Administrative Svcs	1	1	1
Human Svcs Staff Devel Coord	1	1	1
DFS General Admin Totals	7	9	9
DFS Accounting			
Fiscal Administrative Officer	1	1	1
Full Charge Bookkeeper	1	1	1
Principal Account Clerk/ DB Spec	1	1	1
Senior Account Clerk/Database	2	2	2
DFS Accounting Totals	6	6	6
DFS MIS/Records			
Account Clerk/Database	3	3	3
Help Desk/Doc Coord	1	1	1
Sr Account Clerk/Database	1	1	1
Sr Database Clerk	1	1	1
DFS MIS/Records Totals	6	6	6
DFS Temporary Assistance			
Account Clerk	1	1	1
Clerk	7	6	6
Dir Temp Assistance	1	1	1
Driver/Courier	1	1	1
Employment and Training Specialist	0	1	0

Employment Svcs Coordinator	1	1	1
Family Svcs Case Manager	1	1	1
Head Social Welfare Exam	1	1	1
Housing Coordinator	2	2	2
Principal Social Welfare Exam	3	3	3
Records Mgt Clerk	1	1	1
Senior Social Welfare Examiner	8	9	9
Social Welfare Examiner	16	17	17
Sr Account Clerk/Database	2	2	2
Typist	1	1	1
DFS Temporary Assistance Totals	46	48	46
DFS Medical Assistance			
Account Clerk	1	1	1
Account Clerk/Database	1	1	1
Principal Account Clerk	1	1	1
Principal Social Welfare Exam	2	2	2
Records Mgt Clerk	1	1	1
Sr Social Welfare Examiner	2	2	2
Social Welfare Examiner	5	5	5
DFS Medical Assistance Totals	13	13	13
DFS Special Investigations			
Family Services Invest Trainee	1	1	1
Family Services Invest	1	1	1
Principal Account Clerk	1	1	1
Principal Social Welfare Exam	1	1	1
Sr Account Clerk/Database	1	1	1
Social Welfare Examiner	1	1	1
Sr Account Clerk/Typist	1	1	1
Sr Family Svcs Investigator	2	2	2
DFS Special Investigations Totals	9	9	9
DFS Child Support			
Account Clerk	1	1	1
Coord Child Support Enforcement	1	1	1
Court Liaison	1	1	1
Family Svcs Invest Trainee	1	1	1
Family Svcs Investigator	6	6	6
Principal Account Clerk	1	1	1
Principal Family Svcs Investigator	0	1	1
Sr Account Clerk	2	2	2
Sr Family Services Investigator	1	1	1
DFS Child Support Totals	14	15	15
DFS – Services			
Administrative Secretary	1	1	1
Case Services Aide	6	6	6
Case Supervisor	10	10	10
Caseworker	27	30	30

Child Advocacy Center Coord	1	1	1
Clerk	2	2	2
Director of Services	1	1	1
Senior Caseworker	19	19	19
Service Coordinator	1	1	1
Social Welfare Examiner	1	1	1
Sr Account Clerk/Database	2	2	2
Sr Case Services Aide	1	1	1
DFS Services Total	71	75	75
DFS Grand Totals	172	181	179

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	1,900,132	2,319,510	2,576,500	2,945,220
State Aid	8,998,877	8,448,082	9,435,640	9,653,171
Federal Aid	14,401,321	16,063,844	16,887,675	16,1084,245
Total Revenue	25,300,330	26,831,436	28,899,815	28,782,636
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	8,904,448	8,025,342	8,235,402	8,460,728
Employment Benefits	4,642,267	4,565,322	5,159,263	4,863,637
Contract Services	45,848,354	40,943,200	45,824,355	45,203,168
Fixed Equipment	0	0	0	0
Total Expenditures	59,395,069	53,533,864	59,219,020	58,527,533



EI6020 Care Center at Sunset Lake

Department Description

The mission of the Sullivan County Care Center at Sunset Lake is to provide necessary long term care services to County residents who can no longer stay in the community.

The Sullivan County Care Center at Sunset Lake provides residential services for up to 160 individuals who require either long-term care or short-term rehabilitative services. The CCASL strives to assure that the residents are able to maintain the highest quality of life as well as the greatest degree of independence through individualized care plans. An Adult Day Health Program is provided for those people who can remain safely at home with the support of the program and its coordination with other community health care services. Daily meals are prepared for the Office for the Aging Meals-on-Wheels program.

The Care Center at Sunset Lake receives funding by billing Medicare, Medicaid, Private Insurance, and private payees for services rendered. There is a County subsidy associated with providing the services of the nursing home which varies from year to year. Several variables affect this subsidy, including the number of beds filled as well as the source of payment (i.e.: private insurance will cover a greater share of the actual cost of care as opposed to Medicaid).

The Care Center at Sunset Lake is a non-mandated service; however, as the County chooses to own and operate the facility, all operations are strictly regulated by the NYS Department of Health.

Core Services

Functions of the Care Center at Sunset Lake include:

- Nursing
 - Comprised of registered nurses, licensed practical nurses, and certified nurse's aides as well as domestic aides
 - Maintain the residents' personal space by making beds, providing residents with personal care items and accompanying them on medical appointments as needed
 - Provide direct care to the residents, including feeding, bathing, dressing, socialization, etc.
 - Assess patient care needs and implement care plans to address these needs
 - Coordinate care plans with clinical departments
 - Delegate assignments to, and supervise, direct care staff
 - Administer medication and treatments, and provide assistance with all activities of daily living
 - Interact with the residents and their family members in order to educate them as well as provide support
- Dietary
 - Includes the dietician, dietetic supervisor, cooks, and food service workers
 - Plans, directs, and oversees the dietary/food service program
 - Assesses the nutritional needs of the residents/registrants of the facility and the ADHP
 - Plans diets based on the physical and medical needs of each individual
- Nursing Administration
 - Director of Nursing & Assistant Director of Nursing direct all phases of the nursing services

- Work with the Administrator & Department Heads to establish policies/procedures to insure that competent care is being provided
- Supervise & evaluate the nursing staff
- Plan & direct in-service training, including the orientation of new staff
- Assists in keeping & reviewing records/reports required by licensing & payer agencies
- Assures that staffing is adequate to meet the needs of the facility
- Participates in ordering necessary medical/clinical supplies needed for resident care
- Activities
 - Plans, directs, & provides a diversified program of activities geared to interests and needs, as well as physical, mental, & psychosocial well-being of the residents
 - Develops, maintains & reviews care plans
- Social Services
 - Social Worker & case workers participate in the intake/screening of new residents
 - Participate in addressing individual, group, & family needs residents
 - Develop care plans for residents' emotional, mental, & physical needs
 - Work with community agencies to initiate safe discharges from the facility
 - Coordinate/participate in resident council & address concerns
- Watchperson/Operations & Maintenance
 - Patrols building/making rounds
 - Monitors visitors
 - Monitors residents while in the lobby and/or on the patio
 - Monitor residents who need to be supervised while smoking
 - Transport specimen to the lab at CRMC as needed
 - Participate in fire drills/emergencies by announcing location of incident and communicating with fire dept./police/etc.
- Central Supply/Laundry
 - Order and distribute supplies;
 - Monitoring inventory
 - Assist in recording of supply charges against various departments
 - Supervision of laundry workers
 - Washing, drying, and folding resident personal clothing
 - Return clothing to resident rooms/distributing sheets, blankets, pillows, etc.
 - Label personal clothing items for all residents
 - Maintains record of items brought in upon admission and received during stay
- Adult Day Health Care Program
 - RN Coordinator supervises LPN & CAN
 - Assures that high standards of care are maintained that meet all CMS, DOH regulations & guidelines
 - Provides supervision of nursing services provided to registrants
 - Monitor medication regimens
 - Schedules MD appointments as necessary
 - Interviews potential admissions & completes necessary documentation when they are admitted to the program
 - Schedule regular care plan meetings with the registrant and/or family
 - Communicate with other community agencies who are involved in meeting the individual needs of the registrants
 - CNA facilitates activities for the registrants and, with assistance from the nurses, provides personal care to registrants as needed

- Lunch and snacks are provided to the registrants as part of the daily schedule
- Fiscal/General Accounting
 - Develop, oversee, and audit fiscal policies
 - Perform accounting, auditing, budget maintenance, and other fiscal related duties
 - Prepare and present reports with respect to the facility's operations and budget
 - Conducts cost analysis
 - Maintain an accounts receivable system involving resident billing
 - Maintain system of records on employee payroll
 - Process, sort, and index bills and receipts and maintain resident personal needs accounts
 - Work closely with other departments and vendors to obtain supplies and services
 - Participate in paperwork necessary for bid specifications
- Administration
 - Includes the Administrator and the Administrative Secretary
 - Administrator is a mandated position by CMS/DOH and responsibilities include planning, organizing, directing, managing, and implementing all facets of the nursing home
 - Decisions regarding operations, programming, employment, & integration of services
 - Participate in the preparation of the annual budget and the maintenance of supporting records
 - Periodically inspects the building, equipment, and service areas and directs repairs as needed
 - Works closely with department heads to assure that CMS/DOH regulations and guidelines are being met
 - The Administrative Secretary coordinates communication between departments and processes record keeping to ensure efficiency
 - Supervises the maintenance of timekeeping and payroll functions
 - Assists in providing general orientation to new staff
 - Completes assignments delegated by the Administrator which includes communication with staff and other agencies, acting as a liaison for same, and providing direction to other clerical staff.
- Therapy
 - Includes Prime Rehab's contract with the facility which covers physical, occupational, and speech therapy

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
ACC – Nursing Administration			
Asst Director Nursing Services	1	1	1
Director of Nursing Services	1	1	1
Nursing Admin Totals	2	2	2
ACC – In-Service Training			
ACC Program Coordinator	1	1	1
Inservice Training Totals	1	1	1
ACC – Nursing			
ACC Program Coordinator	1	1	1
Domestic Aide	3	3	3
Head Nurse/Unit Leader	5	5	5
House Manager	2	2	2
Licensed Practical Nurse	30	30	30
Nursing Assistant	83	83	83
Registered Prof Nurse	22	22	22
Nursing Totals	146	146	146
ACC – Central Medical Supply			
Coord Supply & Inventory Control	1	1	1
Supply & Inventory Control Clrk	1	1	1
Central Medical Supply Totals	2	2	2
ACC – Activities			
Activities Director	1	1	1
Leisure Time Activities Aide	4	4	4
Activities Totals	5	5	5
ACC – Physical Therapy			
Dir Rehab Services	1	1	1
Physical Therapy Totals	1	1	1
ACC – Social Services			
Caseworker	2	2	2
Supv Social Worker (ACC)	1	1	1
Social Services Totals	3	3	3
ACC – Dietary Services - Supv			
Dietetic Svcs Asst	1	1	1
Dietetic Svcs Supervisor	1	1	1
Dietician	2	2	1
Dietary Servicers –Supv Totals	4	4	3
ACC – Dietary Services			
Asst Cook	4	4	4
Cook	2	2	2

Food Svc Helper - ACC	18	18	18
Dietary Servicers Totals	24	24	24
ACC – Meals on Wheels			
Asst Cook	1	1	1
Food Svc Helper - ACC	1	1	1
Meals on Wheels Totals	2	2	2
ACC – Operations and Maintenance			
Building Safety Monitor	5	5	5
Operations and Maint Totals	5	5	5
ACC – Laundry and Linen			
Laundry Worker	3	3	3
Laundry and Linen Totals	3	3	3
ACC – General Accounting			
Med Coding & Billing Specialist	1	1	1
Med Coding & Billing Specialist PD	1	1	1
Principal Account Clerk	1	1	1
Senior Account Clerk	2	2	2
General Accounting Totals	5	5	5
ACC – Administrative Offices			
Administrative Assistant	1	1	1
Administrator ACC	1	1	1
Supervising Admin ACC	1	1	1
Ward Clerk	5	5	5
Administrative Offices Totals	8	8	8
Grand Totals	210	210	210

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	15,785,603	14,054,099	12,894,487	21,900,270
State Aid	0	1,860	0	0
Federal Aid	0	0	0	0
Total Revenue	15,784,603	14,055,959	12,894,487	21,900,270
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	7,981,865	7,071,004	8,028,474	9,379,825
Employment Benefits	4,035,946	3,819,021	5,278,862	6,202,210
Contract Services	6,290,223	6,548,364	6,240,217	6,318,235
Fixed Equipment	0	0	17,113	0
Depreciation	400,021	371,840	0	0
Total Expenditures	18,708,055	17,810,229	19,564,666	21,900,270



Division of Community Resources



A6293 Center for Workforce Development

Department Description

The mission of the Sullivan County Center for Workforce Development is to be the recognized leader in providing high quality employment related resources and services to our community's individuals and businesses.

CWD currently oversees and implements employment and training related programs. In addition, the Center for Workforce Development staffs the Workforce Development Board. CWD works closely with the NYS Department of Labor staff and other local partners to provide services to individuals and businesses in Sullivan County. CWD also manages the One Stop Center and is an integral member of the One Stop Operating Consortia.

The Center for Workforce Development is primarily funded with federal dollars. Federal funding is passed to the NYS Department of Labor, which in turn passes the funding through to the County. The Federal Workforce Investment Act mandates the creation of a local Workforce Investment Board. One Board for each Workforce Investment Area is required, and Sullivan County remains its own workforce area. Board responsibilities include development and oversight of local One Stop system, selection and certification of One Stop operator and center(s), oversight of Youth Council (Emerging Worker Council), partnering with economic development efforts, setting benchmarks for the system, and ensuring compliance with Federal and State rules and regulations. The Workforce Investment Act requires the creation of at least one physical One Stop Center. Mandated programs include Title I Administration, Adult, Dislocated Worker and Youth Programs, Welfare to Work, and Title V Senior Community Service Employment Program.

Core Services

Functions of the Center for Workforce Development include:

- *Administration:* The administration funds cover the fiscal duties required under the Workforce Investment Act. This includes the filing of monthly state reports, processing of vouchers, auditing of outside contracts, drawing down of funds, procurement, meeting with state monitors/auditors and other related fiscal functions.
- *Title I Adult Program & Dislocated Worker:* Assist individuals in achieving self-sufficiency by providing opportunities to increase their income through higher wage employment, education and/or training, as well as to assist individuals who have been laid off to rapidly reattach to the workforce.
- *Title I Youth Program:* Provide youth with opportunities for education, training and employment. Focus is on education and skills development. Employment is a focus for older youth.
- *TANF/SN Employment & Training Program (Welfare to Work):* Assist individuals in transitioning off of public assistance and into the labor force while complying with mandated activities. Applicants/recipients of public assistance receive orientation, assessment of skills, development of Individual Employment Plan, direct job referrals, placement in education and /or occupational skills training, placement in work experience, monitoring and case management, coordination of supportive services such as transportation and child care.
- *Title V Senior Community Service Program:* Provide part time paid public sector work experience, job referral and placement services, and case management services.
- *Summer Youth Employment Program:* Six weeks of paid work experience and work readiness skills development
- *Catskill Ramapo Library System:* Provides job search, resume review, preparation and career counseling to Sullivan County residents at various libraries.
- *Sullivan Renaissance Youth Internship Program:* Provides paid internships to youth to work for various groups participating in the Sullivan Renaissance beautification program.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Administrative Assistant	1	1	1
Asst Dir of Workforce Dev	1	1	1
Clerk	15	15	15
Crew Leader	3	3	3
CWD Projects Coordinator	2	2	2
Dir CWD	1	1	1
Empl & Training Specialist	4	4	4
Empl & Training Spvr	1	1	1
Senior Crew Leader	2	2	2
Youth Intern	17	17	17
Youth Internship Coord	0	0	1
Grand Total	47	47	48

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	381,115	216,411	293,500	262,842
State Aid	0	0	0	0
Federal Aid	618,766	718,019	1,084,715	1,166,360
Total Revenue	999,881	934,430	1,378,215	1,429,202
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	660,979	664,843	792,039	848,898
Employment Benefits	272,792	260,160	318,976	399,472
Contract Services	204,470	278,851	276,746	437,995
Fixed Equipment	0	0	0	0
Total Expenditures	1,138,241	1,203,854	1,387,761	1,686,365



A7610 Office for the Aging

Department Description

The mission of the Sullivan County Office for the Aging is to provide information and assistance, in-home and other supportive services to the elderly and their caregivers to enable the elderly to continue to live as independently as possible in their homes and communities.

The Office for the Aging provides many services to Sullivan County residents or property owners 60 years of age and older & who are registered with our office. Some examples are: meals both congregate & home bound, transportation both shopping & medical, legal services, caregiver services, assistive equipment loan, volunteer services, homemaker services, case management, Medicare insurance counseling, information & assistance, HEAP & the Point of Entry program. Our services are ongoing, funded yearly by the New York State Office for the Aging based on allocations by population, & there is no charge to our clients. As our senior population is growing we hope to be able to continue to provide these much needed services to our community.

The Office for the Aging receives funding for its programs from federal and state sources, as well as local donations. It is responsible for the administration of one mandated program, Point of Entry, which is mandated by NYS Elder Law 203 (8).

Core Services

Functions of the Office for the Aging include:

- AAA Transportation
 - Supplemental program to cover costs of medical transportation & special needs transportation which includes some ambulance transports out of the county.
- Caregiver Resource Center
 - This service provides information & counseling to caregivers through a contract with the Cornell Cooperative Extension.
- Community Services for the Elderly (CSE)
 - Medical Transportation, Information & Assistance, & Case Management
- Nutrition Program Congregate Service Initiative (CSI)
 - Required Dietician provides Nutrition Education & development of menus
- Expanded In-home Services for the Elderly Program (EISEP)
 - Homecare, medical alerts, medical equipment & case management
 - Program is designed to help keep seniors in their own homes.
- Health Insurance Information, Counseling and Assistance Program (HIICAP)
 - Health insurance counseling & referral program
 - Provides key assistance to seniors who are Medicare eligible
- MIPPA SHIP/ADRC
 - Outreach, Information & Assistance with Medicare Beneficiaries, LIS/MSP & Part D counseling
 - Medicare preventive Services.
- Nutrition Services Incentive Program (NSIP)
 - Reimburses 69 cents per meal for eligible meals served to both congregate & home bound clients
- Point of Entry
 - Assist clients, regardless of age, with information for all aspects of Long Term Care
- Retired Senior Volunteer Program (Federal)
 - Reimburses administrative costs associated with the volunteer program
- Retired Senior Volunteer Program (State)
 - Reimburses some costs for volunteers providing medical transportation out of the County

- Supplemental Nutrition Assistance Program (SNAP)
 - Home delivered meals to home bound clients
 - Provides a valuable service to our most vulnerable clients, who often do not see anyone other than the driver who delivers their meal
 - Majority of clients are checked on daily Monday thru Friday
- Title III B
 - Shopping bus service; legal services; case management; information & assistance.
- Title III C-1
 - Serving congregate meals to clients at 13 Nutrition Sites.
- Title III C-2
 - Home delivered meals to home bound clients
 - Provides a valuable service to our most vulnerable clients, who often do not see anyone other than the driver who delivers their meal
 - Majority of clients are checked on daily Monday thru Friday
- Title III D
 - Evidence-Based Disease & Disability Prevention Program
 - Must provide a service as outlined by NYSOFA which may include fall prevention, physical activities, nutrition & diet.
- Title III E
 - Caregiver services through Cornell Cooperative Extension
 - Medical alerts
 - Information & assistance

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
AG – Main Unit			
Administrative Assistant	0.1	0.1	0
Aging Service Aide	1	1	1
Aging Services Assistant	1	1	1
Aging Services Specialist	2	2	2
Case Management Spec – EISIP	1	1	1
Case Management Spec	1	1	1
Coord of Svcs for the Aging	1	1	1
Director Aging Services	1	1	1
Full Charge Bookkeeper	1	1	1
Point of Entry Assistant	2	2	2
AG – Main Unit Totals	11.6	11.6	11.0
AG – Nutrition			
Aging Services Aide	1	1	1
Aging Services Assistant	1	1	1
Aging Services Specialist	1	1	1
Chauffeur RPT	6	6	6
Nutrition Site Operator	8	8	8
Nutrition Services Coordinator	1	1	1
AG – Nutrition Totals	18	18	18
AG – RSVP			
Administrative Assistant	0.6	0.6	1.0
Director of Youth Services	0.4	0.4	0

RSVP Prog Coord	0	0	1
AG – RSVP Totals	1.0	1.0	2.0
Grand Totals	30.6	30.6	31.0

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	77,786	30,652	102,900	102,900
State Aid	807,065	492,110	676,217	726,095
Federal Aid	760,006	769,031	725,820	721,616
Total Revenue	1,644,857	1,291,793	1,504,937	1,550,611
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	1,029,659	1,056,883	972,685	1,030,822
Employment Benefits	559,642	592,339	604,662	584,777
Contract Services	757,328	750,715	951,879	964,160
Fixed Equipment	0	0	0	0
Total Expenditures	2,346,629	2,399,937	2,529,226	2,579,759



A5680 Transportation

Department Description

The mission of Sullivan County Transportation is to provide safe transport to residents of Sullivan County.

The Public Works Transportation Department provides daily transportation for Veterans to Castle Point and Albany VA hospitals. It also provides in-county medical transportation to seniors through an agreement with the Office for the Aging, and assists with the nutrition program including delivery of homebound meals. A shopping bus service with 2 bus routes daily throughout the County and 2 shopping bus routes are open to the general public.

Transportation receives funding through the State Transportation Operating Assistance (STOA) program administered by NYSDOT. It is a non-mandated department.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Bus Driver	8	8	8
Comm of Comm Rsrces	1	1	1
Dir of Transportation	1	1	1
Van Driver	1	0	0
Grand Total	11	10	10

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	260,359	331,836	346,175	465,175
State Aid	14,588	11,003	0	188,263
Federal Aid	0	45,693	165,000	15,000
Total Revenue	274,947	388,532	511,175	668,438
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	304,972	247,598	333,818	408,990
Employment Benefits	120,511	108,502	136,035	203,578
Contract Services	391,079	371,638	555,800	846,350
Fixed Equipment	64,332	0	0	0
Total Expenditures	880,894	727,738	1,025,653	1,458,918



A6510 Veterans Service Agency

Department Description

The mission of the Sullivan County Veterans Service Agency is to provide members of the Armed Forces, Veterans, and their dependents and survivors with professional, sympathetic, and courteous advocacy in matters relating to federal, state, and local benefits.

The Veterans Service Agency exists to provide assistance to veterans and their surviving dependents; to advise members of the Armed Forces, Veterans, their Dependents and Survivors of benefits available, changes to laws affecting benefits, and assist them with applying for benefits to which they may qualify; and to verify eligibility of veterans and dependents to be buried in Sullivan County Veterans Cemetery and assign plots.

The Veterans Service Agency receives some funding from the State for training and proficiency needs (\$8,654 in 2011). They also receive reimbursement from Medicaid for indigent burials at the Veterans Cemetery. The Veterans Service Agency is mandated to provide general assistance to local veterans as per New York State Executive Law - Article 17 Part 357.

Core Services

Functions of the Veterans Service Agency include:

- Explanation of Federal, State and County Veterans Programs
- Assistance with submission of benefit claims
- Represent claimants to VA
- Outreach and education programs
- Home and residential facility visits
- Coordinate with local Veterans organizations to deliver assistance to Veterans and families in need.
- Administrative functions of the Veterans Cemetery including assignment of burial plots, process requests for grave markers, process burial benefit requests to VA, coordinate ground maintenance with funeral directors and cemetery ground staff, attend to family concerns and requests.
- Administrative functions related to veteran transportation including establishing eligibility for transportation, recording reservations for transmittal to DPW, assisting Veterans with medical appointments at VA medical facilities, and acting as liaison between Veterans and DPW for physical transportation. Veteran's Service Agency has a contract with Public Works for transportation.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Administrative Assistant	1	1	1
Dir Veterans Svs	1	1	1
Veterans Svc Officer	2	3	2
Grand Total	4	5	4

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	1,509	228	1,350	1,350
State Aid	13,700	25,800	25,000	45,000
Federal Aid	0	0	0	0
Total Revenue	15,209	26,028	26,350	46,350
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	280,364	221,813	220,857	219,471
Employment Benefits	187,263	170,740	170,477	169,338
Contract Services	136,933	193,149	156,162	166,012
Fixed Equipment	0	0	0	0
Total Expenditures	604,560	585,702	547,496	554,821



A7310 Youth Programs

Department Description

The mission of the Youth Bureau is to promote the well-being of all youth ages 0–21 and to advance positive youth development.

The Youth Bureau’s goals are to advance the physical, moral, mental, and social development of youth through positive youth activities; aid agencies in addressing the risk factors that lead to juvenile delinquency and youth crime; and encourage towns and villages to provide youth activities by giving them funds and technical assistance. The Youth Bureau functions and essential tasks are defined by NYS executive law and NYS Office of Children and Family Services (OCFS) policies and procedures.

The Youth Bureau receives funding from the State which is passed through to local youth programs, as well as some funding which is utilized by the County for administration of the department. The Youth Bureau is a non-mandated office.

Core Services

Functions of the Youth Bureau include:

- Program Funding and Oversight – The Youth Bureau is the agency at the county level through which NYS OCFS directs funds to youth development and prevention. This function includes:
 - Observation and evaluation
 - Technical assistance with grant proposals
 - Measurement and reporting
 - Data entry into State computer system and reporting to State in accordance with State deadline
 - Fiscal monitoring
 - Assistance with and processing of fiscal claims, and oversight of programs granted special funds by Sullivan County Legislature
- Planning – The Youth Bureau participates actively in cross-systems strategic planning groups, which include:
 - Conducting needs assessment and countywide strategic planning through the State-mandated Child and Family Services Plan (CFSP)
- Promoting Opportunities and Collaboration – The Youth Bureau actively promotes positive youth-development opportunities through sharing information and resources, and through outreach and advocacy to youth-serving programs.

Position Summary

Position Name	Amended 2021	Requested 2022	Recommended 2022
Administrative Assistant*	0.5	0.5	0
Dir Youth Services	1	1	0
Youth Svcs Coordinator	0	0	1
Youth Totals	1.5	1.5	1

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	0	0	0	0
State Aid	72,778	42,121	72,982	72,982
Federal Aid	0	0	0	0
Total Revenue	72,778	42,121	72,982	72,982
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	111,059	78,560	55,893	69,123
Employment Benefits	68,019	49,106	37,884	45,717
Contract Services	151,193	120,360	152,867	152,867
Fixed Equipment	0	0	0	0
Total Expenditures	330,271	248,026	246,644	267,707



Division of Information Technology Services



A1680 Information Technology Services

Department Description

The mission of the Information Technology Services (ITS) is to be a leader in providing government services through innovative, reliable, and responsive information technology solutions, as well as to affect fundamental rethinking and redesign of business processes and support functions to achieve dramatic improvements in critical modern measures of performance such as cost, quality, service and speed.

The Department of Information Technology Services (ITS) is a business process service bureau that provides IT services and information to all County Divisions, several local governmental units (assessors, law enforcement, etc.), internal customers (users), vendor and service accounts and computer and server accounts. ITS is responsible for over 370 applications, copy/print/scan services, all fax and VoIP/legacy phones, and provides systems support, maintenance, enhancements and new development for all major systems applications. ITS is under the administration of the Division of Management and Budget and the County Manager and is comprised of four organizational disciplines, including Administration – Internal Services, Application Services, Technical Systems and Networking. There are a little over 65 unique job classifications within the ITS Department performed and carried out.

ITS charges back approximately one third of its budget to departments that receive state and federal reimbursement for services in order to maximize revenue to the County. The remaining two thirds is county share. ITS is a non-mandated office, however, the department provides support and solutions to mandated programs and functions that exist in other departments.

Functions of the Department of Information Technology Services include: Computer support, Network support, Security (protection of the County's electronic infrastructure from attacks both foreign and domestic), Software solutions, Telephone services, Copy & print services, Administrative functions, and Employee training.

Position Summary

	Amended 2021	Requested 2022	Recommended 2022
Chief Info Officer	1	1	1
Client Support Tech Asst I	1	1	1
Client Support Tech Asst II	2	2	2
Client Support Tech I	3	3	3
Client Support Tech II	1	1	1
Deputy Comm/CIO	0	1	1
Dir Apps Dev & Support	1	1	1
Dir Operations and Network Admin	1	1	1
GIS Coordinator	1	1	1
GIS Specialist	0	1	1
Help Desk/Doc Specialist	1	1	1
Info/Network Security Officer	1	1	1
IT Administrative Coord	1	1	1
PC Specialist	1	1	1
Sr Account Clerk/Database	0	1	0
Sr Network Engineer	1	1	1
Sr PC Specialist	1	1	1
Wide Area Network Tech I	1	1	2
Grand Total	18	20	19

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	679,461	613,602	1,287,626	1,476,831
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	679,461	613,602	1,287,626	1,476,831
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	957,312	1,060,017	1,165,117	1,268,677
Employment Benefits	504,323	544,878	681,586	708,711
Contract Services	3,029,855	3,583,851	3,675,061	4,125,563
Fixed Equipment	200,000	0	41,598	0
Total Expenditures	4,691,490	5,188,746	5,563,362	6,102,951



Miscellaneous



A1910 Unallocated Insurance

Department Description

The Unallocated Insurance organization is utilized to pay for the various insurance policies of the County and for our insurance broker. Policies include:

- Property
- Liability
- Inland marine
- Excess property
- Boiler and machinery systems breakdown
- Commercial excess liability policy

All of the bills for these services are expensed to this organization. This organization bills back various departments for their share of the coverage. Not all of the organizations expenses are charged back to the departments.

While various departments are billed back for their share of coverage, ultimately the cost of unallocated insurance is 100% County Share.

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	449,403	467,023	490,000	511,513
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	449,403	467,023	490,000	511,513
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	0	0	0	0
Employment Benefits	0	0	0	0
Contract Services	1,037,156	1,100,098	1,127,272	1,261,174
Fixed Equipment	0	0	0	0
Total Expenditures	1,037,156	1,100,098	1,127,272	1,261,174



A1920 Municipal Association Dues

Department Description

The Municipal Association Dues organization provides funding for municipal dues to the New York State Association of Counties, National Association of Counties, Hudson Valley Regional Council, Coalition of Watershed Towns, and Pattern for Progress. All dues are 100% County share, and none of the agency payments are a mandated service.

- New York State Association of Counties:
 - The mission of NYSAC is to represent, educate, advocate for, and serve Member Counties and the thousands of elected and appointed county officials who serve the public.
- National Association of Counties:
 - NaCO is the only national organization that represents County governments before the Administration and Congress. NaCO provides essential services to the nation's 3,068 counties.
- Hudson Valley Regional Council:
 - Provides a comprehensive range of services associated with the growth and development of communities within the Hudson Valley. The Council acts as a link between local needs and federal/state funding programs. The Council creates a Comprehensive Economic Development Strategy (CEDS) for the region. The CEDS allows for Federal funding opportunities.
- Coalition of Watershed Towns:
 - The Coalition of Watershed Towns is an organization that represents and lobbies on behalf of towns in the NYC watershed.
- Pattern for Progress
 - Pattern for Progress' mission is to promote regional, balanced and sustainable solutions that enhance the growth and vitality of the Hudson Valley.

Budget Summary

Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	0	0	0	0
Employment Benefits	0	0	0	0
Contract Services	34,712	15,696	42,446	35,000
Fixed Equipment	0	0	0	0
Total Expenditures	34,712	15,696	42,446	35,000



A1930 Judgments and Claims

Department Description

The Judgments and Claims organization is used to record expenses for judgments and settlements against the County.

Expenses associated with Judgments and Claims are 100% County cost with no outside funding. County law section 355 (d) requires a statement of the amount recommended as necessary to be appropriated for the payment of judgments against the County payable during the ensuing fiscal year.

Budget Summary

Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	0	0	0	0
Employment Benefits	0	0	0	0
Contract Services	201,176	201,360	200,000	200,000
Fixed Equipment	0	0	0	0
Total Expenditures	201,176	201,360	200,000	200,000



A1989-99 Other Government Support- Misc. Expense

Department Description

The Miscellaneous Expense organization contains line items for the Refund of Real Property Taxes, Bond and Note Expense, and Contingency Appropriations.

This Budgetary Organization receives its funding from the County’s general fund and is 100% County cost.

- Refund of Real Property Taxes:
 - The Refund of Real Property Taxes expense appropriation is used to record expenses associated with the cancellation of unenforceable taxes, correct errors in essential fact on tax rolls, correct clerical errors on tax rolls, and for the reduction in taxes associated with challenges to tax assessments.
- Bond & Note Expense:
 - The Bond & Note Expense appropriation is used to record expenses associated with the issuance of debt obligations. These expenses typically include payment for bond advisors, the publication expense associated with the posting of bond notices of estoppels, the advertisement of the pending bond sale, and the printing of the bonds.
- Contingency Appropriations
 - A contingency line item is included in the budget to provide funding for unexpected events. Statutory law provides specific limits on the amount that can be budgeted in this line item. County Law Section 365 (1) (3) authorizes contingency appropriations for Counties. Expenditures may not be charged directly to the contingency appropriation. The Legislature must first modify the budget by transferring from the contingency appropriation to the appropriation account needing funding. Using contingency appropriation does not increase the original budget, it reallocates funding.

Department Resources

Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	0	0	0	0
Employment Benefits	0	0	0	0
Contract Services	134,476	457,090	2,992,783	3,615,000
Fixed Equipment	0	0	0	0
Total Expenditures	134,476	457,090	2,992,783	3,615,000



A2490 Community College Tuition

Department Description

This account reflects tuition chargebacks made by the County to other in-state community colleges attended by Sullivan County residents. There are two components of the Chargebacks the County pays to community colleges:

- *Operating Chargebacks:* Community colleges charge to and collect from each county within the state, an allocable portion of the local sponsor's share of the operating costs of such community colleges attributable to such nonresident students, computed on a per student basis.
- *Capital Chargebacks:* Monies received from the counties shall be deposited in the community college fund in accordance with subdivision 5-b of section 6304 of the Education law and shall be separately accounted for within said fund, and be used:
 1. To meet the sponsor's share of the costs of acquisition of land and the acquisition, construction or rehabilitation of buildings;
 2. To reduce indebtedness of the sponsor incurred for capital costs of a community college;
 3. To pay the sponsor's costs of financing such indebtedness; and
 4. For the sponsor's share of such other purposes as are normally permitted within an approved capital construction budget

Sullivan County pays to each Community College \$300 per full-time student.

New York Education Law sections 6304 and 6305 govern community college chargebacks.

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	0	0	0	0
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	0	0	0	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	0	0	0	0
Employment Benefits	0	0	0	0
Contract Services	1,252,405	1,077,185	1,375,000	1,375,000
Fixed Equipment	0	0	0	0
Total Expenditures	1,252,405	1,077,185	1,375,000	1,375,000



A2495 Community College Contribution

Department Description

The Contribution to College budget organization reflects the annual County subsidy paid to the Sullivan County Community College operating budget. Community Colleges were to be funded one-third from the Counties, one-third from tuition, and one-third from State Aid. This formula has changed over the years as the State reduced the amount of aid it sends to the Community College.

In addition to tuition chargebacks, and the contribution to the Sullivan County Community College, the County has annual debt services payments associated with debt issued for college construction projects.

The County contribution to the College is 100% County cost with no outside funding.

As a local sponsor, the County is required to provide funding to Sullivan County Community College, as mandated by State Education law section 6304(c).

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	0	0	0	0
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	0	0	0	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	0	0	0	0
Employment Benefits	0	0	0	0
Contract Services	4,300,000	4,300,000	4,300,000	4,300,000
Fixed Equipment	0	0	0	0
Total Expenditures	4,300,000	4,300,000	4,300,000	4,300,000



A3620 Safety Inspection/ Electrical Licensing

Department Description

The purpose of the Sullivan County Electrical Licensing Board is to ensure that all electricians doing work in Sullivan County have the proper training to work safely and make proper installations, repairs and improvements to electrical systems

The Electrical Licensing Board generates revenue for the County through fees for testing and licenses. It is a non-mandated program.

Core Services

Functions of the Electrical Licensing Board include:

- Administration of background checks of training and experience
- Testing; issuance of a master electrical license to all persons who are qualified
- Collection of required annual fee for license

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	51,780	67,670	50,000	50,000
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	51,780	67,670	50,000	50,000
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	5,000	4,039	5,000	5,000
Employment Benefits	109	97	0	0
Contract Services	1,062	1,075	1,750	6,750
Fixed Equipment	0	0	0	0
Total Expenditures	6,171	5,211	6,750	11,750



A6410 Public Information

Department Description

Appropriations from the “Public Information” budget organization include funding for a contract to a not-for-profit tourism agency, which receives 85% of the room tax receipts collected by the County. Additionally, funding in the amount of \$50,000 is budgeted for a “matching funds” program to assist local businesses with advertising.

New York State Tax Law section 1202-J*2 mandates that, “All revenues resulting from the imposition of the tax authorized by this section shall be paid into the treasury of the County of Sullivan and shall be credited to and deposited in the general fund of the county; thereafter to be allocated and paid to a not-for-profit corporation under contract with the county for the promotion of tourism in the county. Provided, however, that such local law shall provide that the county shall be authorized to retain up to a maximum of fifteen percent of such revenue to defer the necessary expenses of the county in administering such tax.”

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	0	0	0	0
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	0	0	0	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	0	0	0	0
Employment Benefits	0	0	0	0
Contract Services	1,573,408	1,855,338	1,340,000	1,700,000
Fixed Equipment	0	0	0	0
Total Expenditures	1,573,408	1,855,338	1,340,000	1,700,000



A6989 Economic and Community Development

Department Description

Appropriations from the Economic and Community Development budget organization include funding for the contract to the Partnership for Economic Development, as well as funding allocated for the economic development of new initiatives.

These appropriations are 100% County Cost and receive no outside funding. The organization does not include any mandated services.

Sullivan County Partnership for Economic Development:

The Sullivan County Partnership was established in 1994 via the private business sector as a vehicle to facilitate the economic development in Sullivan County, with the goal to positively impact its members and by extension the residents of Sullivan County. Throughout its existence, the Partnership has worked to solidify its organizational structure; it also helped develop and strengthen partnerships within the business community, government, and other service organizations, as well as conduct, the external marketing of Sullivan County for business investment.

The Partnership plays a pivotal role in providing programmatic services to both small and large businesses, adding value to the private sector. This balanced approach has led to the creation of stable, long-term revenue for the County of Sullivan over many years (as well as for local school districts and municipalities). Moreover, it has acted as a primary catalyst for private sector investment and job growth.

The Partnership's strategy has been implemented throughout its existence with periodic review and revisions as needed. Benefits to the County are not only realized in the short term when projects are initially approved, but also in the long term as those projects continue to pay taxes and maintain and/or increase jobs in perpetuity. It is important to understand that, but for this effort, those investments would not be realized. While the economic downturn of 2008 challenged us all, in particular our ability to provide services at the same level we once did, we have come back full circle and with the benefits we have fostered have been giving back directly to our member businesses, municipalities and residents, by fostering a positive business environment. Certainly, without these continuing efforts our current economic situation would not have been realized.

At the core of our efforts we must continue our work to develop suitable shovel-ready sites; ongoing business expansion; increased participation from the private sector; and, programs to provide technical services for the small business community. These are just a few of the many benefits that the Partnership provides.

Members of the Partnership Board hold an annual strategic retreat, intended to formulate and or tweak plans that guide the organizations program of work for the coming year. While some of these initiatives focus on the infrastructure of the organization, a set of core strategies have been maintained, with many of them having brought to fruition projects large and small that have

impacted most all of our municipalities in a positive way. In 2016 the Sullivan County Partnership charged its strategic planning committee to review the current strategic plan, make any adjustments necessary and to recommend any new initiatives moving forward. In 2020, the strategic Planning Committee will reconvene and review the plan and adjust as needed to better maximize new opportunities and anticipate challenges that have or will develop along the way.

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	0	0	0	0
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	0	0	0	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	0	0	0	0
Employment Benefits	1,736	1,736	0	0
Contract Services	145,000	100,000	100,000	100,000
Fixed Equipment	0	0	0	0
Total Expenditures	146,736	101,736	100,000	100,000



A8989-99 Other Home & Community Services/ Misc. Expenses

Department Description

Appropriation code A8989-99 includes funding for the contract to Cornell Cooperative Extension of Sullivan County.

The contract is funded by the County's general fund and is 100% County cost. The contract does not represent a mandated service.

Cornell Cooperative Extension acts as a gateway to knowledge, life skills and experiences for better living. They bring together and partner with government, business and community based groups to serve all residents and visitors of Sullivan County. CCE meets the changing needs of the county and its diverse population by employing the latest technology, research based education and highly trained professional staff, and offers a variety of programs which cover agriculture and food systems, community and economic vitality, environment and natural resources, nutrition and healthy families, and youth development.

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Income	0	0	0	0
State Aid	0	0	0	0
Federal Aid	0	0	0	0
Total Revenue	0	0	0	0
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	0	0	0	0
Employment Benefits	0	0	0	0
Contract Services	500,328	499,672	602,383	643,000
Fixed Equipment	0	0	0	0
Total Expenditures	500,328	499,672	602,383	643,000



A9730 Bond Anticipation Notes

Department Description

This budget organization includes appropriations for principal and interest payments on short term borrowing or bonds.

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Principal	0	0	2,158,333	1,651,667
Interest	0	69,860	79,899	24,775
Total Debt Service	0	69,860	2,238,232	1,676,442



A9760 Tax Anticipation Notes

Department Description

This line includes short term bonds issued to provide cash flow until such time as other anticipated revenue is realized.

Budget Summary

Expenses	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Debt Service – Interest	0	80,000	446,417	100,000
Total Expenses	0	80,000	446,417	100,000



A9901 Interfund Transfers

Department Description

This budget organization provides subsidies from the County's General Fund to its other operating funds, such as the County Road Fund and Road Machinery Fund.

Budget Summary

Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Transfers	27,464,906	26,952,973	27,446,212	38,732,348
Total Expenditures	27,464,906	26,952,973	27,446,212	38,732,348



A9999 General Fund Revenues

Department Description

This budget organization accounts for revenue not directly associated with a specific department, such as sales tax.

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Revenue	129,580,760	130,982,937	66,625,020	70,231,340
State Aid	0	0	0	0
Total Revenue	129,580,760	130,982,937	66,625,020	70,231,340



AXX89-98 Post Employment Benefits

Department Description

Post Employment Benefits are available to all retired County employees who are eligible based on age and on years of service. These budget organizations also account for expenses related to employees who are separated from employment and are eligible for unemployment benefits. There are seven (7) budget organizations in the General Fund that account for post-employment benefits, accounting for retirees based upon the governmental function of the department from which they retired:

- A-1989-98 – General Governmental Support
- A-3989-98 – Public Safety
- A-4989-98 – Health
- A-5989-98 – Transportation
- A-6990-98 – Economic Assistance and Opportunity
- A-6991-98 -- Economic Assistance - DFS
- A-7989-98 – Culture and Recreation
- A-8989-98 – Home and Community Services

Budget Summary

Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Personal Services	0	0	0	0
Employment Benefits	4,011,208	3,948,305	3,929,716	3,917,999
Contract Services	0	0	0	0
Fixed Equipment	0	0	0	0
Total Expenditures	4,011,208	3,948,305	3,929,716	3,917,999



V-Fund: Debt Service

Budget Summary

Revenue	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Departmental Revenue	325,430	17,982	0	0
Interfund Transfers	14,197,630	13,285,286	13,268,759	13,180,470
Federal Aid	124,406	57,068	0	0
Total Revenue	14,647,466	13,360,336	13,268,759	13,180,470
Expenditures	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2022 Recommended
Misc Expenses	8,690	7,246	0	0
Debt Service – Principal	9,520,000	8,810,000	9,070,000	9,315,000
Debt Service – Interest	4,793,346	4,525,107	4,198,759	3,865,470
Interfund Transfers	325,430	17,982	0	0
Total Expenditures	14,647,466	13,360,335	13,268,759	13,180,470



**Sullivan County Adopted
Budget Executive Summary**

2022

A list of terms in the subject of government, accounting, budget and management with accompanying definitions.

Glossary

Access Fee	A fee charged to each improved parcel based upon the parcel's access to certain infrastructure. In Sullivan County, an access fee is charged to each improved parcel based upon the parcel's access to the County solid waste system.
Account Code	An expenditure classification based upon types or categories of spending, such as positions, office supplies, or various types of interdepartmental expenses.
Accounting System	The total set of records and procedures, which are used to record and report information on the financial operations of an organization.
Accrual Basis of Accounting	Transactions are recorded to a fiscal year when the event takes place, regardless of when payment was actually received. The revenues are recorded during the period which the revenue-generating activities are being performed. The expenses are recorded when the services and goods are received.
Administrative Cost	The expense that an organization incurs not directly tied to a specific function such as manifesting, production or sales.
Agritourism	The practice of touring agricultural areas to see farms and often to participate in farm activities.
Allocate	To set apart for a particular purpose; assign or allot.
Anticipation	The performance of an act or obligation before it is legally due.
Appropriation	A government legislative body's authority that allows officials to incur obligations and to make public fund expenditures. Usually made for fixed amounts and are normally granted for a one-year period.
Assessed Valuation	The estimated value for real estate or other property by a government as a basis for levying taxes. The value may only be a fraction of its market value.
Asset	Property that has a monetary value that must be accounted for, owned by the County.
Assigned Fund Balance	Amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority.
Attributable Revenue	The revenue generated as a direct consequence of the provision of a specific governmental activity, such as fees for service, state or federal aid for programs, and income from sales.
Audit	The collection and careful review of appropriate documents to assess the accuracy of financial statements and the fairness and efficiency with which

management carries out its responsibilities.

Authorized Positions	Positions that the legislative body has formally approved for a given period.
Balanced Budget	A budget in which estimated revenues, including any appropriated fund balance, is equal to estimated expenditures or appropriations.
Bond	A written promise under which a person or government guarantees to pay a stated sum of money (with a specified interest rate) on or before a specified day. Repayments of principle and interest payments are detailed in a debt schedule and are budgeted as debt service.
Bond Rating	A system of rating securities for the purpose of indicating the relative creditworthiness, being performed by an independent rating service.
Budget	A comprehensive financial plan of operation which allocates available revenues among competing expenditure requirements for a given time period.
Budget Amendment	The legal process used to make changes to budget appropriation or revenue. The modifications to the adopted budget are subject to the budget amendment process as described on page 23 of this document.
Budget as Modified	The adopted financial plan after changes by the County Manager and/or the County Legislature's budget amendments and budget transfers between account codes during the year.
Budget Calendar	The schedule of milestones and key dates that are used by the County to prepare, adopt and administer the budget.
Budget Document	The official document that presents the proposed line item budget to the legislative body.
Budget Message	Presented in narrative form, a proposed budget's introductory statement. Included are the major issues of the budget, provides a summary of important components, changes from previous years and the views and recommendations of the County Manager.
Budget Transfer	Modifications to the operating budget, which involves the transfer of appropriations or revenues within and between organizational units and accounts.
Capital Expenditure	Sullivan County defines a capital expenditure as any movable or fixed unit of furniture or furnishings, an instrument, a machine, an apparatus, or a set of articles which meet all of the following conditions: It retains its original shape and appearance in use, It is non-expendable; that is, if the article is damaged or some of its parts are lost or worn out, it is usually more feasible to repair it rather than replace it with an entirely new unit; It

represents an investment of money over \$25,000.00 which makes it feasible and advisable to capitalize the item, and has a life expectancy of greater than one year, and; It does not lose its identity through incorporation into a different or more complex unit or substance. Capital expenditures also include any vehicle purchase, as well as any major improvements to County vehicles, regardless of price.

Capital Improvement Plan	A plan for capital expenditures to be incurred each year over a period of six future years. It describes and details each capital project, the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.
Capital Improvements	Land, building or other physical asset improvements. Roads, parks, equipment and vehicles are typically included.
Capital Outlay	Land, equipment, vehicles or machinery expenditures that result in the acquisition of or addition to, fixed assets.
Cash Basis of Accounting	A basis of accounting that only when cash is received or disbursed are transactions recognized.
Committed Fund Balance	Using a government's highest level decision-making authority to have amounts constrained to specific purposes. Unless the government takes the same highest level action, amounts cannot be used for any other purpose.
Constitutional Debt Limit	The County's maximum legal amount of debt that can be incurred.
Constitutional Tax Margin	The maximum legal property tax rate (or levy) at which a municipality may levy a tax.
Consumer Price Index (CPI)	A U.S. Bureau of Labor Statistic provided price level statistical description (used to measure the cost of living).
Contingency	A budgetary reserve set aside for unforeseen expenditures that occur during the fiscal year.
County Fleet	A group of motor vehicles operating under the ownership of the county.
County Share	The total cost of an item or service to the County after the total expense has been offset by available revenue.
D & H	Sometimes used as an abbreviation for D & H Canal, a historical area, originally used between 1828 and 1899, when barges carried anthracite coal from mines of Northeastern Pennsylvania to the Hudson River.
D.A.	An abbreviation used for District Attorney, an elected position within the County who acts as prosecutor in criminal cases.

Debt Service	The payment of principal and interest on borrowed funds, according to a predetermined payment schedule.
Deficit	The excess of liabilities over assets and/ or the excess of expenses over revenues, during a single accounting period or on an accumulated basis.
Delinquent Taxes	Penalty for nonpayment is attached to taxes remaining unpaid on and after a certain date.
Department	A unit within a division that focuses on a specific mission and carries out tasks associated with achieving that mission.
Depreciation	Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of physical events, inadequacy or obsolescence. This represents the decrease in value of physical assets due to use and the passage of time. Each asset has a predetermined depreciable life.
Disbursement	Payments for goods and services.
Division	A specific governmental service or closely related services on the highest organizational level for provision and delivery.
Employee Benefits	County appropriations that could be for retirement, worker's compensation, Social Security, health, dental and unemployment cost.
Encumbrance	The commitment of appropriated funds to purchase an item or service. Funding is set aside or committed for future expenditure.
Enterprise Resource Planning (ERP) Software	A business process management software that allows an organization to use a system of integrated applications to manage operations and automate many back office functions. Currently Sullivan County uses New World.
Equalization	An annual assessment of real estates to ensure that assessments accurately reflect current market values.
Equipment	One of the major expense codes used to categorizes appropriations. Motor vehicles, tools, office equipment, construction equipment, laboratory equipment, grounds equipment, safety equipment and shop equipment are included.
Estimated Revenue	The amount of revenue projected or forecasted to be collected during the current or future fiscal years. Estimated revenue becomes budgeted revenue when approved as part of the annual budget process by the County legislature.
Executive Summary	A short document or section of a document, produced for business purpose that summarizes a larger report or proposal or a group of related reports in such a way that readers can become rapidly acquainted with a large body of

	material.
Expenditure (Expense)	Charges incurred by an organization for the rendering of services, or delivery or production of goods.
Expense Code	See “Account Code”
Feasibility	The state or degree of being easily or conveniently done.
Fiscal Agent Fees	These fee charged by institutions for record keeping of Registered (Serial) Bondholders and for the semi-annual distribution of principal and interest payments to those bondholders. Fiscal agent fees on serial bonds, capital notes and bond anticipation notes are paid by the purchaser.
Fiscal Restraint	The practice of restraining growth in expenditures to remain within revenue forecast.
Fiscal Year	A twelve month period designated as the operations year for an organization (also called a budget year). January 1 through December 31 is the fiscal year for the County while the fiscal year for the State is April 1 through March 31.
Fixed Asset	A long- term property, examples including machinery, land, furniture and buildings.
Forecast	Revenue and expenditures projections re-evaluation for a given fiscal period based on updated economic data and trends, providing actual expenditures, revenue, and performance for the current fiscal year to date, plus a projection for the remainder of the fiscal year.
Full Time Equivalent (FTE)	An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees.
Full Value	As indicated on the assessment rolls the market value of all property in the county (after exemptions).
Fund	An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or resources together with all related liabilities, obligations, equities and reserves which are segregated for the purpose of carrying on certain activities or to attain certain objectives.
Fund Balance	The difference between a fund’s total liabilities and its total assets. When the assets exceed the liabilities it is called a surplus and when the liabilities exceed the assets it is called a fund deficit.
Generally Accepted	Governmental Accounting Standards Board established uniform minimum

Accounting Principles (GAAP)	standards for financial recording and accounting.
General Obligation Bonds	Ensuring payment for a bond, backed by the full faith and credit of government. A two-thirds vote by the legislature must be done to approve the bonding of all capital projects.
Grant	Typically state and/or federal government contributions to a local government for a specific purpose. Grants may be awarded on either a competitive or non-competitive basis.
Health Insurance Buyout	A financial incentive offered to an employee in exchange for an early retirement or voluntary resignation.
Indirect Costs	Cost associated with, but not directly attributed to, the operation of a department. These costs are usually incurred by departments in the support of other operating departments.
Interdepartmental Chargebacks	One County department billing another County department for the provision of measurable and direct services, such as facilities management, computer and tech support and printing.
Interest	The price paid for the use of money, or the return on investment obtained from investing cash.
Interfund Items	Items resulting from a financial transaction occurring between two funds within the same governmental institution.
Interfund Transfers	A net operating support transfer from one fund to another.
Levy	An amount of money that must be paid and that is collected by a government or other authority.
Line Item	An entry that appears on a separate line in a bookkeeping ledger or a fiscal budget.
Line Item Budget	A budget that lists each expenditure category and revenue category separately, along with the dollar amount budgeted for each specified category.
Litigate	To make subject of a lawsuit.
Mandate	Any responsibility, action or procedure that is imposed by one sphere of government on another through legislative, executive or judicial action as a direct order.
Maturity Date	The date at which full and/or final payment of principal and interest is due

on debt obligations.

Methodology	A body of practices, procedures, and rules used by those who work in a discipline or engage in an inquiry; a set of working methods.
Mission Statement	A formal summary of the aims and values of a company or organization.
Mitigation	Lessening the anticipated negative impacts of an action, event, or decision, such as new development or natural disaster.
Modified Budget	The adopted financial plan that results from changes by budget amendments and budget transfers throughout the year.
Modified Accrual Basis of Accounting	Under the modified accrual basis, revenues are recognized when measurable and available to pay current obligations, and expenditures are recognized when the related obligations incurred.
Municipal	Relating to a county, town or village (local government).
Municipal Bond	Bond issued by a state, local, or government authority in the United States.
Municipal Court	A lower court which usually tries criminal misdemeanors and civil lawsuits involving lesser amounts of money than superior, district or county courts.
O & W	Used as an abbreviation for the New York, Ontario and Western Railway. This was a regional railroad which operated between 1868 and 1953. This is current a historical site within Sullivan County.
Occupancy Tax	A surcharge on hotel and motel services.
Operating Budget	The portion of the budget that pertains to daily operations and provides basic governmental services. The operating budget contains all appropriations and revenues necessary to operate the government.
Outcome	Resulting qualitative consequences associated with a program service.
Period of Probable Usefulness (PPU)	The maximum period of time available, by law, to repay indebtedness, range between 3 to 40 years.
PILOT	A PILOT is a payment in lieu of taxes, made to compensate a local government for some or all of the tax revenue that it loses because of the nature of the ownership or use of a particular piece of real property.
Post-Employment Benefits	Benefits that extend past the period of employment and are provided as part of the total compensation offered to qualified employees, including health benefits for retirees.
Principal	The par value or face value of a bond, note or other fixed amount security

	not including accrued interest.
Property Tax	Countywide taxes levied on all real property according to the property's valuation and tax rate.
Recreation	Something people do to relax or have fun: activities done for enjoyment.
Reimbursement	Repayments of amounts spent on behalf of another party.
Request for Proposals	To requests offers for the provision of goods or services through the use of a document prepared by the County.
Revenue	Income that a government receives that can be used to fund expenditures.
Revenue Estimate	A prediction of how much revenue will be earned from a specific revenue source for a specified period of time.
Revenue Source	A category of revenue, such as state aid, federal aid or local tax revenues.
Sales Tax	A surcharge applied to retail sales of certain tangible personal property and services.
Serial Bond	A written promise to pay a specified sum of money (principal face value) at specified future date, along with periodic interest paid at a specified percentage of the principal.
Special Assessment	To defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties by having a compulsory levy made against certain properties.
Statutory Authority	A body set up by law which is authorized to enact legislation on behalf of the relevant county or state.
Stipends	A fixed regular sum paid as a salary or allowance.
Tax Base	The aggregated value of taxed items. The base of the County's real property tax is the market value of all real estate in the County.
Tax Cap	This law, enacted on June 24, 2011, requires that municipalities raise taxes no more than 2 percent or the rate of inflation, whichever is less. The County cannot legally adopt a budget that has a tax levy above the tax cap threshold unless a two thirds majority of the Legislature has enacted a local law for such a purpose.
Tax Certioraris	The legal process by which the courts review a real property assessment.
Tax Levy	The total amount of money that the County will collect in property taxes.
Tax Rate	The rate at which a property is taxed per \$1,000 of assessed value.

Tax Rate Limit	The maximum legal property tax rate that a municipality may levy a tax.
Tax Roll	The certification of assessed/taxable values prepared by the Assessor and presented to the taxing authority each year.
Taxable Assessed Value	The value used to compute your tax bill and applies to real property only.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.
Useful Life	The estimated period of probable usefulness of an asset, by which the depreciation schedule can be determined.
User Fees	The direct payment of a fee by a party benefiting from a public service, such as the rental of a park pavilion.