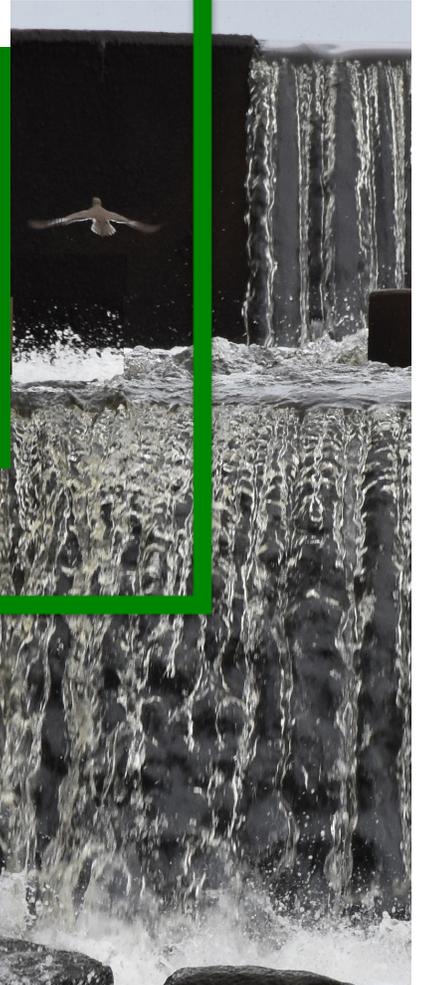




Mountains of Opportunities

2019

**COUNTY OF SULLIVAN
Tentative Budget
Executive Summary**





SULLIVAN COUNTY LEGISLATURE

SULLIVAN COUNTY GOVERNMENT CENTER
100 NORTH STREET, P.O. BOX 5012
MONTICELLO, NY 12701-5192

November 8, 2018

Dear Legislators:

I am pleased to present to you the 2019 Sullivan County Tentative Budget.

The County's finances remain on solid financial footing after years of stress caused by the recent recession. We have one of the best bond ratings in the State, and the Comptroller has once again confirmed that we are not under fiscal stress. It is truly an exciting time to live in Sullivan County with the economic revitalization that is now manifest.

Nevertheless, my team and I took a conservatively prudent approach to the 2019 Budget, as the costs of health insurance, foster care and the coming temporary operation of two jails simultaneously will have significant fiscal impacts.

Notable changes in the 2019 Budget include increased funding for infrastructure, economic development, organizational efficiencies, and quality-of-life issues. We continue to gain ground on needed bridge and road maintenance, we are positioning the County to take advantage of increased economic development, and we remain highly focused on making 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 and equipment, without increasing the burden on taxpayers.

I look forward to working with you, our County employees and all our citizens to carry out the goals and initiatives contained within this Tentative Budget. We are moving forward!

Sincerely,

Joshua A. Potossek, MBA
County Manager
County of Sullivan



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of Sullivan
New York**

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morrill

Executive Director

**2019 Tentative Budget Executive Summary
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2019 TENTATIVE BUDGET FOR SULLIVAN COUNTY

SULLIVAN COUNTY LEGISLATURE

Luis Alvarez, Chairman
District 6



Mark McCarthy
District 3



Joseph Perrello
District 7



Alan Sorensen
District 9



Catherine Owens
District 4



Nadia Rajs, Vice Chair
District 2



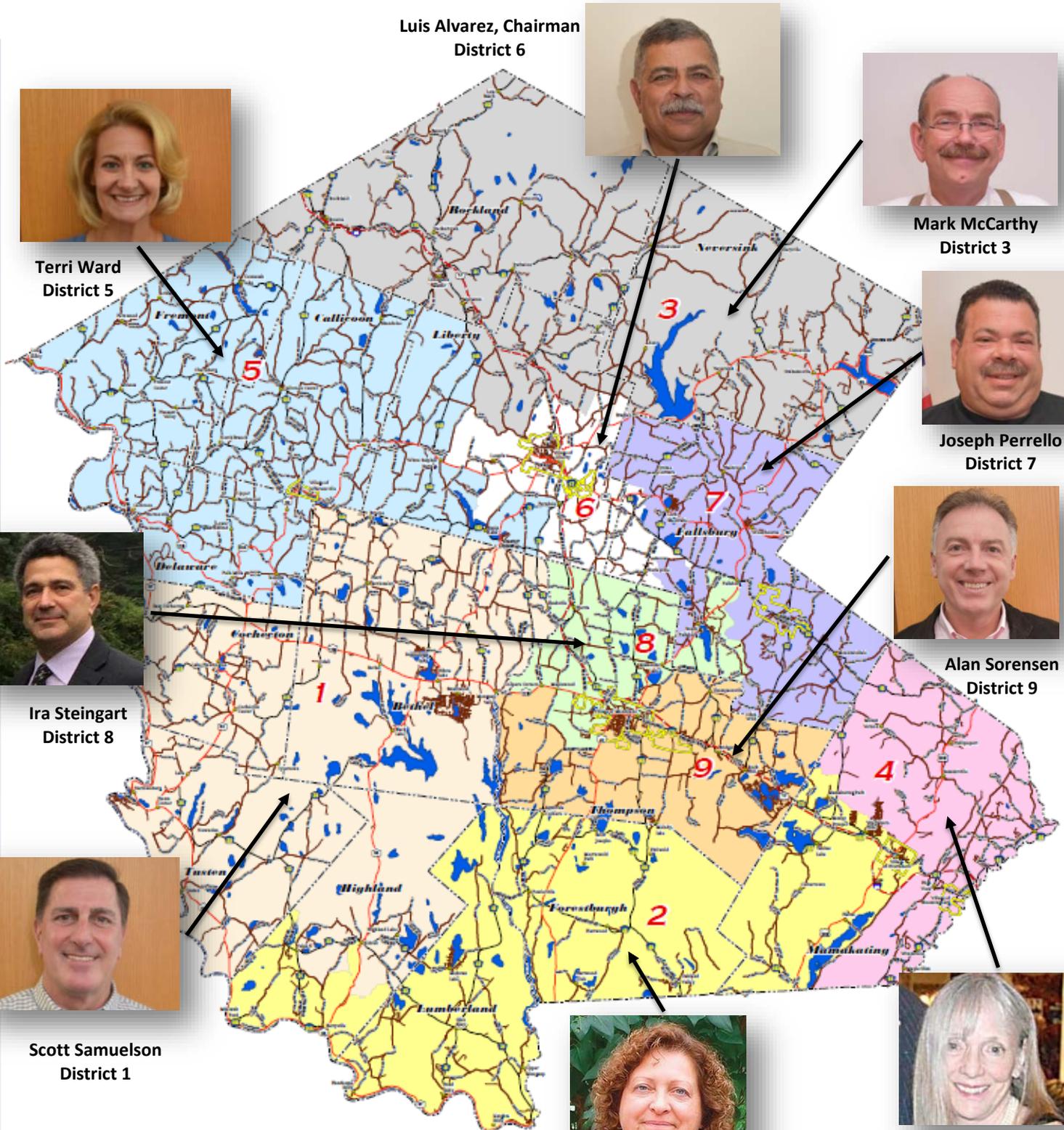
Terri Ward
District 5



Ira Steingart
District 8



Scott Samuelson
District 1



2019 TENTATIVE BUDGET FOR SULLIVAN COUNTY
CHAIRS OF STANDING COMMITTEES OF COUNTY LEGISLATURE

Luis Alvarez	Executive Committee
Ira Steingart	Economic Development Committee
Alan Sorensen	Planning, Community Development and Real Property Committee and Capital Planning and Budget Committee
Catherine Owens	Government Services Committee Parks, Agriculture and Sustainability Police Committee
Nadia Rajsz	Health and Family Services Committee Personnel Committee
Scott Samuelson	Management and Budget Committee
Terri Ward	Public Safety and Law Enforcement Committee
Joseph Perrello	Public Works Committee
Mark McCarthy	Veterans Service Committee

2019 TENTATIVE BUDGET FOR SULLIVAN COUNTY
SULLIVAN COUNTY ELECTED OFFICIALS

County Treasurer	Nancy Buck
County Clerk	Daniel L. Briggs
District Attorney	James R. Farrell
Sherriff	Michael A. Schiff
Coroners	Michael J. Speer Elton Harris Alan Kesten Albee Bockman

READERS GUIDE

This 2019 Tentative Budget Executive Summary represents a supplement, intended to be used in conjunction with the 2019 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 2019 and clarifies the reasoning behind some of the spending for 2019. 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 2019 Tentative revenues and expenses, position counts and statistics and goals 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.

Today, the opening of a new Class III Gaming facility in the Town of Thompson, part of a larger billion-dollar development, as well as several other projects in various stages of development are providing a much-needed boost to the County's tourism and economy. 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

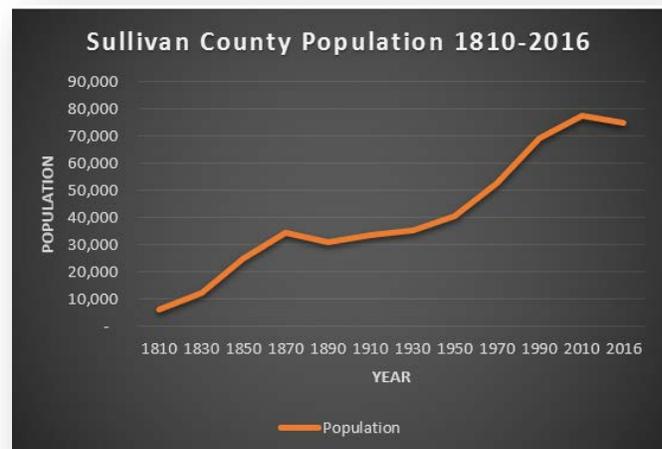


Sullivan County is a 968-square-mile rural county in New York State located approximately 90 miles northwest of New York City in the Catskill Mountains. Its western border is shared with Pennsylvania and is marked by the Delaware River. Neighboring counties include Delaware County to the north, Ulster 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 2016 U.S. Census, Sullivan County has a full-time population of 74,801. 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 \$50,710 from 2011-2015, and 18.1% of the population was estimated to live below the poverty level for the same period. There were a total of 49,890 housing units in the County, and the homeownership rate was 65.5%⁶.

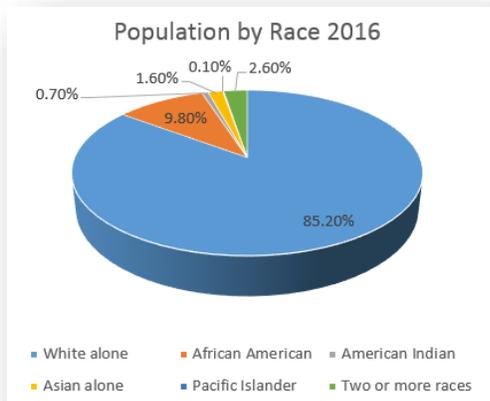
In the early days of Sullivan County, the population was at around 6,100 residents. That number slowly grew as manufacturing and tourism developed. In 2016, the U.S. Census estimated a population of 74,801, down 3.5% from the 2010 population of 77,520. In 2010, 56.50% of the population was working age (between 18-65



⁴ Bethel Woods Center for the Arts

⁵ Sullivan County Visitors Association

⁶ Sullivan County NY Wikipedia page



years). In 2016, this same population decreased slightly to 55.30%. The racial/ethnic distribution is shown in the chart below, with 85.20% white, 9.8% African American, 1.6% Asian, .7% Pacific Islander, .1% American Indian and 2.6% 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 2016 U.S. Census, 86% of the population of Sullivan County have a high school diploma or higher, with 22.2% 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. There are 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 six divisions, which are overseen by a Commissioner who reports directly to the County Manager:

1. Management and Budget – Commissioner Janet Young
2. Public Works – Commissioner Edward McAndrew
3. Public Safety – Commissioner Richard Sauer

⁷ U.S. Census Bureau

⁸ New York Schools statistics

⁹ Sullivan County Government

¹⁰ CoachUSA

¹¹ NJ Transit

4. Planning and Environmental Management – Commissioner Freda Eisenberg
5. Health and Family Services – Commissioner Joseph Todora
6. Environmental Sustainability, Beautification and Recreation (directly under County Manager)

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.



Our Probation Department handles post-conviction proceedings with 22 probation officers currently on staff. In 2017 they completed 155 telepresence remote video conference interviews with inmates of the Sullivan County Jail. There were 102 defendants released in 2017 and placed under supervision within the pre-trial release program. The department also monitored the completion of over 10,000 hours of community service by 89 defendants, as ordered by the courts in lieu of jail time¹³.

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.

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

¹³ Sullivan County Government

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 problems¹⁴.

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.

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 For Delaware Museum of Colonial History¹⁵.

¹⁴ Sullivan County Government

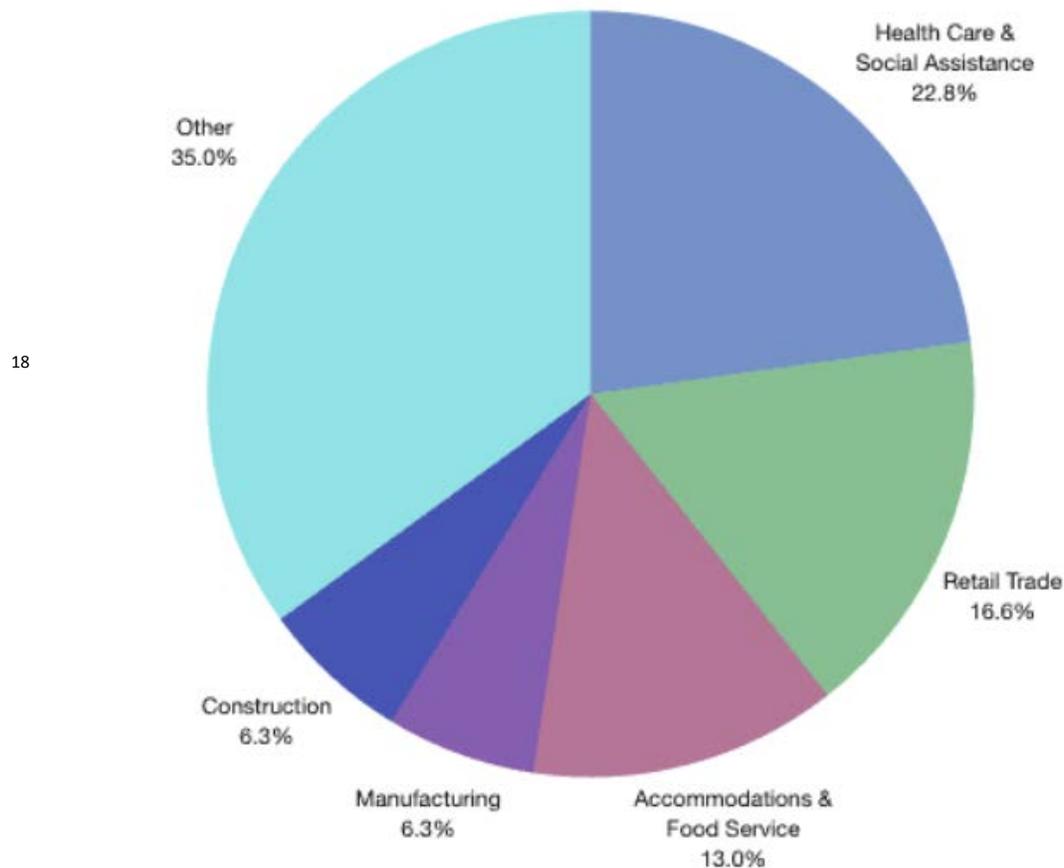
¹⁵ Sullivan County Visitor's Association

Economic Outlook

The 2016 U.S. Census estimated a civilian labor force of 59% of the total population of Sullivan County or 44,132 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 4-4.9% 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%¹⁶.

The 2017 assessed values for property in Sullivan County totaled \$5.1 billion with a 2018 estimated property tax revenue of \$62 million expected¹⁷.

Employment by sector is broken down as follows:



¹⁶ U.S. Census

¹⁷ Sullivan County 2017 Assessment Rolls

¹⁸ Economic Development Corporation of Sullivan County

In 2018, Resorts World Catskills opened a hotel and casino in the Town of Thompson. The construction of the resort area continues with another hotel and a separate waterpark.

	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

Approximately 2,000 full and part-time employment opportunities are expected upon full buildout of the entertainment complex. The 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 million is anticipated in the 2019 Tentative Budget.

YO1 Wellness Center is now open 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.

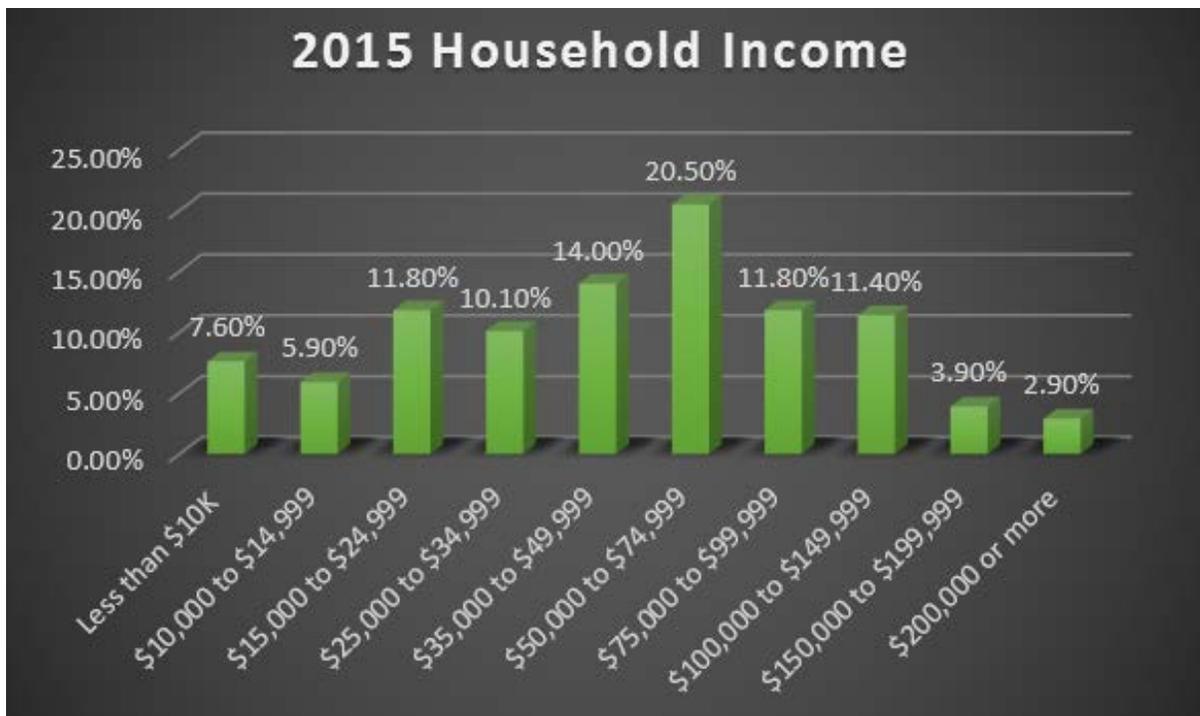
Industrial development agencies were created in New York State to attract and enhance industrial and economic development, help create jobs and maintain economic stability within municipal or regional boundaries. Because New York’s Constitution prohibits municipalities from making gifts or loans to private 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 objective¹⁹.

Income

Per capita income for Sullivan County is \$25,742 with median household income at \$50,710. The poverty rate is 18.1% within the County, while the New York State poverty rate is 14.7%. 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 threshold²⁰.

Household demographics with relation to income are as follows:



The SC Human Rights Commission is committed to improving the lives of all Sullivan County Residents. The Commission currently has several initiatives in place to foster respect and understanding within our communities.

The Law Enforcement & Community Relations Initiative was created to facilitate opportunities for members of all communities to interact with local law enforcement and get to know each other. Meet and Greets are encouraged and held at festivals and community events. Cop Cafes are a simple, but important way for the community to share a cup of coffee with law enforcement and present their concerns and ideas. This establishes better understanding, acceptance and builds trust.

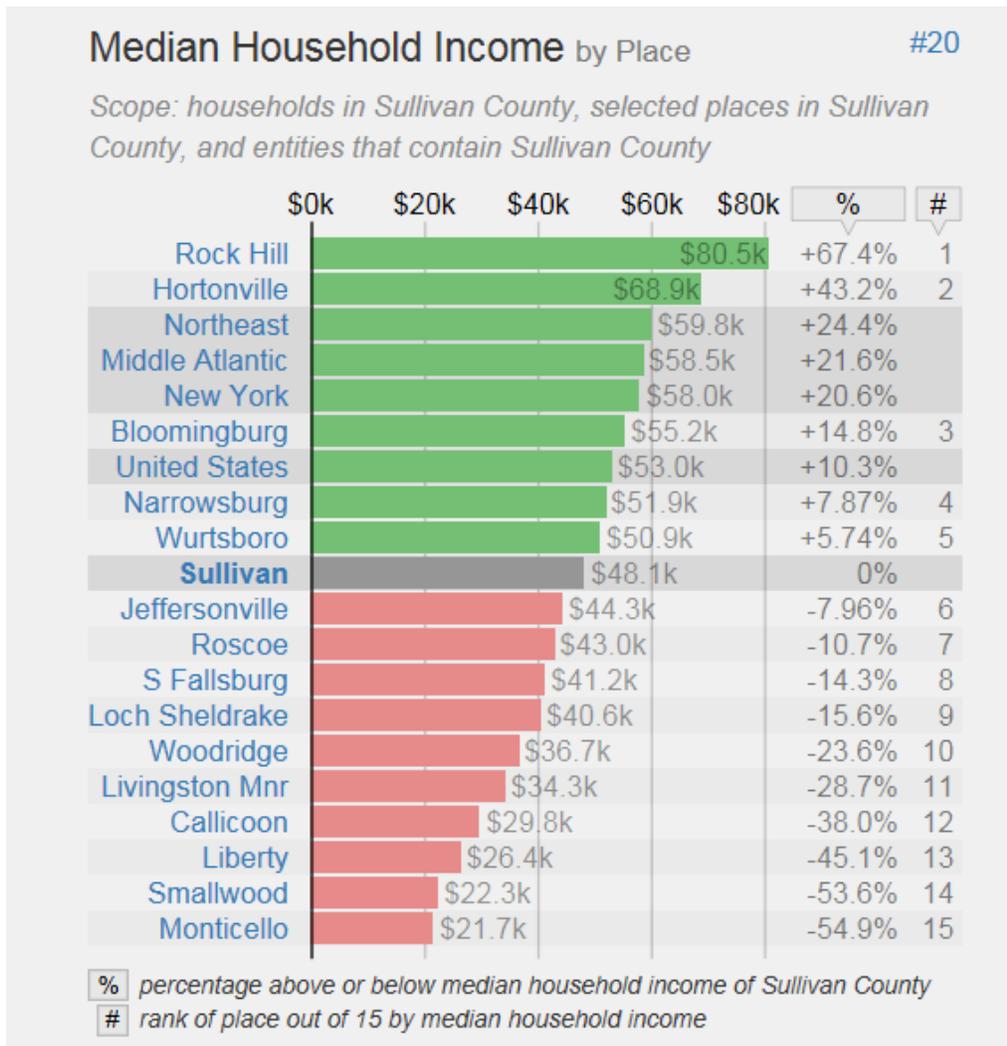
¹⁹ County of Sullivan IDA

²⁰ U.S. Census

The initiative also oversees an Anti-Bullying endeavor established to enable all residents of all ages to speak about their experiences and share the ramifications on their individual lives. Forums and brainstorming sessions continue to be given to assure that all people are respected. The Commission works with Sullivan County school districts and offers recommendations for human rights discussions.

Collaborations with multiple agencies throughout Sullivan County is underway to improve the health and well-being of county residents. The Commission participates in extensive outreach opportunities assuring that all people are heard and valued.

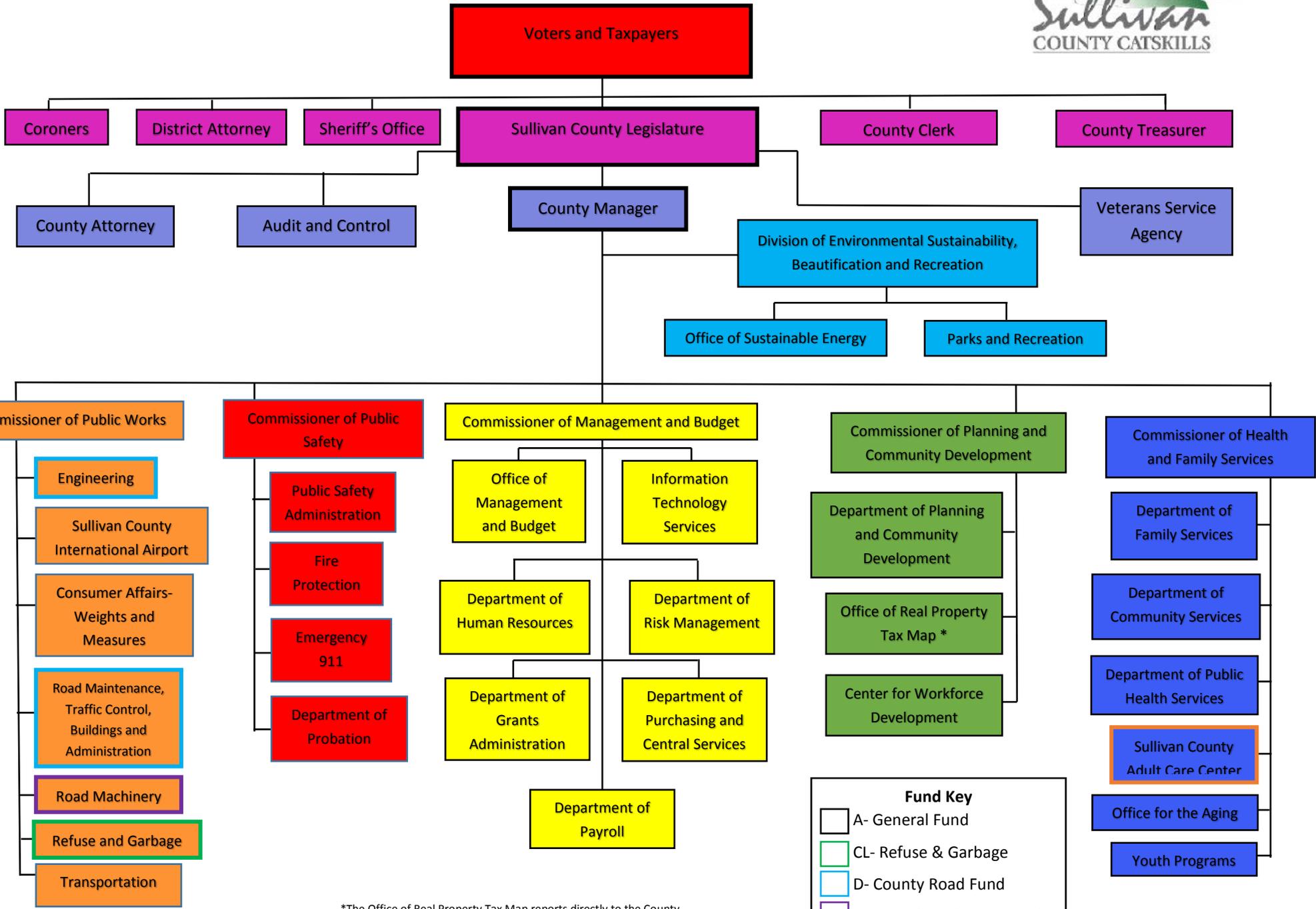
Median household income by area is shown below:



21

²¹ Statistical Atlas

SULLIVAN COUNTY GOVERNMENT: ORGANIZATIONAL CHART



*The Office of Real Property Tax Map reports directly to the County Legislature, but for administrative purposes is included within the Division of Planning and Environmental Management

Fund Key

- A- General Fund
- CL- Refuse & Garbage
- D- County Road Fund
- DM-Road Machinery Fund
- EI- Adult Care Center



BUDGET OVERVIEW

STRATEGY MAP



Sullivan County is preparing for a brighter future. On the verge of increased tourism and major economic development through updated infrastructure, increased safety initiatives, overall wellness and government efficiency are at the forefront of operations.

DELIVER ON OUR FOCUS AREAS

Efficient Government • Citizen and Employee Wellness • Community Safety • Municipal Beautification

FOSTER INFRASTRUCTURE INVESTMENT

I1 Constant road and bridge maintenance to promote safe countywide travel and avoid the need for emergency spending.

I2 Keeping buildings up to date, energy efficient and safe to maximize taxpayer dollars.

I3 Community transportation development. Provide public transportation to employment, healthcare, shopping, etc.

I4 Provide up to date facilities for County departments to safely and effectively serve taxpayers and provide services.

PROMOTE COMMUNITY AND ECONOMIC DEVELOPMENT

C1 Maintain up to date and esthetically pleasing signage, in order to make a good impression for visitors to our county and ensure return visits.

C2 Proactively battle municipal blight through the funding of tipping fees for municipalities to dispose of demolition items and creation of Land Bank.

C3 Provide zoning incentives to communities looking to develop commercial sectors within their towns.

C4 Increased marketing and business retention for the Partnership for Economic Development to encourage businesses to stay and expansion to continue.

C5 Support Capital Projects related to tourism, community & economic development, image enhancement and other County goals.

MANAGE PUBLIC SAFETY AND LAW ENFORCEMENT

P1 Community safety through strong and efficient chain of communication. From police to District Attorney to probation, the process should be timely and proactive.

P2 Provide resources and attention to children being served through Child Protective Services and other departments.

P3 Emergency 911 services upgrade (technologically). Emergency notification system through smartphones for every municipality.

P4 Invest in the improvement of cell phone coverage countywide to ensure public safety and support the efforts of emergency responders.

ENCOURAGE HEALTH AND WELLNESS

H1 Improve County health rankings.

H2 Provide quality care and qualified personnel to Adult Care Center residents.

H3 Provide funding for quality of life projects to get residents outside and moving.

H4 Support the funding for discretionary programs throughout the County to enrich the lives of residents.

PROVIDE ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

O1 Attract and retain long term employees with knowledge of operations and ability to be efficient and effective, by offering competitive salaries.

O2 Create and maintain a paperless environment, saving time and money on reduced storage and printing, to operate more efficiently.

O3 Reduction of Worker's Compensation claims through increased push for workplace safety.

O4 Provide sufficient staffing where needed to better serve the people of Sullivan County.

CRITICAL BUSINESS OUTCOMES

2018

- CBO1 Promotion of tourism and attitude of welcome
- CBO2 Responsible use of taxpayer funds
- CBO3 Efficient law enforcement practices from A to Z.
- CBO4 Increased community and economic development
- CBO5 Updates to buildings and roads for safer living
- CBO6 Community health and wellness

MOUNTAINS OF OPPORTUNITIES



Priorities and Issues

The 2019 Budget was developed amidst the twin boons of historically low unemployment and increased sales tax revenue but also the challenges of rapidly increasing costs and less-than-anticipated gaming proceeds. Sullivan County's economy continues a healthy upward trend, but residents and businesses still cannot bear a significant increase in taxes.

So the 2019 Budget allocates funds cautiously, prudently and efficiently, even while the County leads the state in economic growth. Taxpayers demand no less.

The Sullivan County 2019 Tentative Budget therefore proposes a modest \$1.8 million increase in the tax levy, underneath the State-mandated cap, while decreasing the Solid Waste User Fee by \$1.9 million – a full one-third reduction for both residential and commercial ratepayers. Thanks to an increase in the County's total taxable assessed value, **the tax rate is decreasing by 1.6%. The net effect means the tight budgets of all our property taxpayers will not be additionally burdened – indeed, they should see a collective reduction in both their tax rate and what they are actually obligated to pay.**

The Tentative Budget, however, does not feature reductions in staff or services and, in fact, provides funding for a host of new programs, renovations and initiatives to ensure Sullivan County adeptly serves its population and continues to attract private investment.

The strategic focus areas in which resource allocations are proposed are as follows:

- Infrastructure Investment
- Community and Economic Development
- Quality of Life
- Organizational Efficiency and Effectiveness

INFRASTRUCTURE INVESTMENT

Road and Bridge Infrastructure

The County currently maintains 385 centerline miles of highways and 400 bridges. In addition to the ongoing bridgework enabled by 2018's \$10 million bond (five bridges total when including federal funding), the 2019 Budget provides \$8.8 million for roadwork, although only approximately \$2.1 million of that will be local share. A significant portion of this funding will enable the repaving of the East Broadway corridor in Monticello.

Our Division of Public Works is endeavoring to use the increased investment over the past few years to enact a schedule whereby the County keeps adequate pace with road repair and replacement needs.

Jail & Sheriff's Administration Building

The 2019 Budget funds the debt service associated with the construction of the new Jail and Sheriff's Administration facility. Slated to gradually open in 2019, the complex will provide an efficient, modern, and safe working environment for the Sheriff and his staff.

Since the aging current Jail must be maintained for 6-9 months after the new Jail opens, the 2019 Budget also makes provision for simultaneous operations in manpower, maintenance and utilities.

Buildings

A structure as old as the current Jail – the Lawrence H. Cooke Sullivan County Courthouse – is also receiving attention. While the exterior has been rehabilitated, including the complete replacement of sidewalks, the interior is outdated and overcrowded, both for the Court system and the District Attorney's Office. The 2019 Budget thus dedicates funds towards expansion via building acquisitions.

The Sullivan County Government Center, too, is out of sufficient space, and so in 2018, the County acquired a nearby office building – 518 Broadway – in which to relocate the Board of Elections and house its electronic voting machines. The 2019 Budget allocates \$1 million to renovate the structure accordingly, along with \$105,000 to begin a five-year replacement cycle of the voting machines.

Following the completed repaving of the parking lots, the replacement of the sidewalks, and the very successful transition to highly efficient lighting, boilers and heating/ventilation, the Government Center (and the neighboring Annex, housing Family Court and the Probation Department) will be re-roofed in 2019, for which the Budget makes provision.

The Care Center at Sunset Lake's 30-year-old domestic hot water system is scheduled to be replaced in 2020 with a modern system. For 2019, the County is budgeting \$65,000 (plus an anticipated \$10,000 grant) to evaluate what kind of system would be most energy-efficient and cost-effective. The completion of this project may include more significant grant funding and will contribute toward our Clean Energy Community designation.

Fort Delaware Museum of Colonial History in Narrowsburg will also receive sufficient funding to rehabilitate the aging buildings which comprise this educational, historical attraction.

Sullivan County Airport

Long underutilized, the Sullivan County International Airport is being positioned to become a hub of investment and activity. To that end, the 2019 Budget supplements existing federal funds to complete a needed rehab of the main runway, along with renovations to existing Airport infrastructure.

A complete listing of all 2019 proposed capital projects can be found in the capital budget narrative.

COMMUNITY AND ECONOMIC DEVELOPMENT

Our efforts in community and economic development represent our commitment to the continued success of our communities. It has never been more critical for Sullivan County to put its best foot forward than right now.

Sullivan County Land Bank

While the State's \$1 million in startup funding has successfully launched the Sullivan County Land Bank (14 properties acquired to date), the initiative requires ongoing investment from the County as well to reach its goals. Thus the 2019 Budget continues 2018's \$100,000 allocation into 2019 in order to acquire, rehabilitate/demolish, and sell eyesore properties in Monticello and Liberty.

RUSSt Program

Having debuted in the summer of 2018, the Removing Unsafe Structures (RUSSt) Program has already awarded a total of \$75,000 to five communities for six demolitions (Forestburgh, town and village of Liberty, Rockland and Monticello), and the County aims to continue that success in 2019 by increasing the available funding to a full \$200,000.

Zoning Incentive Program

In an effort to attract and retain commercial development, a municipal incentive program for streamlined commercial zoning processes will continue. A total of \$20,000 will be available to municipalities who wish to update their zoning and identify appropriate locations to ease restrictions and expedite siting approvals for new commercial development.

Municipal and Historical Signage

The 2019 Budget sets aside \$30,000 to continue the County's contribution towards municipal gateway and directional signage and adds a further \$40,000 to update historical signs across Sullivan County. This begins a process of improving the condition of our historic monuments to acknowledge the need to preserve our story, to be followed by an interactive map so that both residents and visitors can fully experience the rich history of the County.

Old Route 17 Shovel-Ready Corridor

Shovel-ready sites are the most attractive parcels to developers, but they must be located within a commercial zone close to an efficient highway network. That is the key impetus behind the Old Route 17 Shovel-Ready Corridor – an ongoing study of properties along Old Route 17 and modern 17 in the towns of Liberty and Thompson, between Ferndale and Harris, for which the 2019 Budget provides \$200,000 for the needed environmental analysis. The goal of both the County and the Partnership for Economic Development is to create a series of shovel-ready sites in an area conducive to commercial development.

Sullivan County Chamber of Commerce

Led by a new executive director, the Sullivan County Chamber of Commerce is embarking on a series of exciting initiatives. In a spirit of collaboration and to enable a speedier realization of the Chamber's goals, the 2019 Budget includes \$20,000 for a redesign of the Chamber's website, a new relocation/resource guide, and a "Bridges Out of Poverty" program to address generational poverty in our communities.

Taking Our Tourism Farther

Restoring funds diverted years ago to other efforts, the 2019 Budget adds \$50,000 to the Sullivan Catskills Visitors Association's County Advertising Support, doubling the allocation to a total \$100,000. The funding will allow the SCVA to offer more advertising opportunities to local businesses.

More Efficient, Cost-Effective Transportation

Connecting the public with employment opportunities, quality healthcare, shopping and other opportunities can be challenging, particularly in a rural setting such as Sullivan County. The 2019 budget includes \$150,000 (\$50,000 more than in 2018's budget) to complete the development of a public transportation route that will provide our residents with access to their places of employment, medical appointments, and various other needs. It is anticipated that the prospective vendor will initiate the new route by April 1, 2019.

Broadband Pilot Project

High-speed, or broadband, Internet access can no longer be considered a luxury but a necessity. Yet the challenge of providing such access to the far-flung reaches of Sullivan County has stymied private companies for more than a decade.

Thanks to the now-completed \$10 million effort to build a completely digital emergency communications system, the County is in a position to step in where private interests have not. Through the cooperation of our Information Technology Services and Public Safety departments, the County's newly installed Monticello tower will be outfitted with equipment that, if successful, will provide high-speed wireless Internet service at competitive rates through a County-created nonprofit to the general public within a four-mile radius (generally encompassing the Village of Monticello and surrounding areas). The 2019 Budget allocates \$200,000 toward this venture, for which a study is already in progress. Considering many of the County's other towers are located in areas unserved or underserved by cable and telephone networks, this initiative could transform work and life opportunities across the County.

Wheels for Work

Building upon grant funding that has made a key difference in residents' lives, the 2019 Budget includes \$50,000 to sustain the Wheels for Work Program, an initiative Sullivan County pioneered two decades ago and that has since become a statewide model. Working in conjunction with a local bank and used car dealers, the program identifies and acquires vehicles for extremely low-income County citizens who

otherwise could not afford transportation to and from work. In addition to guiding people through buying a car, the program also assists with repairs and insurance. Participants do share in a portion of the costs.

QUALITY OF LIFE

Sullivan County is fortunate to be situated amidst the rejuvenating splendor of nature, from our lakes and waterfalls to our mountains and forests. But the human component also requires services and activities, at reasonable cost, to truly thrive, and thus it is Sullivan County government's responsibility to meet that need.

Youth Bureau

Our children need and deserve quality recreational and educational opportunities as they grow. The Sullivan County Youth Bureau meets this requirement by funding nearly 30 youth-oriented programs run by towns, villages and nonprofits across the County. An additional \$15,000 allocation in the 2019 Budget will bring the Bureau's total funding for these worthwhile programs to \$100,000, extending our reach.

Discretionary Programs

A portion of every County Budget is set aside for the Legislature to fund – in its discretion – community institutions such as the Delaware Valley Arts Alliance, the Upper Delaware Scenic Byway, the Sportsmen's Federation, and others.

This competitive-application program will receive an additional \$50,000 in the 2019 Budget, upping the total amount of available funds to \$300,000.

Plans and Progress Small Grants Program

The purpose of the Plans & Progress Small Grant program is to assist local municipalities, as well as community and not-for-profit organizations throughout Sullivan County, with capital projects related to tourism, community and economic development, image enhancement, and other County goals.

The County will continue to fund the Plans and Progress Small Grant program in 2019 at \$100,000. It is important that we support local projects that have a positive impact on their communities and Sullivan County as a whole.

Reducing the Solid Waste Access Fee

Though admittedly unpopular from the start, the Solid Waste Access Fee has allowed the County to steadily and responsibly reduce its debt load on the now-closed Landfill. While that debt will not be paid off until at least 2026, the debt payments are dropping in 2019 by close to \$600,000, allowing us to reduce

the Solid Waste Access Fee by one-third, or \$1.9 million. For commercial users, the fee will drop from \$300 to \$200 per year, and from \$120 to \$80 per year for residential users.

ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

Corporate Compliance

The growing regulatory burden placed on the County has necessitated the creation of an Internal Compliance Officer position. The web of State and Federal rules is increasingly challenging to navigate, and the penalties for inadvertently violating those rules can be severe and costly. The County itself has numerous policies which must be adhered to. An Internal Compliance Officer will ensure the County is properly and timely meeting all regulatory requirements.

New County Clerk I

Due to the increasing workload in the Motor Vehicles portion of the County Clerk's Office, the 2019 Budget provides for an additional County Clerk I position in order to effectively and efficiently respond to a steady flow of customers requiring DMV services. Year to date, our local DMV Office has processed more than 67,000 transactions.

County Workforce

New York State is gradually increasing its minimum wage to \$12.10 an hour by 2020 in upstate areas (including Sullivan County), and to \$15 an hour in downstate areas. As we are seeking to attract and retain quality employees in a more competitive environment, the County plans to increase the minimum hourly rate to \$15 by 2019 – ahead of and beyond the upstate minimum wage increase.

The County has successfully concluded negotiations with the New York State Nurses Association (NYSNA), the Sheriff's PBA, LIU and Probation, and continues to negotiate in good faith with the Teamsters, Teamsters Supervisory and CSEA. The County additionally looks forward to working with the newest County employee union, NYSUT, which will represent largely white-collar positions. In recognition of the valuable services non-union employees also provide to citizens, the 2019 Budget includes a salary increase of 2%, with some adjustments in certain offices.

CONCLUSION

This Budget did not come about without serious consideration of need versus capability. Programs and services are proposed to be expanded, along with a slight increase in staffing, but at the same time, health insurance costs are projected to jump by 7.5% (or \$1.5 million), and foster care expenses alone will rise

by \$2 million. The cost of operating two jails simultaneously is anticipated to add \$1.2 million to expenses, though this will be a one-time impact.

The 2019 Budget does acknowledge that the County has benefitted significantly from the increased tourism and lodging within its borders. While the County collected just over \$916,000 in room rental taxes in 2017, the 2019 Budget anticipates \$1.2 million. Similarly, the 2018 Budget foresaw \$42.9 million in collected sales taxes, while the 2019 Budget anticipates \$46.65 million.

Many hours of hard work have gone into the development of the 2019 Budget. It builds on a year where we have finally begun to experience the kind of growth of which we long dreamed. We are leading the State in jobs and low unemployment, but we also are leading in poor health outcomes and the per-capita tax burden. If 2019 and beyond are to be as transformative as we desire, it is incumbent upon County government to prudently handle the influx of people and progress without overburdening taxpayers.

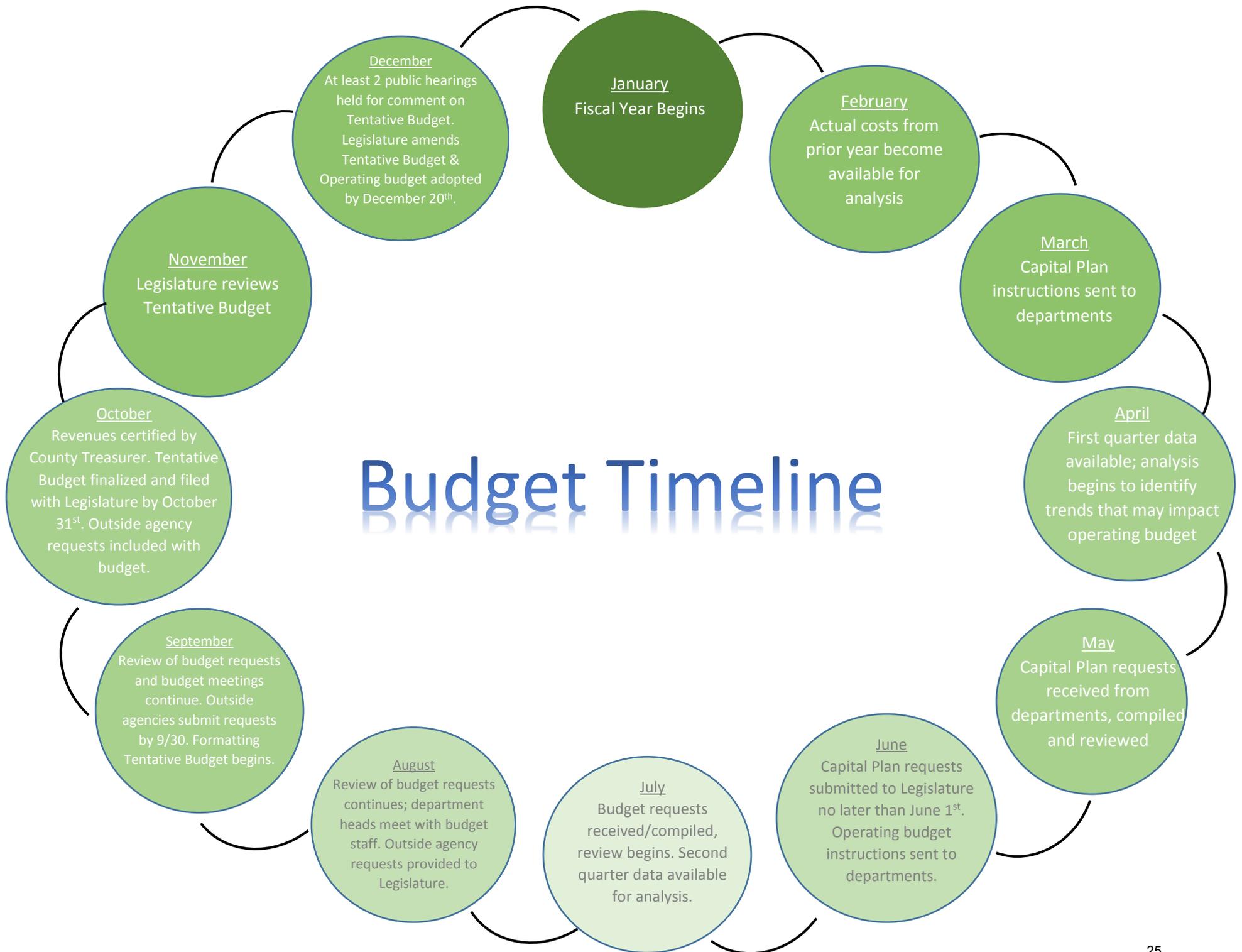
I am confident this 2019 Budget, as proposed, positions Sullivan County for growth and progress in a fiscally sound and responsible manner.



**Sullivan County
Budget Calendar
For Fiscal Year 2019**

<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 agencies requests provided to Legislature for review
September 1-30	Tentative Budget formatting begins
October 21st	County Treasurer certifies revenues
November 1st	Tentative Budget submitted to Legislature for review
November 1-30	Legislature reviews Tentative Budget
December 1-31	Two public hearings for commend 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 198 of 2013) 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 five percent (5%) of regular general fund operating expenditures.
- 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 5% fund balance levels in the General Fund 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:

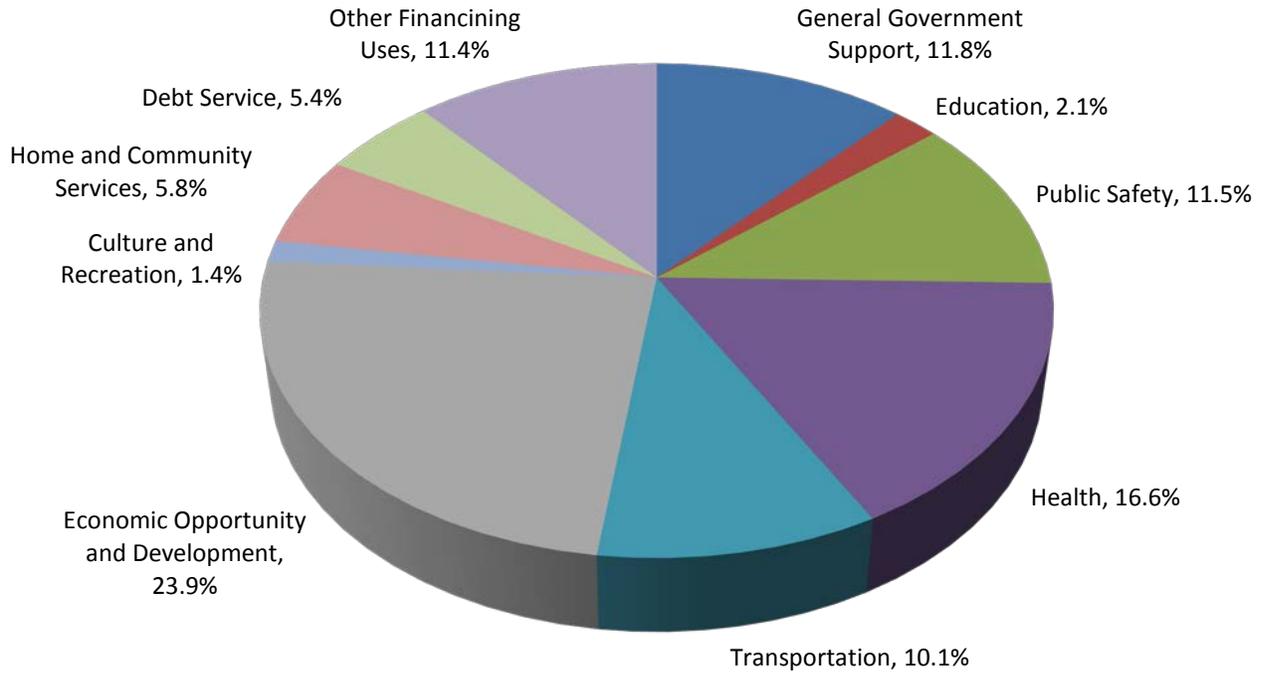
- Include a 6 year multiyear budget as part of the Tentative Operating Budget, incorporating projected revenues and expenses and debt service costs associated with the Tentative Capital Budget.
- Include a 6 year multiyear capital budget as part of the Tentative Operating Budget.
- Maintain adequate 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 2019 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	31,589,889	-	-	-	-	-	31,589,889
Education	5,675,000	-	-	-	-	-	5,675,000
Public Safety	29,975,011	875,860	-	-	-	-	30,850,871
Health	25,318,668	-	-	19,281,318	-	-	44,599,986
Transportation	2,150,148	19,213,772	-	-	5,893,000	-	27,256,920
Economic Opportunity and Development	64,309,825	-	-	-	-	-	64,309,825
Culture and Recreation	3,736,760	-	-	-	-	-	3,736,760
Home and Community Services	2,235,493	-	13,424,051	-	-	-	15,659,544
Debt Service	-	32,281	-	-	140,759	14,237,039	14,410,079
Other Financing Uses	25,952,378	3,713,230	-	-	848,790	-	30,514,398
Total Expenditures	\$ 190,943,172	\$ 23,835,143	\$ 13,424,051	\$ 19,281,318	\$ 6,882,549	\$ 14,237,039	\$ 268,603,272

Expenses

The following operational expenses represent those areas with significant, recurring increases that will impact the 2019 Operating budget as well as future budgets.

Employee Related Costs

Employee related costs total \$102.6 million and represent 38.2% of total appropriations. Salaries and Wages total \$59.8 million and employee benefits total \$42.8 million. Employee benefits as a percentage of wages equal 71.6%.

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 five bargaining Unions have begun negotiations for contracts commencing in 2018.

The County has been working with the Unions to address specific titles and individuals on a case by case basis, resulting in various upgrades and additions of positions to increase capacity in departments that were required in order to fulfill their respective missions. Despite these adjustments there is still more to do. As contracts have expired at the end of 2017, we must look to analyze both internal discrepancies and the competitiveness of the salaries offered to our employees. With the expectation of thousands more jobs being available in the near future, it is vital we analyze this issue to remain competitive, allowing us to attract and retain qualified individuals. This budget includes funding for the commencement of a process to ensure that there are no full-time employees that make less than fifteen dollars an hour by 2019.

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 adopted budget anticipates a 5.4% increase in contribution rates for active and retired employees for 2019. The 2018 budget anticipated total employer contributions of \$26.2 million. The 2019 tentative budget anticipates contributions of \$27.6 million representing an increase of \$1.4 million.

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 adopted budget appropriates \$8.98 million for pension contributions. This represents an average contribution rate of 15% 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 a dollar decrease of \$300,000 from 2018, or -8.22%. Total plan contributions are set based upon estimated claim expenses and administrative costs. The County's portion of the plan costs is \$1.35 million.

County of Sullivan Employee Workforce Costs								
2014-2018 Adopted Budgets, 2019 Tentative Budget								
Employee Costs	2014	2015	2016	2017	2018	2019 Tentative	Five Yr Inc	Avg Yrly Inc
Salaries and Wages								
Salaries	49,114,595	48,754,371	50,385,600	52,387,074	53,063,436	55,595,228	6,480,633	2.33%
Overtime	1,541,850	1,659,048	1,901,461	2,011,150	2,245,100	2,449,370	907,520	7.41%
Longevity	1,243,430	1,238,260	1,218,750	1,168,990	1,140,905	1,078,875	(164,555)	-3.05%
Shift Differential	412,801	408,597	384,151	307,265	400,429	289,461	(123,340)	-8.52%
Other Pay	262,410	286,155	554,645	487,394	621,383	380,386	117,976	6.20%
Total Salaries and Wages	52,575,086	52,346,431	54,444,607	56,361,873	57,471,253	59,793,320	7,218,234	2.41%
Employee Benefits								
Health Insurance								
Active Employees	14,646,057	15,248,503	16,668,529	17,474,045	20,521,976	21,527,321	6,881,264	6.39%
Retired Employees	4,475,017	4,657,203	5,086,088	5,188,272	5,677,759	6,095,500	1,620,483	5.32%
Buyout	102,750	93,750	79,500	87,000	51,750	110,250	7,500	1.36%
Pension	7,990,447	8,545,052	8,830,839	8,939,788	8,782,416	8,982,053	991,606	2.21%
Workers Comp	2,560,961	2,617,131	2,712,055	2,610,138	2,101,685	1,350,023	(1,210,938)	-17.94%
FICA & Medicare	4,053,482	4,018,390	4,205,746	4,318,297	4,439,566	4,629,674	576,192	2.49%
Disability	92,079	156,964	133,003	114,853	115,779	111,204	19,125	3.44%
Unemployment	-	-	25,000	-	25,000	25,000	25,000	20.00%
Other	525	2,621	565	-	1,728	-	(525)	0.00%
Total Employee Benefits	33,921,318	35,339,614	37,741,325	38,732,393	41,717,659	42,831,025	8,909,707	4.16%
Total Salaries and Wages	86,496,404	87,686,045	92,185,932	95,094,266	99,188,912	102,624,345	16,127,941	3.14%

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 \$29.3 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 2019 that bill equals \$21.66 million. Mandated programs and our share of Medicaid costs represents 79% of the 2019 tax levy.

Other Non-Positional Increases in Expenditures (*)

Economic Development:

- County signs program - \$30,000
- Added funds of \$200,000 to the Old Route 17 Shovel Ready Corridor Study
- Funding for the Chamber of Commerce Foundation - \$10,000
- A new Municipal Incentive Program funded at \$20,000 to aid towns to streamline commercial zoning to help grow the commercial tax base
- Municipal Blight program (RUST) – Increased funding to \$200,000 for Municipalities who condemn and demolish buildings. The County will allow them to dispose of the debris at the Monticello Transfer Station without charge

Transportation, Parks, and Sustainable Energy:

- \$75,000 for improvement of hot water system at Care Center at Sunset Lake in relation to Clean Energy Communities Grant Program.
- \$150,000 for pilot Public Transportation routes to be developed

Public Safety:

- Emergency Medical Service – an EMS Coordinators budget includes \$13,500 to help support operations

Information Technology:

- Added \$200,000 for better enable our broadband capabilities

Youth:

Increased County funding by \$15,000 to be used in town and village youth programs

CWD:

Added \$50,000, to Pilot Wheels to Work program

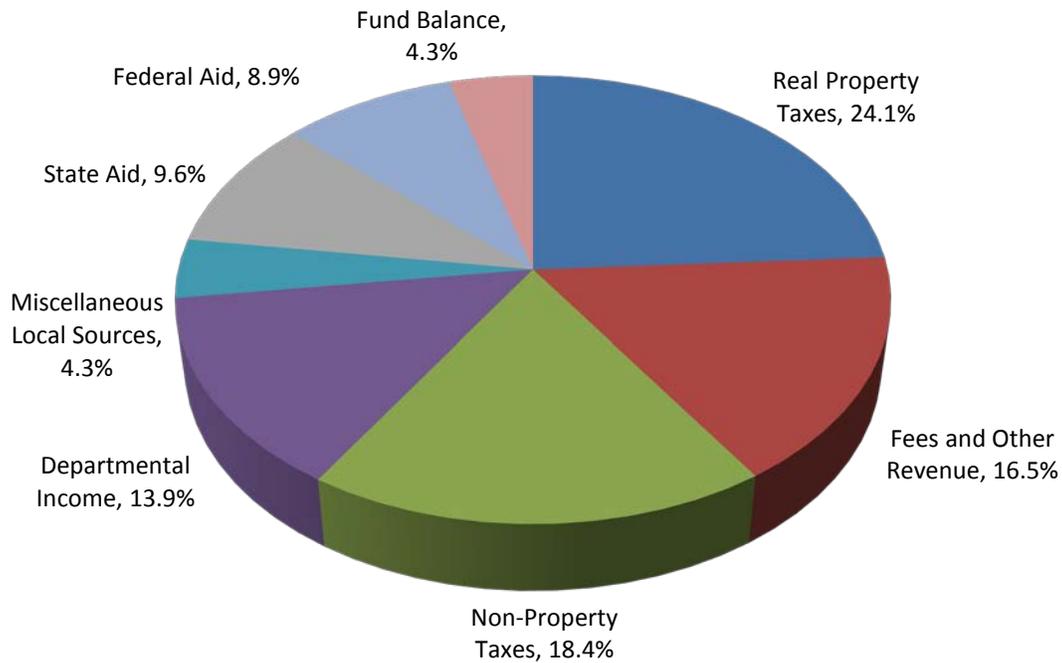
Discretionary Funding:

Overall funds increased by \$50,000

(*) Does not include Capital Expenditures; these are addressed in the Capital Budget Narrative



Total Revenues by Type 2019 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	64,756,239	-	-	-	-	-	64,756,239
Fees and Other Revenue	9,942,490	14,981,694	1,142,000	227,616	3,773,051	14,237,039	44,303,890
Non-Property Taxes	49,462,000	-	-	-	-	-	49,462,000
Departmental Income	18,527,542	-	6,797,725	11,213,420	900,000	-	37,438,687
Miscellaneous Local Sources	3,348,834	30,000	3,843,136	4,216,800	-	-	11,438,770
State Aid	21,560,421	4,095,650	49,000	-	-	-	25,705,071
Federal Aid	19,348,646	4,556,600	-	-	-	-	23,905,246
Fund Balance	3,997,000	171,199	1,592,190	3,623,482	2,209,498	-	11,593,369
Total Revenues	\$ 190,943,172	\$ 23,835,143	\$ 13,424,051	\$ 19,281,318	\$ 6,882,549	\$ 14,237,039	\$ 268,603,272

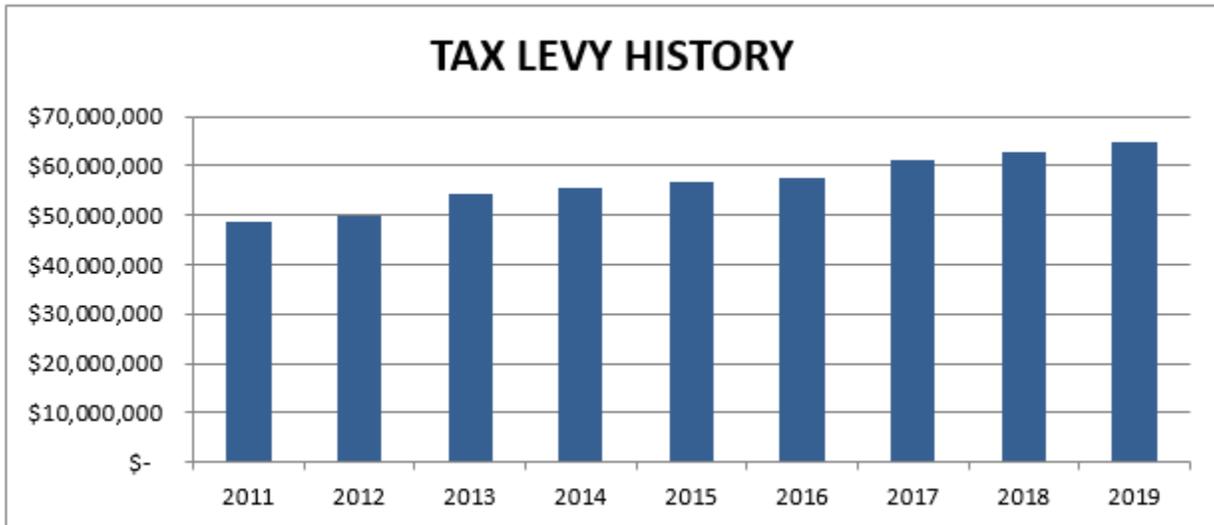
Revenue

Property Tax

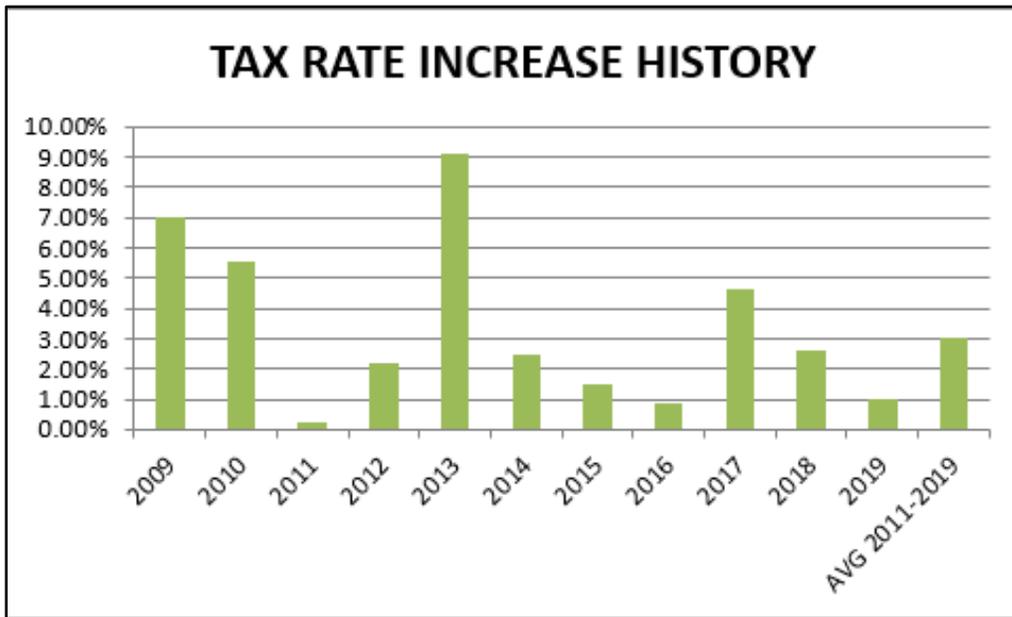
Property Taxes are the largest source of revenue for the County and the only primary revenue that we have direct control over.

The property tax levy for 2019 is \$64,756,239 and the tax rate per thousand is 12.14. While the tax levy is \$1.9 million higher than in 2018, the taxable assessed values for the 2019 tax levy calculation are larger than in 2018, spreading out the tax burden in proportion to this growth, which equates to an approximately 1.6% decrease in the tax rate. For every \$100,000 worth of assessment the annual decrease in taxes would be approximately \$19.00 per year.

The tax levies for the period 2011 through 2019 are listed below.



The tax rate increases for the period 2011 through 2019 are listed below. The average annual tax rate increase for the period is 1.01%.



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 since the law has been enacted has consistently fallen from a high of 2.5% to a low of 2.25% for 2018. Increasing the tax levy up to the tax cap would increase the levy by \$1.9 million. The Tentative Budget includes a growth in the levy of from \$62.9 to \$64.8 million. As mentioned previously, the taxable assessed values for the 2019 tax levy calculation are larger than in 2018, spreading out the tax burden in proportion to this growth, which equates to an approximately 1.6% decrease in the tax rate. For every \$100,000 worth of assessment the annual decrease in taxes would be approximately \$19.00 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%.

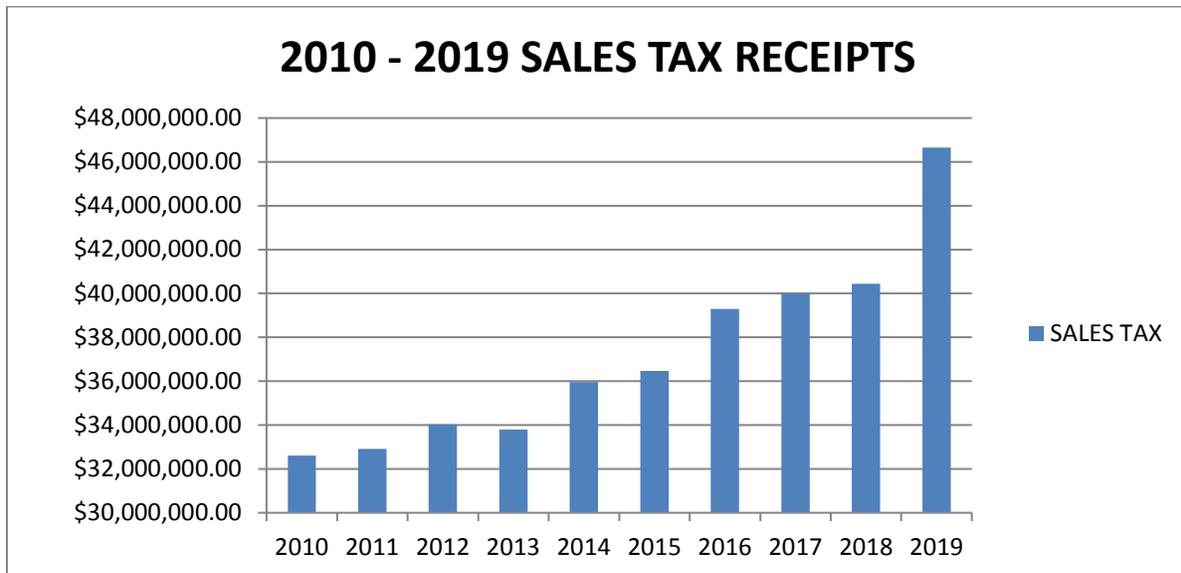
The County collected \$33.7 million in sales tax in 2018 so far. Through the month of October the County has seen a 17.8% increase in collections as compared to 2018. At this percentage increase, the County would collect approximately \$40.44 million in 2018. This is just an estimate and by no means 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.

The 2019 Tentative Budget anticipates \$46.6 million in sales tax. This is an increase of \$3.7 million over the 2018 adopted budget and represents an increase of 9.1% over the anticipated 2018 collections. Final 2018 figures will not be known until March of 2019 as we get final data from the State on 2018

taxable sales. The anticipated growth in sales tax is due the economic development projects that will be opening in 2019.

Historic sales tax collections are graphed below for the period that the County has had a 4% rate. 2010 through 2017 represent actual receipts. 2018 reflects collections of \$40 million based upon the percentage increase we have seen through October. 2019 represents \$46.6 million as budgeted.



The 2019 budget is anticipating collecting \$46.6 million. As a point of reference the most recently adopted New York State budget anticipated a 5.4% increase for their fiscal year 2018 as compared to their fiscal year 2017 budget.¹

It is likely that the County will see an increase in sales tax growth next year and in the future 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

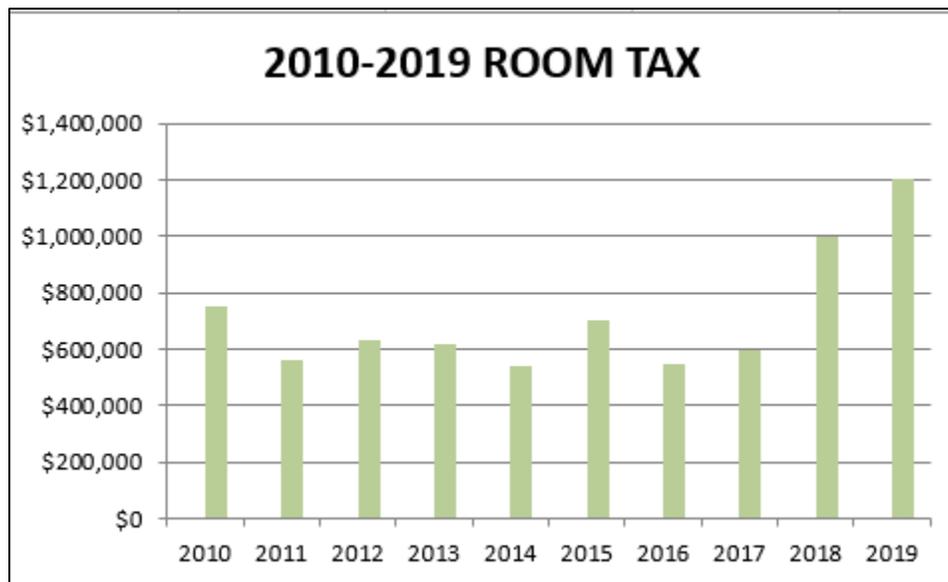
- Unemployment Rate
- Job Growth

¹ <https://www.budget.ny.gov/pubs/archive/fy18archive/enactedfy18/FY2018EnactedFP.pdf>

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.

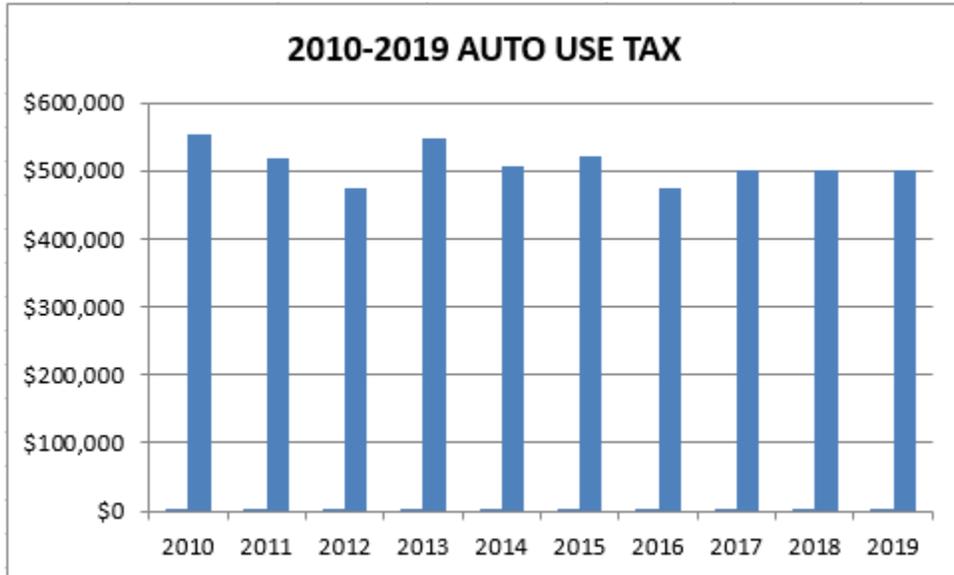
At least 85% of the money must be used to promote tourism related activities within the County. The 2019 Budget anticipates \$1,200,000. The following graph depicts 2010 through 2017 actual receipts and 2018 and 2019 budget figures.



Auto Use Tax

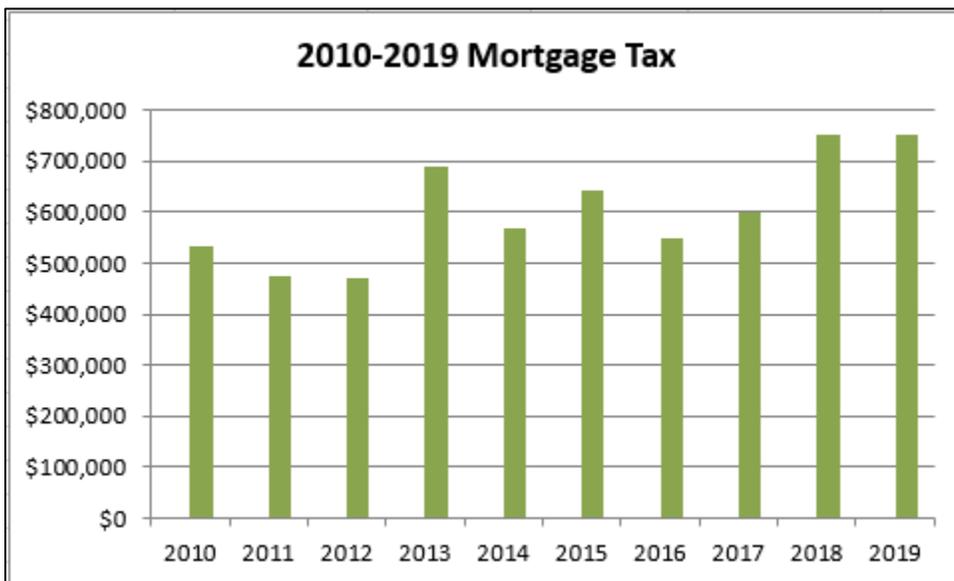
New York State Tax Law section 1201 (e) allows Counties to impose a vehicle use tax on individuals and businesses when registering a vehicle with the New York State Department of Motor Vehicles. In accordance with Tax Law section 1201 (e) Sullivan County imposes a fee of \$5 per year for vehicles weighing 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 2018 budget conservatively anticipates \$500,000. The following graph depicts 2010 through 2017 actual receipts and 2018 and 2019 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 principle. Principle 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. The collections have stabilized and growth is anticipated as the economy improves. The 2019 Budget takes a conservative approach and anticipates \$750,000. The following graph depicts 2010 through 2017 actual receipts and 2018 and 2019 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. All fees in the 2019 Tentative Budget are being held constant as compared to 2018.

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.

FUND BALANCE DEFINITIONS:

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

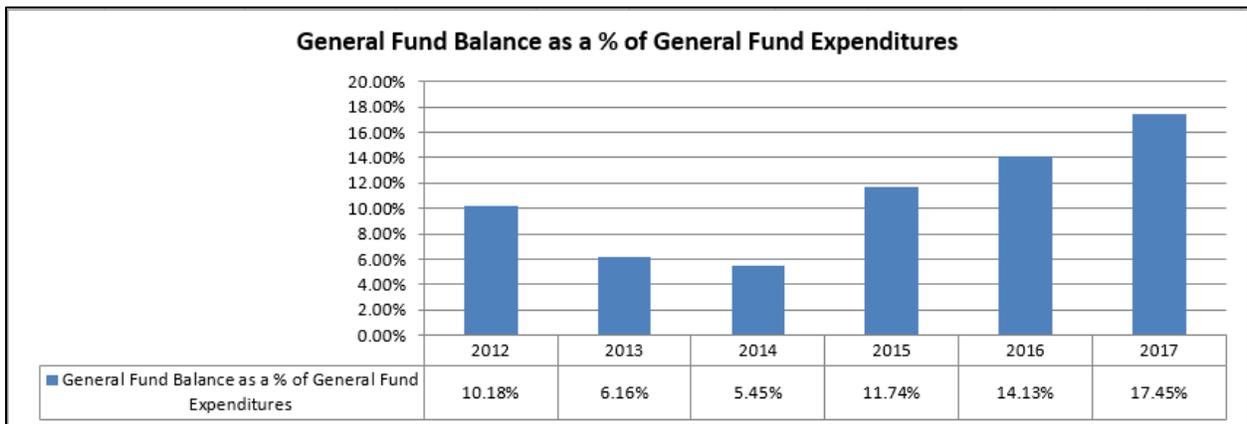
- A. **FUND BALANCE:** Consists of the measurement of available resources and represents the difference between total assets and total liabilities.
- B. **NONSPENDABLE:** Consists of assets that are inherently non-spendable in the current period either because of their form or because they must be maintained 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.

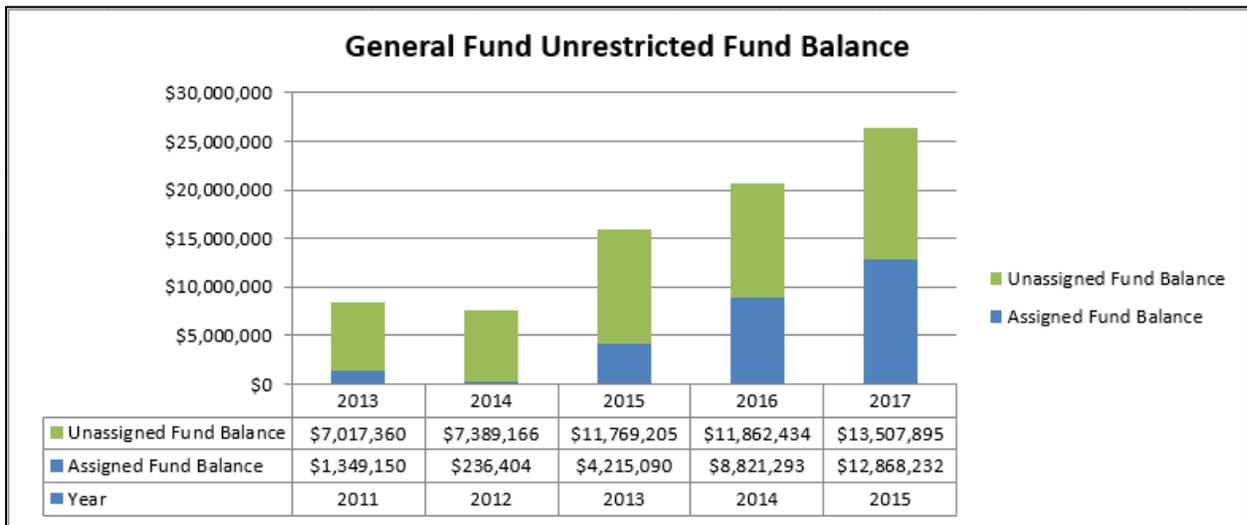
- F. **UNASSIGNED:** Represents the residual classification for the government’s general fund, and could report a surplus or a deficit. In funds other than the general fund, the unassigned classification should be used only to report a deficit balance resulting from overspending for the specific purposes for which amounts had been restricted, committed or assigned.

The 2017 audited financial statements detail that the county’s total General Fund Assigned/Unassigned Fund Balance was \$32.99 million. Of that amount \$12.89 million is classified as Assigned, and \$13.5 million is classified as Unassigned. Total General Fund Expenditures in 2017 were \$148 million, resulting in 22.3% General Fund, Fund Balance as a percent of General Fund Expenditures.

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



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



During the recession it was necessary to appropriate fund balance to avoid drastic cuts in services and to avoid large tax increases. The 2019 budget does not appropriate any unassigned fund balance in the General Fund. There are appropriations of assigned fund balances for road surface treating, and landfill closure projects in the general fund. These are one time appropriations for a specific purpose and not used to offset general operating expenses. There is also an appropriation from the Debt Reserve in the General Fund to be utilized for making debt service payments and retiring all of our existing short-term debt. The Solid Waste Fund is appropriating fund balance to help support operations. The necessity to use fund balance in this fund will greatly diminish and not be needed as long term debt expires and is not replaced. It is anticipated that the Solid Waste Access fee will dramatically be reduced. The County Road Fund and Road Machinery Fund are appropriated fund balance to support their operations.

2019 Tentative Budget for Sullivan County

Summary of Budget - All Funds

Total Appropriations - Excluding Interfund Items	235,196,663
Less: Estimated Revenues - Excluding Interfund Items	158,847,055
Appropriated Fund Balance - Landfill Closure	1,027,000
Appropriated Fund Balance-Road Machinery Fund	469,498
Appropriated Fund Balance-County Road	171,199
Appropriated Fund Balance-Adult Care Center	3,623,482
Appropriated Fund Balance-Refuse and Garbage	1,592,190
Appropriated Fund Balance-Casino Resort Mitigation	1,487,000
Appropriated Fund Balance-Health Insurance Contribution	933,000
Appropriated Fund Balance-Economic Development	200,000
Appropriated Fund Balance-Capital Equipment/Infrastructure	1,740,000
Appropriated Fund Balance - Unassigned	1,100,000
	<u>171,190,424</u>
Real Property Tax Levy For Current Budget	64,006,239
Add: Allowance for Uncollectible Taxes*	<u>750,000</u>
Total Tax Levy	<u><u>64,756,239</u></u>
Medicaid	21,655,954
Welfare Mandates	9,889,608
Other State Mandates	19,389,641
County Levy	13,821,036

*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

2019 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	235,196,663	164,990,794	20,121,913	6,033,759	19,281,318	10,531,840	14,237,039
Interfund Appropriations	33,406,609	25,952,378	3,713,230	848,790		2,892,211	
Total Appropriations	268,603,272	190,943,172	23,835,143	6,882,549	19,281,318	13,424,051	14,237,039
Less:							
Estimated Revenues, other than Real Estate Taxes and excluding Interfund Items	158,847,055	122,189,933	9,292,425	902,000	15,657,836	10,804,861	
Interfund Revenue, etc.	33,406,609		14,371,519	3,771,051		1,027,000	14,237,039
Appropriated Fund Balance - Landfill Closure	1,027,000	1,027,000					
Appropriated Fund Balance - Road Machinery	469,498			469,498			
Appropriated Fund Balance - County Road	171,199		171,199				
Appropriated Fund Balance - Adult Care Center	3,623,482				3,623,482		
Appropriated Fund Balance - Refuse & Garbage	1,592,190					1,592,190	
Appropriated Fund Balance - Casino Resort Mitigation	1,487,000	1,487,000					
Appropriated Fund Balance - Health Insurance Contribution	933,000	933,000					
Appropriated Fund Balance - Economic Development	200,000	200,000					
Appropriated Fund Balance - Unassigned	1,100,000	1,100,000					
Appropriated Fund Balance - Capital Equipment/Infrastructure	1,740,000			1,740,000			
Total Revenues, etc.	204,597,033	126,936,933	23,835,143	6,882,549	19,281,318	13,424,051	14,237,039
Appropriations to be raised by Real Property Tax	64,006,239	64,006,239					
Allowance for Uncollectible Taxes	750,000	750,000					
Total Tax Levy	64,756,239	64,756,239					
Medicaid	21,655,954						
Welfare Mandates	9,889,608						
Other State Mandates	19,389,641						
County Levy	13,821,036						

2019 Tentative Budget for Sullivan County

2019 TAX CAP CALCULATION		
2018 Tax Levy		\$64,574,285.70
Tax Base Growth Factor*	x	1.0042
	=	\$64,845,497.70
Estimated PILOTS in 2018	+	\$1,038,085.00
	=	\$65,883,582.70
Allowable Levy Growth (1.02%)**	x	1.02
	=	\$67,201,254.35
Estimated PILOTS in 2019		\$1,048,736.22
Maximum Tax Levy to remain within the cap	=	\$66,152,518.13
Allowable Increase in Tax Levy within the Tax Cap before chargebacks		\$1,578,232.43
Chargeback 2019 Town Portion of Worker's Comp Costs		\$1,189,167.00
Chargebacks Other (Estimated)		\$204,462.70
2019 Total Tax Levy Cap after chargebacks	=	\$64,758,888.43
2018 Total Tax Levy after chargebacks		\$62,897,972.00
Allowable Increase in Tax Levy within the Tax Cap after chargebacks		\$1,860,916.43
2019 Tentative Tax Levy		\$64,756,239.00
<i>* Provided by NYS Taxation & Finance</i>		
<i>** Provided by NYS Comptroller's Office</i>		

Summary of Financial Sources and Uses 2019 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 (*)	64,006,239						64,006,239
Other Tax Items	6,837,421						6,837,421
Non Property Taxes	49,462,000						49,462,000
Departmental Income	18,527,542		6,797,725	11,213,420	900,000		37,438,687
Intergovernmental Charges	626,114	605,075					1,231,189
Use of Money and Property	153,870			2,500			156,370
Licenses and Permits	2,052,100	5,000					2,057,100
Fines and Forfeitures	165,685						165,685
Sales of Property and Compensation for Loss	107,300	100	115,000				222,400
Miscellaneous Local Sources	3,348,834	30,000	3,843,136	4,216,800	2,000		11,440,770
Interfund Revenue				225,116			225,116
State Aid	21,560,421	4,095,650	49,000				25,705,071
Federal Aid	19,348,646	4,556,600					23,905,246
Miscellaneous							
Transfers		14,371,519	1,027,000		3,771,051	14,237,039	33,406,609
Other Financing Sources							
Fund Balance	4,747,000	171,199	1,592,190	3,623,482	2,209,498		12,343,369
Total Revenues	\$ 190,943,172	\$ 23,835,143	\$ 13,424,051	\$ 19,281,318	\$ 6,882,549	\$ 14,237,039	\$ 268,603,272
Expenditures - By Function							
General Government Support	31,589,889						31,589,889
Education	5,675,000						5,675,000
Public Safety	29,975,011	875,860					30,850,871
Health	25,318,668			19,281,318			44,599,986
Transportation	2,150,148	19,213,772			5,893,000		27,256,920
Economic Opportunity and Development	64,309,825						64,309,825
<i>Culture and Recreation</i>	3,736,760						3,736,760
Home and Community Services	2,235,493		13,424,051				15,659,544
Debt Service		32,281			140,759	14,237,039	14,410,079
Other Financing Uses	25,952,378	3,713,230			848,790		30,514,398
Total Expenditures	\$ 190,943,172	\$ 23,835,143	\$ 13,424,051	\$ 19,281,318	\$ 6,882,549	\$ 14,237,039	\$ 268,603,272
Expenditures - By Category							
Personal Services	45,656,184	4,447,868	1,084,131	7,464,881	1,140,256		59,793,320
Fixed Equipment	1,135,005		1,027,000		1,760,000		3,922,005
Contracted Services	86,428,493	11,864,620	7,674,268	6,213,203	2,059,650		114,240,234
Employee Benefits	31,771,112	3,777,144	746,441	5,603,234	933,094		42,831,025
Debt Service							
Principal					134,000	9,520,000	9,654,000
Interest		32,281			6,759	4,717,039	4,756,079
Transfers	25,952,378	3,713,230	2,892,211		848,790		33,406,609
Total Expenditures	\$ 190,943,172	\$ 23,835,143	\$ 13,424,051	\$ 19,281,318	\$ 6,882,549	\$ 14,237,039	\$ 268,603,272
Fund Balance							
2018 Beginning Balance	32,997,997	1,173,630	2,110,189	(863,454)	1,487,166		
Appropriated Fund Balance	3,228,040	901,060	363,124	2,180,871	797,948		
2018 Surplus/(Deficit)	5,500,000	950,000	365,000	453,805	500,000		
Change in Balance	2,271,960	48,940	1,876	(1,727,066)	(297,948)		

Summary of Financial Resources and Uses 2017-2019

*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					
	2018	2019		2018	2019		2018	2019		2018	2019		2018	2019		2018	2019		2018	2019				
	Amended	Tentative		Amended	Tentative		Amended	Tentative		Amended	Tentative		Amended	Tentative		Amended	Tentative		Amended	Tentative				
2017 Actual	Budget	Budget	2017 Actual	Budget	Budget	2017 Actual	Budget	Budget	2017 Actual	Budget	Budget	2017 Actual	Budget	Budget	2017 Actual	Budget	Budget	2017 Actual	Budget	Budget	2017 Actual	Budget	Budget	
Revenues																								
Real Property Taxes (*)	62,000	62,148	64,006																62,000	62,148	64,006			
Other Tax Items	8,139	7,538	6,837																8,139	7,538	6,837			
Non Property Taxes	42,510	45,532	49,462																42,510	45,532	49,462			
Departmental Income	15,908	19,757	18,528				6,171	6,158	6,798	11,373	10,648	11,213	656	900	900				34,108	37,463	37,439			
Intergovernmental Charges	451	664	626	815	483	605													1,266	1,147	1,231			
Use of Money and Property	278	121	154	1			1			2	6	3				30			312	127	157			
Licenses and Permits	60	2,352	2,052	6	5	5													66	2,357	2,057			
Fines and Forfeitures	193	169	166																193	170	166			
Sales of Property and Comp. for Loss	722	110	107				295	195	115				354						1,371	306	222			
Miscellaneous Local Sources	3,677	4,930	3,349	27	100	30	5,728	5,795	3,843	11,977	4,971	4,217	4	2	2				21,413	15,798	11,441			
Interfund Revenue										224	309	225							224	309	225			
State Aid	19,019	21,249	21,560	4,272	3,376	4,096	74	55	49										23,365	24,680	25,705			
Federal Aid	18,539	18,583	19,349	246	1,524	4,557										154			18,939	20,107	23,906			
Miscellaneous Transfers	607	500		18,690	14,569	14,371	1,045	1,685	1,027	574	21		3,813	3,584	3,771	12,800	14,251	14,237	37,529	34,610	33,406			
Other Financing Sources																								
Fund Balance	5,343	6,122	4,747	1,397	997	171	(516)	551	1,592	(6,500)	2,178	3,623	(41)	971	2,210				(317)	10,819	12,343			
Total Revenues	\$ 177,446	\$ 189,775	\$ 190,943	\$ 25,454	\$ 21,056	\$ 23,835	\$ 12,798	\$ 14,439	\$ 13,424	\$ 17,650	\$ 18,133	\$ 19,281	\$ 4,786	\$ 5,457	\$ 6,883	\$ 12,984	\$ 14,251	\$ 14,237	\$ 251,118	\$ 263,111	\$ 268,603			
Expenditures - By Function																								
General Government Support	27,176	33,455	31,590																27,176	33,455	31,590			
Education	5,605	5,675	5,675																5,605	5,675	5,675			
Public Safety	25,665	28,400	29,975	747	833	876													26,412	29,233	30,851			
Health	23,340	25,943	25,319							17,060	18,133	19,281							40,400	44,076	44,600			
Transportation	1,319	1,936	2,150	19,369	16,741	19,214							3,493	4,462	5,893				24,181	23,139	27,257			
Econ. Opportunity and Development	60,241	62,183	64,310																60,241	62,183	64,310			
Culture and Recreation	3,368	3,826	3,737																3,368	3,826	3,737			
Home and Community Services	1,878	2,212	2,235				12,413	14,439	13,424										14,291	16,651	15,659			
Debt Service	330			1,836		32	385			590			243		141	12,954	14,251	14,237	16,338	14,251	14,410			
Other Financing Uses	28,524	26,145	25,952	3,502	3,482	3,713							1,050	995	849	30			33,106	30,622	30,514			
Total Expenditures	\$ 177,446	\$ 189,775	\$ 190,943	\$ 25,454	\$ 21,056	\$ 23,835	\$ 12,798	\$ 14,439	\$ 13,424	\$ 17,650	\$ 18,133	\$ 19,281	\$ 4,786	\$ 5,457	\$ 6,883	\$ 12,984	\$ 14,251	\$ 14,237	\$ 251,118	\$ 263,111	\$ 268,603			
Expenditures - By Category																								
Personal Services	40,284	43,559	45,656	3,738	4,306	4,448	1,013	1,042	1,084	6,829	7,368	7,465	1,035	1,117	1,140				52,899	57,392	59,793			
Fixed Equipment	193	2,965	1,135				290	1,529	1,027	10	23		30	364	1,760				523	4,881	3,922			
Contracted Services	81,828	86,034	86,429	13,130	9,402	11,865	5,973	7,201	7,674	6,084	5,584	6,213	1,585	2,069	2,060	14	1		108,614	110,291	114,241			
Employee Benefits	26,287	31,072	31,771	3,247	3,867	3,777	684	679	747	4,136	5,158	5,603	842	912	933				35,196	41,688	42,831			
Debt Service																								
Principal	200			1,800			378			579			239		134	7,616	9,620	9,520	10,812	9,620	9,654			
Interest	130			36		32	8			12			5		7	5,324	4,630	4,717	5,515	4,630	4,756			
Transfers	28,524	26,145	25,952	3,503	3,481	3,713	4,452	3,988	2,892				1,050	995	849	30			37,559	34,609	33,406			
Total Expenditures	\$ 177,446	\$ 189,775	\$ 190,943	\$ 25,454	\$ 21,056	\$ 23,835	\$ 12,798	\$ 14,439	\$ 13,424	\$ 17,650	\$ 18,133	\$ 19,281	\$ 4,786	\$ 5,457	\$ 6,883	\$ 12,984	\$ 14,251	\$ 14,237	\$ 251,118	\$ 263,111	\$ 268,603			

Sullivan County Multiyear Budget

2019 2024

	2019 Tentative Budget	2020	2021	2022	2023	2024
Revenues						
Real Property Taxes (*)	64,006,239	65,286,364	66,592,091	67,923,933	69,282,412	70,668,060
Other Tax Items	6,837,421	6,837,421	6,837,421	6,837,421	6,837,421	6,837,421
Non Property Taxes	49,462,000	50,822,205	52,219,816	53,655,861	55,131,397	56,647,510
Departmental Income	18,527,542	18,527,542	18,527,542	18,527,542	18,527,542	18,527,542
Intergovernmental Charges	626,114	626,114	626,114	626,114	626,114	626,114
Use of Money and Property	153,870	153,870	153,870	153,870	153,870	153,870
Licenses and Permits	2,052,100	2,052,100	2,052,100	2,052,100	2,052,100	2,052,100
Fines and Forfeitures	165,685	165,685	165,685	165,685	165,685	165,685
Sales of Property and Compensation for Loss	107,300	107,300	107,300	107,300	107,300	107,300
Miscellaneous Local Sources	3,348,834	3,348,834	3,348,834	3,348,834	3,348,834	3,348,834
Interfund Revenue						
State Aid	21,560,421	21,560,421	21,560,421	21,560,421	21,560,421	21,560,421
Federal Aid	19,348,646	19,348,646	19,348,646	19,348,646	19,348,646	19,348,646
Miscellaneous Transfers						
Other Financing Sources						
Casino Resort Mitigation Payment	2,000,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Fund Balance	4,747,000					
Total Revenues	\$ 192,943,172	\$ 191,336,502	\$ 194,039,840	\$ 196,807,727	\$ 199,641,742	\$ 202,543,503

Expenditures - By Category						
Personal Services	45,656,184	46,569,308	47,500,694	48,450,708	49,419,722	50,408,116
Fixed Equipment	1,135,005	1,135,005	1,135,005	1,135,005	1,135,005	1,135,005
Contracted Services	86,428,493	87,724,920	89,040,794	90,376,406	91,732,052	93,108,033
Employee Benefits	31,771,112	32,565,390	33,379,525	34,214,013	35,069,363	35,946,097
Debt Service						
Principal						
Interest						
Transfers	25,952,378	26,964,521	28,016,137	29,108,766	30,244,008	31,423,524
Total Expenditures	\$ 190,943,172	\$ 194,959,144	\$ 199,072,155	\$ 203,284,898	\$ 207,600,150	\$ 212,020,775

Debt Schedule Additions/(Subtractions)						
Changes in Debt Payments Existing Schedule		(554,064)	(634,209)	(702,162)	(822,631)	(912,282)
2019 Borrowing		146,400	648,060	648,060	648,060	648,060
2020 Borrowing						
2021 Borrowing						
2022 Borrowing						
2023 Borrowing						
Total New Debt Tentative Capital Budget		146,400	648,060	648,060	648,060	648,060
Total Net New Debt Payment	\$ -	\$ (407,664)	\$ 13,851	\$ (54,102)	\$ (174,571)	\$ (264,222)

Assumptions Used For Multiyear Budget

Revenues

- Real Property Tax: 2% Annual Growth
- Other Property Tax Items: 0% Growth
- Non-Property Tax Items: 2020 through 2024 2.75% 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: 2019 - \$2 million; 2020 through 2024 \$2.5 million based upon New York State Department of Budget estimates
- Fund Balance

Expenses:

- Personal Services: 2% growth
- Fixed Equipment: 0%
- Contracted Services: 1.5% growth based upon historic average
- Employee Benefits: 2.5% growth based upon historic average
- Debt Service (BANs): Payments based upon proposed capital plan.
- Transfers: 3.9 % growth based upon historic average
- Debt Schedule: Payments based upon proposed capital plan

Equalized Total Assessed Value 10,086,594,769

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	21,511,411	0.21
10110	O/S SPEC DIST - SEWER OR WATER	RPTL 410-a	8	469,921	0.00
12100	NYS - GENERALLY	RPTL 404(1)	108	293,896,710	2.91
12350	PUBLIC AUTHORITY - STATE	RPTL 412	7	179,767	0.00
13100	CO - GENERALLY	RPTL 406(1)	85	148,294,922	1.47
13101	CO - GENERALLY	RPTL 406(1)	54	2,505,064	0.02
13240	CO O/S LIMITS - SEWER OR WATER	RPTL 406(3)	1	151,512	0.00
13350	CITY - GENERALLY	RPTL 406(1)	2	5,988,549	0.06
13500	TOWN - GENERALLY	RPTL 406(1)	353	89,827,121	0.89
13510	TOWN - CEMETERY LAND	RPTL 446	9	150,844	0.00
13570	TOWN O/S LIMITS - SPECIFIED USES	RPTL 406(2)	7	2,417,554	0.02
13650	VG - GENERALLY	RPTL 406(1)	87	13,957,040	0.14
13730	VG O/S LIMITS - SPECIFIED USES	RPTL 406(2)	3	227,791	0.00
13740	VG O/S LIMITS - SEWER OR WATER	RPTL 406(3)	25	7,841,155	0.08
13741	VG O/S LIMITS - SEWER OR WATER	RPTL 406(3)	2	417,558	0.00
13742	VG O/S LIMITS - SEWER OR WATER	RPTL 406(3)	2	2,353,733	0.02
13800	SCHOOL DISTRICT	RPTL 408	35	166,337,954	1.65
13850	BOCES	RPTL 408	1	6,256,400	0.06
13870	SPEC DIST USED FOR PURPOSE ESTAB	RPTL 410	66	20,795,391	0.21
13890	PUBLIC AUTHORITY - LOCAL	RPTL 412	2	3,055,116	0.03
14100	USA - GENERALLY	RPTL 400(1)	9	7,027,479	0.07
14110	USA - SPECIFIED USES	STATE L 54	8	2,320,766	0.02
18020	MUNICIPAL INDUSTRIAL DEV AGENCY	RPTL 412-a	191	504,586,839	5.00
18060	URBAN REN: OWNER-MUN U R AGENCY	GEN MUNY 555 & 560	1	31,765	0.00
18080	MUN HSNL AUTH-FEDERAL/MUN AIDED	PUB HSNL L 52(3)&(5)	4	5,721,002	0.06
21600	RES OF CLERGY - RELIG CORP OWNER	RPTL 462	15	2,109,049	0.02
25110	NONPROF CORP - RELIG(CONST PROT)	RPTL 420-a	538	289,817,666	2.87
25120	NONPROF CORP - EDUC(CONST PROT)	RPTL 420-a	175	160,912,188	1.60
25130	NONPROF CORP - CHAR (CONST PROT)	RPTL 420-a	53	27,773,494	0.28
25210	NONPROF CORP - HOSPITAL	RPTL 420-a	5	50,475,507	0.50
25220	NONPROF CORP-CEMETERY	RPTL 420(1)(a)	5	90,120	0.00
25230	NONPROF CORP - MORAL/MENTAL IMP	RPTL 420-a	75	28,039,518	0.28
25300	NONPROF CORP - SPECIFIED USES	RPTL 420-b	51	21,118,903	0.21

Equalized Total Assessed Value 10,086,594,769

Exemption Code	Exemption Name	Statutory Authority	Number of Exemptions	Total Equalized Value of Exemptions	Percent of Value Exempted
25600	NONPROFIT HEALTH MAINTENANCE ORG	RPTL 488-a	2	553,277	0.01
25900	SYSTEM CODE	STATUTORY AUTH NOT DEFINED	12	661,214	0.01
26050	AGRICULTURAL SOCIETY	RPTL 450	1	361,842	0.00
26100	VETERANS ORGANIZATION	RPTL 452	6	582,000	0.01
26250	HISTORICAL SOCIETY	RPTL 444	1	102,556	0.00
26400	INC VOLUNTEER FIRE CO OR DEPT	RPTL 464(2)	20	7,339,945	0.07
26600	CORP/ASSN DEV GOOD SPORTSMANSHIP	RPTL 476	1	355,600	0.00
27350	PRIVATELY OWNED CEMETERY LAND	RPTL 446	190	3,920,264	0.04
28120	NOT-FOR-PROFIT HOUSING CO	RPTL 422	1	589,070	0.01
29700	PROP WITHDRAWN FROM FORECLOSURE	RPTL 1138	14	542,431	0.01
32252	NYS OWNED REFORESTATION LAND	RPTL 534	7	1,020,226	0.01
32301	NYS LAND TAXABLE FOR SCHOOL ONLY	RPTL 536	12	1,580,000	0.02
33200	TAX SALE - COUNTY OWNED	RPTL 406(5)	69	3,537,571	0.04
33201	TAX SALE - COUNTY OWNED	RPTL 406(5)	219	10,629,439	0.11
33701	TAX SALE - VG OWNED	RPTL 406(5)	6	441,016	0.00
41101	VETS EX BASED ON ELIGIBLE FUNDS	RPTL 458(1)	77	1,968,008	0.02
41120	ALT VET EX-WAR PERIOD-NON-COMBAT	RPTL 458-a	1,271	25,064,297	0.25
41121	ALT VET EX-WAR PERIOD-NON-COMBAT	RPTL 458-a	37	706,412	0.01
41122	ALT VET EX-WAR PERIOD-NON-COMBAT	RPTL 458-a	1	27,000	0.00
41130	ALT VET EX-WAR PERIOD-COMBAT	RPTL 458-a	969	31,567,736	0.31
41131	ALT VET EX-WAR PERIOD-COMBAT	RPTL 458-a	32	1,022,606	0.01
41140	ALT VET EX-WAR PERIOD-DISABILITY	RPTL 458-a	451	15,709,287	0.16
41141	ALT VET EX-WAR PERIOD-DISABILITY	RPTL 458-a	12	410,559	0.00
41145	ALT VET EX-WAR PERIOD-DISABILITY	RPTL 458-a	1	7,478	0.00
41160	COLD WAR VETERANS (15%)	RPTL 458-b	1	12,000	0.00
41161	COLD WAR VETERANS (15%)	RPTL 458-b	264	3,146,415	0.03
41162	COLD WAR VETERANS (15%)	RPTL 458-b	82	979,495	0.01
41171	COLD WAR VETERANS (DISABLED)	RPTL 458-b	24	458,399	0.00
41172	COLD WAR VETERANS (DISABLED)	RPTL 458-b	4	87,772	0.00
41300	PAPAPLEGIC VETS	RPTL 458(3)	1	196,047	0.00
41400	CLERGY	RPTL 460	22	50,552	0.00
41690	VOLUNTEER FIREFIGHTERS AND AMBULANCE	RPTL 466-c,d,e,f,g,h&i	197	611,140	0.01
41691	VOLUNTEER FIREFIGHTERS AND AMBULANCE	RPTL 466-c,d,e,f,g,h&i	65	200,475	0.00

Equalized Total Assessed Value 10,086,594,769

Exemption Code	Exemption Name	Statutory Authority	Number of Exemptions	Total Equalized Value of Exemptions	Percent of Value Exempted
41692	VOLUNTEER FIREFIGHTERS AND AMBULANCE	RPTL 466-c,d,e,f,g,h&i	9	27,349	0.00
41700	AGRICULTURAL BUILDING	RPTL 483	72	3,777,483	0.04
41720	AGRICULTURAL DISTRICT	AG-MKTS L 305	1,000	46,718,638	0.46
41730	AGRIC LAND-INDIV NOT IN AG DIST	AG MKTS L 306	52	2,331,353	0.02
41800	PERSONS AGE 65 OR OVER	RPTL 467	416	22,811,808	0.23
41801	PERSONS AGE 65 OR OVER	RPTL 467	554	20,572,732	0.20
41802	PERSONS AGE 65 OR OVER	RPTL 467	7	212,801	0.00
42100	SILOS, MANURE STORAGE TANKS,	RPTL 483-a	54	951,395	0.01
42120	TEMPORARY GREENHOUSES	RPTL 483-c	9	253,586	0.00
44210	HOME IMPROVEMENTS	RPTL 421-f	76	1,475,132	0.01
44211	HOME IMPROVEMENTS	RPTL 421-f	39	934,262	0.01
44212	HOME IMPROVEMENTS	RPTL 421-f	1	9,000	0.00
46450	INC ASSN OF VOLUNTEER FIREMEN	RPTL 464(1)	1	6,852	0.00
47100	Mass Telecomm Ceiling	RPTL S499-qqqq	12	510,428	0.01
47200	RAILROAD - PARTIALLY EXEMPT	RPTL 489-d&dd	6	20,134,094	0.20
47450	FOREST/REF LAND - FISHER ACT	RPTL 480	26	2,025,421	0.02
47460	FOREST LAND CERTD AFTER 8/74	RPTL 480-a	854	92,369,371	0.92
47610	BUSINESS INVESTMENT PROPERTY POST 8/5	RPTL 485-b	48	1,928,599	0.02
47611	BUSINESS INVESTMENT PROPERTY POST 8/5	RPTL 485-b	6	710,268	0.01
48100	URB DEV ACTION AREA PROJECT	GEN MUNY L 696	1	4,069,600	0.04
48660	HOUSING DEVELOPMENT FUND CO	P H FIL 577,654-a	2	7,227,558	0.07
48670	REDEVELOPMENT HOUSING CO	P H FIL 125 & 127	4	6,376,599	0.06
49500	SOLAR OR WIND ENERGY SYSTEM	RPTL 487	139	8,300,214	0.08
49501	SOLAR OR WIND ENERGY SYSTEM	RPTL 487	12	391,659	0.00
49502	SOLAR OR WIND ENERGY SYSTEM	RPTL 487	2	49,173	0.00
50000	SYSTEM CODE	STATUTORY AUTH NOT DEFINED	6	462,086	0.00
50001	SYSTEM CODE	STATUTORY AUTH NOT DEFINED	11	1,552	0.00

Equalized Total Assessed Value 10,086,594,769

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	1,537	0.00
Total Exemptions Exclusive of System Exemptions:					
			9,529	2,245,277,293	22.26
Total System Exemptions:			21	465,175	0.00
Totals:			9,550	2,245,742,468	22.26

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 Position Counts by Department

Dept #	Department Name	2017 Adopted Position Counts	2018 Adopted Position Counts	2019 Tentative Position Counts
A 1010	County Legislature	11.00	11.00	11.00
A 1230	County Manager ²	3.00	4.00	5.00
A 1420	County Attorney	7.00	7.00	7.00
Division of Environmental, Sustainability, Beautification and Recreation				
A 7110	Parks and Recreation ^{14,17}	34.00	35.00	35.50
A 8090	Office of Sustainable Energy	3.00	2.00	3.00
Division Total		37.00	37.00	38.50
Division of Health and Family Services				
A 4010 4082	Department of Public Health Services ^{6,7}	79.00	76.00	78.00
A 4220 4322	Department of Community Services ^{8,9,10}	64.00	63.00	57.00
A 6010 6142	Department of Family Services ¹¹	188.00	189.00	193.00
A 7310	Youth Programs	1.50	2.00	2.00
A 7610	Office for the Aging	31.00	30.00	32.00
El 6020	Sullivan County Adult Care Center	181.00	181.00	187.00
Division Total		544.50	541.00	549.00
Division of Management and Budget				
A 1320	Audit and Control	7.00	7.00	7.00
A 1325 1330	County Treasurer	13.00	13.00	13.00
A 1340	Management and Budget	6.50	6.00	6.00
A 1341	Grants Administration	2.00	2.00	2.00
A 1342	Risk Management	5.00	4.50	3.50
A 1343	Payroll	3.50	3.00	3.00
A 1344	Health Finance ¹⁸	13.00	13.00	14.00
A 1345 1610	Purchasing and Central Services ¹⁴	5.50	5.50	5.50
A 1410 10	County Clerk Main Unit	15.50	16.50	15.42
A 1410 11	County Clerk DMV	10.00	10.00	12.00
A 1460	Records Management	2.00	2.00	2.00
A 1430	Human Resources	6.00	7.00	7.00
A 1450	Elections	6.00	6.00	6.00
A 1680	Information Technology Services	17.00	18.00	16.00
A 6510	Veterans Service Agency	5.00	5.00	5.00
A 6989	Economic and Community Development	0.00	0.00	0.00
A 8040	Human Rights Commission	1.00	0.50	0.50
Division Total		118.00	119.00	117.92
Division of Planning and Community Development				
A 1355	Real Property Tax Map ¹⁶	6.00	6.00	6.00
A 6293	Center for Workforce Development	37.00	38.00	35.00
A 8020 90	Planning and Community Development ¹²	8.00	8.00	8.00
Division Total		51.00	52.00	49.00

Dept #	Department Name	2017 Adopted Position Counts	2018 Adopted Position Counts	2019 Tentative Position Counts
Division of Public Safety				
A 1165	District Attorney ¹	20.00	20.00	18.00
A 1185	Coroners ¹³	4.50	4.50	4.58
A 3010	Public Safety Administration ¹⁵	2.75	2.75	4.75
A 3020	Public Safety Communications E911 ⁴	20.00	21.00	22.00
A 3150	Sheriff's Office Jail	112.80	114.80	113.80
A 3110 29	Sheriff's Office Patrol	45.00	50.00	57.00
A 3110 30	Sheriff's Office Civil	13.20	13.20	13.20
A 3110 31	Sheriff's Office Security	8.00	8.00	7.00
A 3140	Department of Probation ⁵	29.00	30.00	33.00
A 3410	Fire Protection	6.25	7.25	7.25
Division Total		261.50	271.50	280.58
Division of Public Works				
A 1490	Public Works Administration	7.00	7.00	7.00
A 1620	Public Works Building Department ³	36.00	36.00	36.00
A 5610	Sullivan County International Airport	5.00	5.00	6.00
A 5680	Transportation	18.00	18.00	18.00
A 6610	Consumer Affairs Weights and Measures	1.00	1.00	1.00
CL 8160	Public Works Refuse and Garbage	18.00	19.00	19.00
D 3310	County Road Fund Public Works Traffic Control	5.00	5.00	7.00
D 5110	County Road Fund Public Works Road Maintenance	57.00	57.00	57.00
D 5020	County Road Fund Public Works Engineering	11.00	10.00	10.00
DM 5130	Public Works Road Machinery	20.00	19.00	19.00
Division Total		178.00	177.00	180.00
Total Position Counts		1211.00	1219.50	1238.00

¹ Eliminated 3 Legal Secretary positions (1 vacant) in order to upgrade to 2 Administrative Assistant Positions

² Added Compliance Officer position

³ Added two new DPW Buildings positions to assist with the opening of the new jail in 2019.

⁴ Added new Emergency Service Dispatcher position for trainee to move into in the coming year.

⁵ Added Account Clerk/Database and Probation Officer to assistant with Raise the Age

⁶ Created Director of Training and Development to train staff and perform staff development within Public Health

⁷ Added an Early Intervention Services Coordinator to assist with 30 additional cases picked up

as a result of attrition within contracted agencies.

⁸ Eliminated 2 Staff Social Worker I positions

⁹ Eliminated 1 Addiction Services Counselor I position

¹⁰ Abolished Deputy Director of Community Services position

¹¹ Contract Monitor being added to assist with maintaining DFS agreements

¹² Upgrade Asst Commissioner of Planning and Environmental Management position to Deputy Commissioner

¹³ Coroners Office and County Clerk share position, split 42% to 58%

¹⁴ Purchasing and Parks share Account Clerk/Database position 50/50

¹⁵ Emergency Services Training Center Coordinator salary split 75% Public Safety Administrator and 25% Fire Protection

¹⁶ Adding GIS Specialist to replace Sr Tax Map/GIS Tech position

¹⁷ Adding Full Time Parks Maintenance Person

¹⁸ Abolished FAO position to create Senior FAO position

Authorized Position FTE's by Department

Dept #	Department Name	2017	2018	2019
		Adopted FTE	Adopted FTE	Tentative FTE
A 1010	County Legislature	11.00	11.00	11.00
A 1230	County Manager	3.00	4.00	5.00
A 1420	County Attorney	5.70	5.70	5.75
Division of Environmental, Sustainability, Beautification and Recreation				
A 7110	Parks and Recreation	11.00	11.10	10.60
A 8090	Office of Sustainable Energy	1.40	2.00	1.40
Division Total		12.40	13.10	12.00
Division of Health and Family Services				
A 4010 4082	Department of Public Health Services	72.40	69.40	71.60
A 4220 4322	Department of Community Services	60.05	60.20	55.20
A 6010 6142	Department of Family Services	185.50	186.50	191.00
A 7310	Youth Programs	1.50	2.00	2.00
A 7610	Office for the Aging	22.55	21.55	23.80
EI 6020	Sullivan County Adult Care Center	172.40	172.40	171.40
Division Total		514.40	512.05	515.00
Division of Management and Budget				
A 1320	Audit and Control	7.00	7.00	7.00
A 1325 1330	County Treasurer	13.00	13.00	13.00
A 1340	Management and Budget	6.50	6.00	6.00
A 1341	Grants Administration	2.00	2.00	2.00
A 1342	Risk Management	4.50	4.50	3.50
A 1343	Payroll	3.50	3.00	3.00
A 1344	Health Finance	13.00	13.00	14.00
A 1345 1610	Purchasing and Central Services	5.50	5.50	5.50
A 1410 10	County Clerk Main Unit	15.50	16.50	15.42
A 1410 11	County Clerk DMV	10.00	10.00	12.00
A 1460	Records Management	2.00	2.00	2.00
A 1430	Human Resources	6.00	7.00	7.00
A 1450	Elections	6.00	6.00	6.00
A 1680	Information Technology Services	17.00	18.00	16.00
A 6510	Veterans Service Agency	5.00	5.00	5.00
A 6989	Economic and Community Development	0.00	0.00	0.00
A 8040	Human Rights Commission	0.25	0.50	0.50
Division Total		116.75	119.00	117.92
Division of Planning and Community Development				
A 1355	Real Property Tax Map	6.00	6.00	6.00
A 6293	Center for Workforce Development	17.50	18.00	17.00
A 8020 90	Planning and Community Development	7.20	7.20	7.20
Division Total		30.70	31.20	30.20

Dept #	Department Name	2017 Adopted FTE	2018 Adopted FTE	2019 Tentative FTE
Division of Public Safety				
A 1165	District Attorney	20.00	20.00	18.00
A 1185	Coroners	1.30	1.30	1.38
A 3010	Public Safety Administration	1.95	1.95	2.40
A 3020	Public Safety Communications E911	17.90	18.90	19.90
A 3150	Sheriff's Office Jail	112.80	114.80	111.40
A 3110 29	Sheriff's Office Patrol	45.00	50.00	57.00
A 3110 30	Sheriff's Office Civil	13.20	13.20	13.20
A 3110 31	Sheriff's Office Security	8.00	8.00	7.00
A 3140	Department of Probation	28.00	29.00	32.50
A 3410	Fire Protection	1.45	1.50	1.60
Division Total		249.60	258.65	264.38
Division of Public Works				
A 1490	Public Works Administration	7.00	7.00	7.00
A 1620	Public Works Building Department	33.75	33.75	33.75
A 5610	Sullivan County International Airport	3.45	3.45	4.45
A 5680	Transportation	10.80	10.80	10.80
A 6610	Consumer Affairs Weights and Measures	1.00	1.00	1.00
CL 8160	Public Works Refuse and Garbage	18.00	18.20	18.25
D 3310	County Road Fund Public Works Traffic Control	5.00	5.00	5.50
D 5110	County Road Fund Public Works Road Maintenance	57.00	57.00	57.00
D 5020	County Road Fund Public Works Engineering	11.00	10.00	10.00
DM 5130	Public Works Road Machinery	19.00	19.00	19.00
Division Total		166.00	165.20	166.75
Total Full Time Employees		1109.55	1119.90	1128.00

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 \$25,000.00 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 2019 Capital Budget anticipates spending \$30.04 million in total. The largest single investment is for highway infrastructure. \$2.86 million is requested in new debt authorizations between short term and long term debt. \$2.89 million of the capital budget is included in the 2019 tentative operating budget. The balance comes from existing bond authority, fund balance, previously borrowed funds, and state and federal aid. The impacts of the capital budget on the 2019 through 2024 operating budgets are detailed in the Sullivan County Multiyear Budget document.

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

Nonrecurring Capital Expenditures

Nonrecurring capital expenditures are those that are infrequent in nature and not normally part of the capital budget. The following nonrecurring capital expenditures had been included in the 2018 Tentative Capital Budget:

Care Center at Sunset Lake

Caring for our older residents and those in poor health is important. That's why we are investing in upgrades to the Adult Care Center for 2019 which will improve not only the efficiency of the infrastructure on site, but take the safety of our staff and quality of life for its residents into consideration. That is why the following capital expenditures are slated for 2019:

- New beds, mattresses, wardrobes, nightstands and dressers. \$40,000 is proposed for this project using operating budget funds.
- The replacement of patient baths for an expense of \$20,505.
- Replacement of all shelves in freezers and coolers in the kitchen within the facility.
- New drapes within several areas of the building at a cost of \$8,000.
- The walk in cooler within the kitchen has been repaired multiple times. To save on maintenance, it is more cost effective to replace the cooler at an expense of \$25,000.

Government Center and Annex

As our buildings age, regular maintenance is required to continue to operate in a safe and efficient manner to serve the residents of Sullivan County. Upgrades to the Government Center and its annex building will help to keep maintenance costs down and will also cause decreased operating expenses throughout the building in the form of energy efficiency. The following are proposed for 2019:

- HVAC System Upgrade at the Government Center Annex. \$500,000 is proposed for this project using the NYPA program that was utilized for the Government Center emergency efficiency upgrades.
- Government Center roof replacement, window replacement and skylight replacement. \$1.14 million is proposed for this to be financed through existing debt and \$400,000 through bonding.
- Government Center annex roof replacement will provide improved energy efficiency. \$460,000 has been allocated within the operating budget for this.

Sullivan County Landfill and Transfer Stations

The Sullivan County landfill located in Monticello is full to capacity and currently closed. With that in mind, we must maintain the current landfill in an environmentally and safe manner until such time as it is able to close. Preventing unwanted visitors to the landfill requires a means to keep them out and preserve the safety of the property and prevention of theft. Circumventing highly toxic leachate liquid from making contact with our soil, water, etc. is vital to the health and wellbeing of the residents of Sullivan County and maintaining the beautiful environment we all enjoy. Sullivan County also operates and maintains several transfer stations throughout the County. With that in mind, the following is proposed for 2019:

- Install a security system at each transfer station throughout the County. This will be funded throughout outside monies for \$35,000.
- Resurfacing at various transfer stations with asphalt pavement for \$100,000.
- Replace perimeter leachate collection lines around the old village landfill through other funding of \$60,000.
- Landfill maintenance building renovation at \$15,000.
- Gas flare replacements at a cost of \$30,000.
- Direct discharge tank replacement at \$25,000.
- Slope stabilization at landfill location for \$120,000.
- Riser improvements at landfill location for \$25,000.
- HVAC replacements at scale house for \$35,000.
- Re-roofing at various transfer stations for \$25,000.
- Lighting replacements at all transfer facilities for \$25,000.

Sheriff

The Sullivan County Sheriff's Office is responsible for protecting citizens against those who would do harm to the citizens of Sullivan County. In order to bring these people to justice in a timely and efficient manner, the proper equipment is critical to provide timely and efficient investigations. That is why the following capital expenditures are necessary:

- A new drone for rescue and surveillance operations at a cost of \$25,000
- Homeland Security Equipment to be purchased for future needs of the Sheriff's department at a cost of \$175,000, financed through Federal Reimbursement.

Sullivan County Courthouse

As citizens come to the Sullivan County Courthouse to seek justice, provide jury service, work or visit, our hope is that their trip inside will be a safe one. The maintenance of sidewalks and drainage will ensure safe passage to and from our County Courthouse and help the County avoid expensive maintenance in the future. The following is proposed in the 2019 budget:

- An HVAC update is proposed as part of the greater NYPA project. The current system has outlasted its expected life and parts are no longer available. \$300,000 of existing debt will be used to finance this upgrade.

Sullivan County Airport

With the opening of a high quality casino resort and entertainment village, Sullivan County wants to be prepared to welcome our guests with open arms. We recognize that some visitors may have the means to fly into the airport with their own plane and will need a place to store it while they are being captivated by Sullivan County and all it has to offer. With that in mind, the following capital improvements are proposed in the 2019 budget:

- General repairs and upgrades to the terminal building are scheduled at a cost of \$135,000.
- Replacement of terminal building heating unit. The current heating unit has outlasted its useful life, requiring constant repair. A newer more efficient unit is necessary and will be instituted at a cost of \$75,000.
- Upgrades to the overhead doors and general repairs to the 5 Bay T-Hangar, 10 Bay T-Hangar, and 4 Bay T-Hangar, totaling \$380,000.
- Underground aviation fuel tanks to be replaced with larger above ground tanks to keep up with fuel demand. \$400,000 has been allotted for this project.
- Runway and taxiway rehabilitations are scheduled to repair cracks and stresses to the asphalt at a cost of \$6.6 million.

Board of Elections

The efficiency and integrity of the election process is an important part of what the Board of Elections offers. In an effort to further this initiative, an investment in technology is necessary. An example

of what this new technology will provide, includes the purchase of new voting machines. The following investment has been proposed for 2019:

- Procure 10 new voting machines for the Board of Elections. \$105,000 is allocated in operating funds for this purpose.

Parks and Recreation

Sullivan County is filled with beautiful sites to be enjoyed. Some means in which residents may enjoy these sites include Fort Delaware, Lake Superior Park, the O&W Rail Trail and the Stone Arch Bridge. In an effort to encourage increase usage and awareness of these facilities, an investment in these sites is necessary. Bringing a love of recreation together with a love of more outdoor healthy movement, was the genesis behind the following 2019 budget item:

- Structure/Block House Replacement at Fort Delaware. \$100,000 is allocated in operating funds for this purpose.
- New picnic tables at Lake Superior Park and the Stone Arch Bridge for \$25,000.
- Expansion and build out of the O&W Rail Trail. \$600,000 has been allotted for this project which will be covered by State Aid and other outside funding.

The 2019-2024 Capital Plan in its entirety has been made available in the Sullivan County Adopted Budget Detail document, which is provided simultaneously with this Executive Summary.

2019 TENTATIVE BUDGET FOR SULLIVAN COUNTY

STATEMENT OF DEBT – AS OF DECEMBER 31, 2018 - NOTES

<i>BANs Outstanding</i>	<i>Date of Issue</i>	<i>Rates</i>	<i>Amount</i>	<i>Due Date</i>
2018 Highway Equipment	5/15/2018	3.00%	\$ 670,000	5/15/2019
2018 Road Reconstruction	5/15/2018	3.00%	\$3,200,000	5/15/2019
			<hr/>	
<i>Total BANs Outstanding at December 31, 2018</i>			<i>\$3,200,000</i>	

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

2019 TENTATIVE BUDGET FOR SULLIVAN COUNTY

STATEMENT OF DEBT – AS OF DECEMBER 31, 2018 – TAX ANTICIPATION NOTES

<i>TANs Outstanding</i>	<i>Date of Issue</i>	<i>Rates</i>	<i>Amount</i>	<i>Due Date</i>
			\$0	
<i>Total Notes Outstanding at December 31, 2018</i>			<hr/>	
			<i>\$0</i>	

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

2019 TENTATIVE BUDGET FOR SULLIVAN COUNTY

STATEMENT OF DEBT - AS OF DECEMBER 31, 2018 - NOTES

BOND ANTICIPATION NOTES OUTSTANDING	DATE OF ISSUE	RATES%	AMOUNT	DUE DATE	SCHEDULED PAYMENT
NO BAN'S ISSUED					
TOTAL BANS OUTSTANDING AT DECEMBER 31, 2018			\$ -		
TAX ANTICIPATION NOTES					
NO TAN ISSUED					-
TOTAL TANS OUTSTANDING AT DECEMBER 31, 2018			\$ -		\$ -

**2019 BUDGET FOR SULLIVAN COUNTY
STATEMENT OF DEBT - AS OF DECEMBER 31, 2018 - BONDS**

BOND OUTSTANDING	ORIGINAL ISSUE	DATE OF ISSUE	RATE %	TOTAL BOND SALE	TOTAL BALANCE STILL DUE	PRINCIPAL PAYABLE 2019	ANNUAL PAYMENT SCHEDULE	
PUBLIC IMPROVEMENT REFINANCING		2010	872% - 3.382%	\$4,955,000	\$405,000	\$405,000	\$405,000 IN 2019	3.38%
LANDFILL PRETREATMENT	\$1,175,000							
LANDFILL CONSTRUCTION	\$3,380,000							
LANDFILL VILLAGE CLOSURE	\$400,000							
PUBLIC IMPROVEMENT		2010	3.110% - 5.932%	\$17,185,000	\$8,545,000	\$1,290,000	\$1,290,000 IN 2019	5.132%
SCCC RENOVATION	\$544,338						\$1,335,000 IN 2020	5.282%
08 ROAD & BRIDGE RECONSTRUCTION	\$2,765,577						\$1,385,000 IN 2021	5.110%
DPW EQUIPMENT	\$1,897,407						\$1,455,000 IN 2022	5.932%
DPW EQUIPMENT	\$167,967						\$1,510,000 IN 2023	5.932%
DPW EQUIPMENT	\$72,951						\$1,570,000 IN 2024	5.932%
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		2012	1.5% - 3.0%	\$9,495,000	\$5,470,000	\$615,000	\$615,000 IN 2019	2.000%
CO. JAIL LAND PURCHASE	\$1,175,000						\$640,000 IN 2020	2.000%
CO. JAIL LAND PURCHASE(2)	\$820,000						\$660,000 IN 2021	2.125%
TRANSFER STATION & MRF	\$7,500,000						\$680,000 IN 2022	2.250%
							\$695,000 IN 2023	2.250%
							\$710,000 IN 2024	2.500%
							\$725,000 IN 2025	2.750%
							\$745,000 IN 2026	3.000%
PUBLIC IMPROVEMENT REFINANCING		2013	1% - 5%	\$17,880,000	\$5,715,000	\$1,960,000	\$1,960,000 IN 2019	5.000%
2001 BUILDING RECONSTRUCTION	\$ 613,464						\$1,185,000 IN 2020	5.000%
2001 DPW BUILDING	\$ 121,266						\$1,250,000 IN 2021	5.000%
2001 LANDFILL CLOSURE	\$ 248,388						\$1,320,000 IN 2022	5.000%
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	\$7,200,000	\$1,130,000	\$1,130,000 IN 2019	2.000%
GOVT CTRL/LIBERTY FACILITY	\$ 439,000						\$1,155,000 IN 2020	2.000%
HURLEYVILLE MUSEUM	\$ 215,000						\$1,185,000 IN 2021	2.000%
TRANSPORTATION VEHICLES	\$ 80,000						\$1,215,000 IN 2022	2.000%
AIRPORT	\$ 77,000						\$1,245,000 IN 2023	2.125%
COMMUNICATIONS UPGRADE	\$ 1,920,000						\$1,270,000 IN 2024	2.250%
SOLID WASTE EQUIPMENT	\$ 817,000							
ROADS/BRIDGES	\$ 6,122,000							
DPW EQUIPMENT	\$ 1,645,000							

**2019 BUDGET FOR SULLIVAN COUNTY
STATEMENT OF DEBT - AS OF DECEMBER 31, 2018 - BONDS**

PUBLIC IMPROVEMENT		2016	2.0%-5.0%	\$23,822,000	\$21,090,000	\$1,550,000	\$ 1,550,000	IN 2019	5.00%
AIRPORT IMPROVEMENTS	\$ 174,000.00						\$ 1,585,000	IN 2020	5.00%
BLDG RECONSTRUCTION	\$ 1,559,000.00						\$ 1,620,000	IN 2021	5.00%
DPW EQUIPMENT	\$ 1,137,000.00						\$ 1,655,000	IN 2022	5.00%
HIGHWAY BRIDGE RECONS	\$ 6,300,000.00						\$ 1,695,000	IN 2023	5.00%
PUBLIC SAFETY	\$ 6,878,000.00						\$ 1,730,000	IN 2024	4.00%
ROAD RECONSTRUCTION	\$ 7,774,000.00						\$ 1,770,000	IN 2025	4.00%
							\$ 1,810,000	IN 2026	2.00%
							\$ 1,855,000	IN 2027	2.00%
							\$ 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	\$83,045,000	\$2,010,000	\$2,010,000	IN 2019	3.00%

**2019 BUDGET FOR SULLIVAN COUNTY
STATEMENT OF DEBT - AS OF DECEMBER 31, 2018 - BONDS**

CAPITAL PROJECT PLANS AUTHORIZED BUT UNISSUED

PROJECT	AS OF 12/31/17	RESOLUTION	AS OF 12/31/18
JAIL PLANNING (RECINDED)	\$ 500,000	176-08	\$ -
PUBLIC SAFETY COMMUNICATIONS UPGRADE	\$ 960	74-13	\$ 960
HIGHWAY/BRIDGE CONSTRUCTION	\$ 3,875	451-14	\$ 3,875
JAIL CONSTRUCTION	\$ 10,000,000	223-15	\$ -
ROAD RECONSTRUCTION	\$ 3,200,000	497-17	\$ -
RECONSTRUCTION BUILDING/FACILITIES - GOVT CENTER	\$ 1,140,000	498-17	\$ -
BRIDGE RECONSTRUCTION	\$ 10,000,000	499-17	\$ 6,000,000
EQUIPMENT CONSTRUCTION & MAINTENANCE	\$ 670,000	500-17	
TOTAL	\$ 25,514,835		\$ 6,004,835

CREATED ON 10/15/18

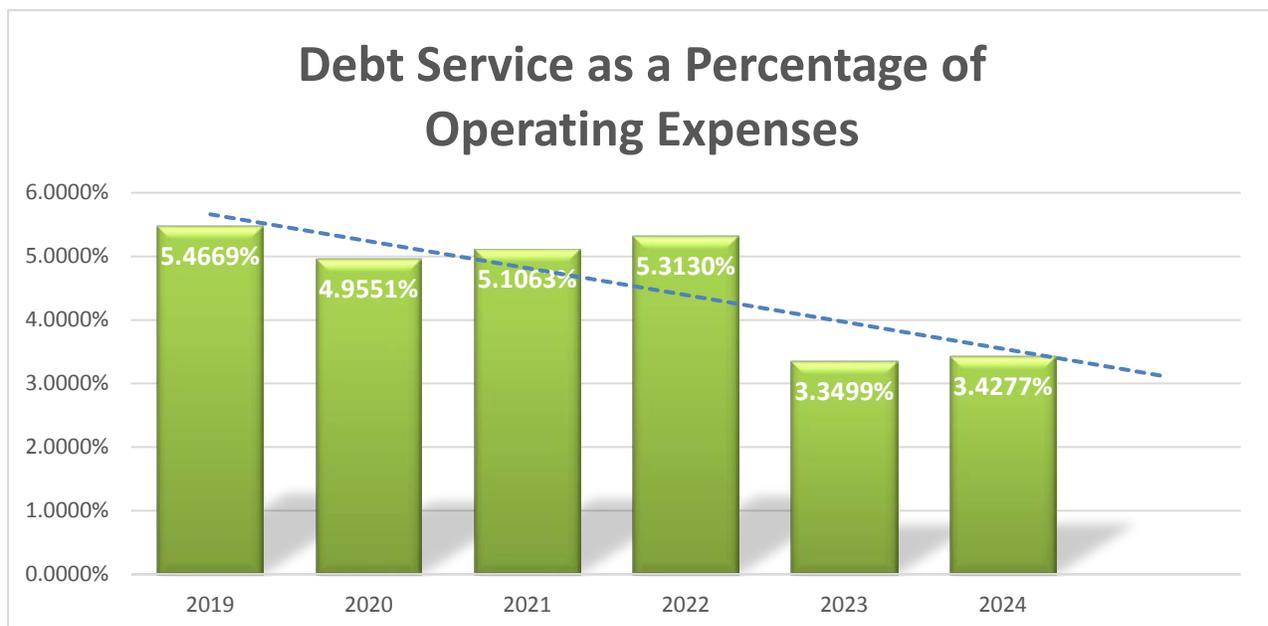
FINANCIAL DATA ON CURRENT AND LONG TERM DEBT OBLIGATIONS AND CONSTITUTIONAL DEBT LIMIT

Current Debt Obligations

The 2019 Tentative Budget includes a total of \$14.4 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						
Interest						
Total BANs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Long Term Debt						
Principal	9,520,000	-	134,000	-	-	9,654,000
Interest	4,717,000	32,000	7,000	-	-	4,756,000
Total Long Term Debt	\$ 14,237,000	\$ 32,000	\$ 141,000	\$ -	\$ -	\$ 14,410,000
Total Debt Payments	\$ 14,237,000	\$ 32,000	\$ 141,000	\$ -	\$ -	\$ 14,410,000

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 2017 calculation for the five-year full valuation of taxable property, and the 2019 proposed debt outstanding is at 23.8% of our debt limit in 2019. The County’s debt limit is \$552 million for 2019, while the outstanding bonds equal \$131 million.

Sullivan County Constitutional Debt Limit
2019-2024

	2019 Tentative Budget	2019	2020	2021	2022	2023
Legal Debt Margin Calculation						
Five Year- Full Valuation	39,470,771,347	39,470,771,348	39,470,771,349	39,470,771,350	39,470,771,351	39,470,771,352
Average Full Valuation	7,894,154,269	7,894,154,270	7,894,154,270	7,894,154,270	7,894,154,270	7,894,154,270
Debt Limit- 7% of Average Full Value	552,590,799	552,590,799	552,590,799	552,590,799	552,590,799	552,590,799
Existing Bans	-	-	-	-	-	-
New Bans	-	-	-	-	-	-
Existing Bonds	131,470,000	131,470,000	131,470,000	131,470,000	131,470,000	131,470,000
New Bonds	-	-	-	-	-	-
Total Indebtedness - Serial Bonds and BANs	131,470,000	131,470,000	131,470,000	131,470,000	131,470,000	131,470,000
Less Exclusions:	3,481	3,481	3,481	3,481	3,481	381
Indebtedness Subject to Debt Limit	131,466,519	131,466,519	131,466,519	131,466,519	131,466,519	131,469,619
Constitutional Debt Margin	\$ 421,124,280	\$ 421,121,180				
*Total Indebtedness assumes year end figures						
*Valuations are as of 2016 and are held constant						



DEPARTMENT SUMMARIES

How to use this section- Department Summaries

Department name and number



A1340 Management and Budget

Department Description

The Sullivan County Office of Management and Budget 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 Department. It is our mission to ensure that the financial investment of all Sullivan County taxpayers is managed in a responsible manner.

Mission statement and brief overview of department

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

Core Services

Functions of the Office of Management and Budget 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

Outline of fundamental services offered

Performance Measures

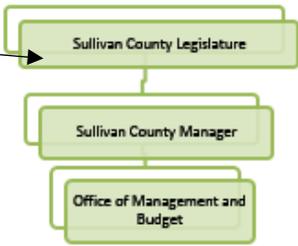
PROGRAM	KEY STATISTICS	OUTCOME
Operating Budget	Submitted improved 2017 Adopted Budget to Government Finance Officers Association for consideration for award	Received Distinguished Budget Presentation Award from GFOA, which resulted in a more transparent and understandable budget document for Sullivan County taxpayers.
Operating Budget	On track to meet or exceed budget projections included in 2017 Adopted Budget	We are projecting an increase to the County's year end fund balance.

Statistics and initiatives from previous fiscal year and corresponding outcome

Financial summary from past year and to be budgeted

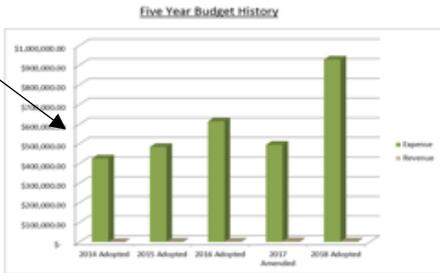
Department Resources

Org chart from County Legislature to department



	2017 Amended	2018 Adopted
Budgetary Appropriations		
Personal Services	240,677	389,280
Fixed Equipment	-	-
Contract Services	35,465	281,550
Employee Benefits	218,720	258,099
Total Budgetary Appropriation:	494,862	928,929
Budgetary Revenues		
Departmental Revenue	4,200	3,000
Total Budgetary Revenues	4,200	3,000
County Share	490,662	925,929

Revenue and Expenditure trends for department in past 5 years



2018 Strategy Match
CB02 Responsible use of taxpayer funds
 Management and Budget is responsible for the development and oversight of the County budget, ensuring that the County stays within the tax cap and funds are allocated in a reasonable manner.

Role department plays in fulfilling overall County strategy

Position Summary

Summary of roles within the department (**Note: Some positions are split between other departments. You may see a decimal in this section)

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018
COMM MGT & BUDGET	1	1	1
DEP COMM MGT & BUDGET	1	1	1
EXEC SEC TO COMM MGT & BUDGET	1	1	1
FINANCIAL ANALYST	2	2	2
FISCAL ADMINISTRATIVE OFFICER	1	1	1
TOTAL	6	6	6

2018 Goals

1. Develop a 2019 Operating Budget that is compliant with the New York State tax cap.
2. Continue to improve the operating budget document by providing additional information about the functions of County Government and its various departments.
3. Improve internal fiscal controls by strengthening the County's financial staff resources and continuing close communication with the Office of Audit and Control and the Sullivan County Treasurer's Office.
4. Complete conversion of various software applications, including the countywide timekeeping system. This upgrade will result in increased real time functionality of accruals and more accurate record keeping.
5. Enhance the use of our current Enterprise Resource Planning (ERP) software in both Financial Management and Human Resources by continuing to implement modules that we currently own, such as position budgeting. This will enable the County to combine multiple standalone systems to one database.
6. Identify, procure and implement the use of capital budgeting software that is capable of interfacing with our existing ERP software.

Department goals for upcoming year



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.

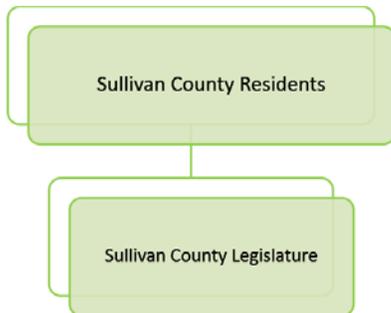
Core Services

Functions of the Sullivan County Legislature include:

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

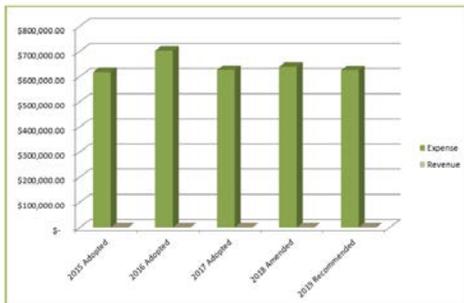
The budget for the Legislature consists primarily of personal services and employee benefits. A small amount of funding is used for office supplies, travel/county fleet chargebacks, postage, and printing.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$326,110	\$328,626
Contract Services	\$57,192	\$37,270
Employee Benefits	\$255,348	\$258,880
Total Budgetary Appropriations	\$638,650	\$624,776
Budgetary Revenues		
Departmental Revenue	\$0	\$0
Total Budgetary Revenues	\$0	\$0
County Share	\$638,650	\$624,776

Five Year Budget History



2019 Strategy Match

The office of the County Legislature would work to implement any and all aspects of the County strategy, to work towards a higher quality of life for all citizens of Sullivan County.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
CHAIRPERSON OF LEGISLATURE	1	1	1
CLERK TO LEGISLATURE	1	1	1
LEGISLATIVE SEC	1	1	1
LEGISLATOR	8	8	8
	11	11	11



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:

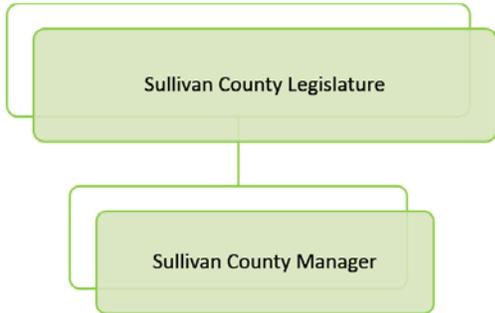
- Supervision of all county departments, offices, agencies and administrative units, except as otherwise provided by New York State law or the County Charter
- Serves as Chief Budget Officer and is responsible for preparing the Tentative Operating Budget annually in conjunction with the Office of Management 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

Performance Measures

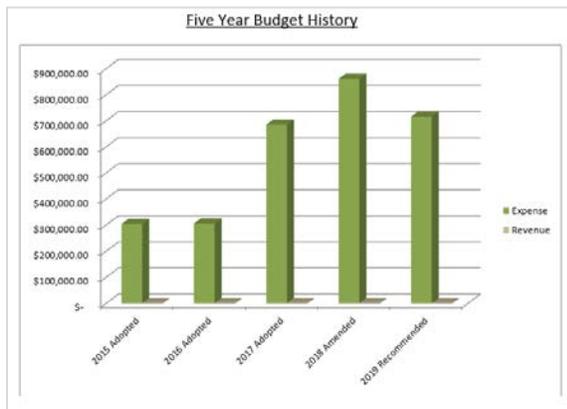
PROGRAM	KEY STATISTICS	OUTCOME
Sullivan County Jail	Maintained contact with County departments and vendors to receive and relay information and updates with regard to the progress of the design and bidding of the new jail facility. Provided regular updates and advised Legislature on the project.	Contracts were awarded and construction of the new jail facility began in December 2016.
HIPAA	Improved compliance with federal HIPAA requirements.	Better safeguard of clients protected information
Sign Program	Committed \$75,000 to 13 municipalities	Funded over 50 new signs across the county
Operating Budget	Submitted improved 2018 Adopted Budget to Government Finance Officers Association for consideration for award	Received Distinguished Budget Presentation Award from GFOA for third year in a row
Rust Program	Used all \$75,000 to fund 6 demolitions in 5 communities	Removal of unsightly/unsafe structures with the community
Municipal Zoning Program	Gave 5 municipalities awards of a total of \$40K	Streamlined to make more business friendly

Adopt an Exit	Updated all Adopt an Exit signs on Route 17	More aesthetically pleasing, cleaner look for visitors to our community.
Partnership with Towns	Phase one of the Thompson/Liberty Shovel Ready Corridor complete	Accomplished in conjunction with Partnership for Economic Development. Creates sites more marketable for the attraction or expansion of job creating companies.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$389,963	\$457,563
Contract Services	\$313,489	\$80,020
Employee Benefits	\$177,703	\$178,455
Total Budgetary Appropriations	\$861,155	\$716,038
Budgetary Revenues		
Departmental Revenue	\$0	\$0
Total Budgetary Revenues	\$0	\$0
County Share	\$861,155	\$716,038



2019 Strategy Match

The office of the County Legislature would work to implement any and all aspects of the County strategy, to work towards a higher quality of life for all citizens of Sullivan County.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
COMPLIANCE OFFICER	0	0	1
COUNTY MGR	1	1	1
DEPUTY COUNTY MANAGER	1	1	1
DIRECTOR OF COMMUNICATIONS	1	1	1
EXEC ASST TO COUNTY MGR	1	1	1
	4	4	5

2019 Goals

1. Advance and implement initiatives related to the improvement of the health and public safety of the Sullivan County community through recreational opportunities, aggressive measures to combat the opioid epidemic, employee wellness programs, and other programs that add to the quality of life.

2. Improve transparency and public relations by maintaining better contact with our local residents, visitors and businesses through multiple platforms including local media organizations, social media and the County website.
3. Partner with local municipalities to increase shared services and provide savings to the Sullivan County Taxpayer by reducing overlap and improving quality of services.
4. Work with our economic development partners to improve and diversify our economic base. Ensure that our workforce is properly trained and prepared to meet the needs of prospective and existing businesses. Work with our economic development partners to create shovel ready sites to attract companies to Sullivan County.
5. Enhance public transportation to support economic development and public health initiatives.
6. Improve connectivity in Sullivan County including both broadband and cell phone services.
7. Renovate and acquire new space for Board of Elections and District Attorney's offices. Modify courthouse space.



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:

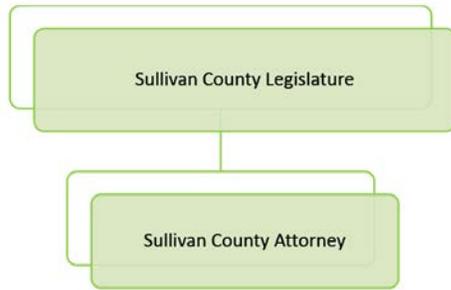
- Advising and representing the County Legislature, County Manager, Commissioners, Department Heads and County employees
- Provide daily general legal services to County officials, divisions, departments and employees
- Preparation and review of Resolutions
- Preparation of Local Laws to accommodate 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

2018 Performance Measures

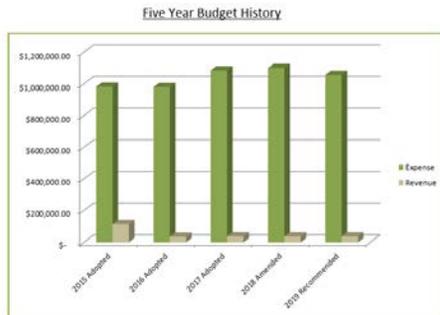
1. Successfully defended the County in Federal and State litigations. Attended court conferences, prepared and argued motions, negotiated settlements, and collaborated with outside counsel.
2. Defended the County in Federal bankruptcy matters, tax certioraris, CPLR Article 78s.
3. Prepared, reviewed and presented Local Laws for adoption by the Legislature.
4. Prepared and reviewed numerous resolutions for various departments and Legislature.
5. Prepared and/or reviewed hundreds of contracts for various departments (new contracts as well as modifications to existing ones).
6. Provided daily legal counsel and guidance to Commissioners, Department Heads and employees on a myriad of legal issues.
7. Involvement in the lease and/or purchase of various building for County purposes.
8. Provide support and guidance for all economic development projects spearheaded by the County Legislature and County Manager.
9. Assisted County Manager and various Department Heads in an effort to update policies, protocols and programs.

10. Attended County Charter Revision Commission meetings and assisted the Commission with legal analyses, as requested.
11. Addressed the needs of the County with respect to the Millennium Pipeline upgrade and the proposed Highland Compressor Station.
12. Assisted the County Manager in his efforts to update the Administrative Code.
13. Formed the Sullivan County Land Bank Corporation.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$504,129	\$539,375
Contract Services	\$334,068	\$300,547
Employee Benefits	\$261,422	\$216,707
Total Budgetary Appropriations	\$1,099,619	\$1,066,629
Budgetary Revenues		
Departmental Revenue	\$37,006	\$37,006
Total Budgetary Revenues	\$37,006	\$37,006
County Share	\$1,062,613	\$1,019,623



2019 Strategy Match

CB02 Responsible use of taxpayer funds

The County Attorney's office is responsible for protecting the County in various forms of litigation, oversight and review. This, in turn, protects taxpayer funds from costly lawsuits, allowing it to be utilized for the benefit the citizens of Sullivan County.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ADMIN SEC RPT	1	1	1
ASST COUNTY ATTORNEY I	2	2	2
CONF SEC COUNTY ATTORNEY	1	1	1
COUNTY ATTORNEY	1	1	1
DEPUTY COUNTY ATTORNEY	1	1	1
SPEC COUNSEL WORKERS COMP	1	1	1
	7	7	7

2019 Goals

1. Continue cooperative efforts to represent the County Legislature, and to assist the County Manager, Department Heads and County employees in all aspects of County business.
2. Continue to defend lawsuits against the County of Sullivan.
3. Continue to assist the County Manager in his efforts to update County policies and to modernize the government operations.
4. Continue to reduce paper copies for files.



Division of Environmental Sustainability,
Beautification and Recreation



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.

Performance Measures

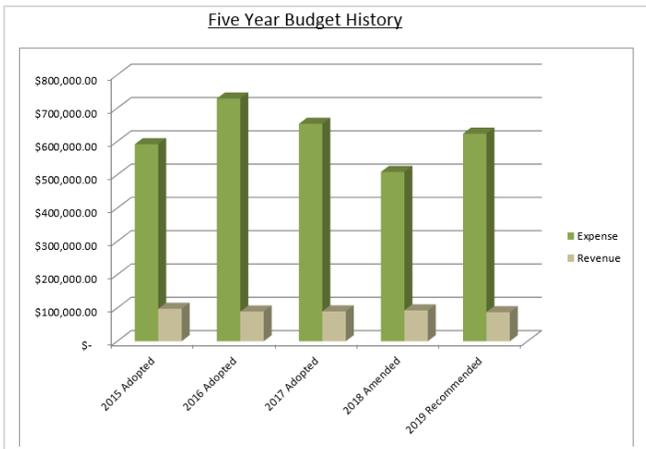
PROGRAM	KEY STATISTICS	OUTCOME
Historical Parks	Refurbished restrooms at Stone Arch Bridge and Minisink Battleground Park	Up to date appearance for visitors, increased repeat visits.
Workforce for Development of Youth Summer Employment Program	Completed hiking trail built at Health and Family Service Complex in Liberty	¾ mile trail throughout the woods for staff and visitors to enjoy
Repairs at multiple locations	Replaced large portion of	Up to date appearance for visitors,

	deteriorating split rail fencing at Livingston manor Covered Bridge Park. Replaced a portion of the split rail fencing with large rocks and repaired entrance booth at Lake Superior State Park. New Sidewalk and exterior lighting at Sullivan County Cultural Center.	increased repeat visits, investing in facilities allows for longer use and less frequent need for total replacement.
Communication to public about Parks and Recreation department	New road signage installed for D&H linear park and Interpretive Center. New brochure featuring all County Parks and Museums developed. Various promotions with Communications Director to get the word out about our locations.	Getting the word out about the properties we maintain. Taxpayer funds allow for operations to continue, taxpayers should enjoy facilities.
Litter Cleanup	Countywide litter pluck event successfully executed	Spring litter cleanup very important in order to make a good impression on visitors to the area and keep things looking nice for residents.
Fort Delaware Museum of Colonial History	Incorporated weekly events at location	Maintaining interest in location
County Park Master Plan	Working with County Planning Department to develop RFP for County Park Master Plan	Organized, more efficient planning makes for smarter use of tax dollars.
Share Services	Shared service with Town of Liberty Parks and Recreation Department	Allows for more efficient use of resources

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$50,000	\$75,000
Personal Services	\$284,772	\$334,115
Contract Services	\$81,087	\$88,490
Employee Benefits	\$112,754	\$125,825
Total Budgetary Appropriations	\$608,613	\$623,430
Budgetary Revenues		
Departmental Revenue	\$92,850	\$87,350
Total Budgetary Revenues	\$92,850	\$87,350
County Share	\$415,763	\$536,080



2019 Strategy Match

*H1 Improve County health rankings
H3 Provide funding for quality of life projects to get residents outside and moving
CBO6 Community health and wellness*

Parks and Recreation gets people outside and moving, exercising their physical body. Museums get people learning and builds a connection between the residents of Sullivan County and its history.

Position Summary

P/R - ADMIN			
	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACCOUNT CLERK/DATABASE	1	1	1
DIR PARKS REC & BEAUTI PROGS	1	1	1
LABORER I SEAS	1	1	1
PARKS MAINTENANCE PERSON	0	0	0
STUDENT WORKER SEAS	4	4	4
	7	7	7
P/R LAKE SUPERIOR PARK			
	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ASST PARK & REC DIR/LIFEGUARD	1	1	1
LABORER I SEAS	3	3	3
LIFEGUARD	7	7	7
PARK ENTRY ATTENDANT SEAS	2	2	2
PARK MGR SEAS	1	1	1
	14	14	14
SC MUSEUM			
	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
MUSEUM ATTENDANT PD	2	2	2
MUSEUM ATTENDANT PT	1	1	1
	3	3	3
D & H CANAL MUSEUM			
	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
SR VISITORS EXPERIENCE ASSOCIATE	1	1	1
VISITORS EXPERIENCE ASSOCIATE	1	1	1
	2	2	2
HISTORIC PROP FORT DELAWARE			
	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ASST SITE MANAGER FORT DELAWARE	1	1	1
MUSEUM INTERPRETER	7	7	7
SITE MANAGER, FORT DELAWARE	1	1	1
	9	9	9
Department Total Position Count:	35	35	35

2019 Goals

1. Continue with the beautification and improvements at the County Parks and Museums.
2. Possibly develop a new park with hiking trails along the Delaware River located in Callicoon.
3. Clear the overgrown brush and downed trees that are along the D&H.
4. Expand the Minisink Commemoration to honor the 240th anniversary.
5. Work with the planning department on the development of the O&W Trail.
6. Continue promoting parks and hiking trails throughout the county to improve the Sullivan County health rating.



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

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Benchmarking	Completed 2018 Bench-marking data collection and report.	Energy cost savings and transparency of SC energy costs and GHG emissions. Reliable data available to identify capital needs.
Energy Efficiency	Completed Government Center Retrofit. Identified NYPA program for LED streetlight replacement.	Estimate \$115,000 annual energy cost savings at GC. Cost-effective change-out to LEDs for all County-owned street and parking lights.
Climate Smart Communities	Continued work toward Silver level certification; provided program feedback at request of DEC; added 2 new towns to CSC membership.	Strong engagement in CSC provides robust opportunities for grants. Increased registration of SC towns in CSC broadens support and regional success.
Clean Energy Communities	Worked with DPW to develop facility improvement project at CCASL.	Secured \$150,000 no-match grant for DHW upgrade at CCASL. Burnished SC’s reputation for

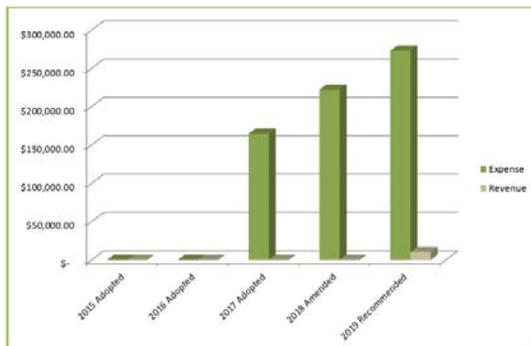
	Provided feedback for program improvements at the request of DEC.	leadership in climate action and energy projects.
Clean Vehicles and Electric Vehicle Charging Stations	Secured the County's first plug-in hybrid vehicle. Began site preparation for installation of EVSE at GC.	Implementing County Fleet Policy and reducing transportation-related emissions.
Grants	County deemed eligible for Clean Energy Communities large community grant; Worked with DPW on rewrite for Kohlertown. Developed ZEV grant proposal.	Secured \$150k for Clean Energy Communities to make needed facilities improvements. Secured \$25,300 funding for EVs and EV charging stations.
Community Outreach	Published Powering Sullivan Resource Guide; Expanded /redesigned web site; Met with officials/civic groups in multiple municipalities; Travel blog featuring SC EVSE for SCVA.	OSE is educating multiple audiences about energy efficiency, renewable energy, large-scale solar, CDG, CCA, and CSC and helping SC towns achieve climate and energy goals.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Personal Services	\$118,389	\$128,075
Contract Services	\$40,334	\$81,450
Employee Benefits	\$63,287	\$63,254
Total Budgetary Appropriations	\$222,010	\$272,779
Budgetary Revenues		
Departmental Revenue	\$0	\$0
State Aid	\$0	\$10,000
Total Budgetary Revenues	\$0	\$10,000
County Share	\$222,010	\$262,779

Five Year Budget History



2019 Strategy Match

12 Keeping buildings up to date, energy efficient and safe to maximize taxpayer dollars

14 Provide up to date facilities for County departments to safely and effectively serve taxpayers and provide services.

The Office of Sustainable Energy works to increase the efficiency of County resources and reach out to local area municipalities for a smarter, greener community.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
SUSTAINABILITY ANALYST	2	2	2
SUSTAINABILITY COORD	1	1	1
	3	3	3

2019 Goals

1. Formalize public outreach activities to capitalize on recent Climate Smart Communities Bronze Certification of two municipalities and in response to specific issues and opportunities, including Community Choice Aggregation, Heat Smart (Catskill Mountainkeeper), Community Distributed Generation, NYS's new and more stringent Energy Building Code and upcoming deployment of smart meters, in collaboration with other County Departments as appropriate.
2. Continue to work with DPW to develop and implement energy efficiency strategies for County-owned facilities and to pursue grant funding for energy- and climate action-related initiatives.
3. Continue to develop a robust network of electric vehicle charging stations throughout the County, utilizing new financing opportunities through NYSERDA, and promote increasingly affordable and practical electric vehicle technology to consumers.
4. Work with Department of Purchasing to develop and pursue adoption of an Environmentally-Preferable Purchasing Policy.
5. Coordinate the update to the SC Climate Action Plan with the new SC Resiliency Plan, in cooperation with various departments including the Division of Planning and Community Development.
6. Continue benchmarking of facility performance to track improvements and efficiency of all County buildings in excess of 1,000sf (certain exemptions may apply.)
7. Document new projects and policy initiatives and submit materials to the CSC portal to achieve certification at the Silver level.



Division of Health and Family Services



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.
- Women, Infants and Children Program (WIC)
 - Service Provided: Nutritional counseling & support through healthy food and formula vouchers, education & breastfeeding support for eligible Sullivan County residents.

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Early Care	Initiated a new billing protocol for the Preschool Special Education Program. Presented Sullivan County’s IFaCT State Systematic Improvement Plan to the New York State Bureau of Early Intervention Program’s Early Intervention Officials Conference in Albany, New York. The Early Intervention Program, for the eleventh straight year, has received the rating of “meets requirements” in the States Annual Performance Report which is submitted to the U.S. Department of Education, Office of Special Education Programs. (OSEP). Cross trained 4 of the CHHA billing employees to assist in the voucher process. The coordinator remained an active member on the NYSAC’s Standing Committee for Children with Special Health Care Needs, thus giving the County a voice at the state planning and policy table.	New billing protocol will speed up the payment process for our contracted providers and the submission of Medicaid Claims for reimbursement. Any opportunity to network at conferences throughout the state increases our knowledge and opportunities. Cross training ensures continuity in the event that an employee is unable to fulfill their duties.

Certified Home Health Agency	Improved our use of technology in the CHHA/LT by obtaining cell phones for our staff. The CHHA did implement medical coding and OASIS reviews through a contract agency.	Any progress on the technology front will make this department and the benefits it offers, more efficient and effective.
Healthy Families Home Visiting Program	We have utilized our additional funding to fill our program Supervisor position and added an additional FSW. We have completed our "Growing Great Kids" FSW training. Program supervisor and Spanish Speaking FSW are being sponsored to be trained as Lactation Consultants. All Staff participated in the annual Breastfeeding awareness activities to promote breastfeeding in Sullivan County. Two employees completed the NYS Child Passenger safety seat Technician training.	All staff are now entering their own data on the way to eliminating paper and becoming paperless. All staff except our newest hire are GGK Child Developmental Specialists.
WIC	Achieved goal of being fully staffed with three qualified nutritionists prior to December 2018. Increased and maintained rate of 80% appropriately completed medical documents requesting special formulas for infants and children. Increased alternative appointment hours from five to twelve per month – offering the alternative hours at both permanent sites – Liberty and Monticello. Starting July 2018, Increased breastfeeding initiation rates in Sullivan County from 66-80%. Ranked #6 for infants exclusively breastfeeding at six months (New York State WIC programs). Was ranked #1 in New York State for providing nutrition services to high risk participants 100 % percent of the time by qualified nutritionists.	Our hours of operation expanded to assure weekly evening appointments for working families.
Communicable Disease Control (Epidemiology)	A total of 91 individuals received the Influenza vaccination (January – August, 2018); this number will be much large by the end of December 2018 as we primarily vaccinate in the Fall months through spring. There have been a total of 532 reported laboratory confirmed Influenza cases through August, 2018. In January, 2018, Gov. Cuomo Executive Order declaration for Influenza public health emergency was activated; SCPHS initiated enhanced Flu surveillance with local HCP's. A total of 65 immunizations were given to eligible children at our Immunization clinics through August,	Flu surveillance resulted in a total of 592 rapid influenza positive cases from Jan. 1, 2018 – May, 12, 2018. All education and prevention is critical to the health of Sullivan County residents.

	<p>2018. In June- July, 2018 – Varicella outbreak investigation resulted in 23 doses of Varicella vaccine was administered to unvaccinated camp workers. The SCPHS SC- Jail Hepatitis immunization program has delivered 50 immunizations to eligible inmates through August, 2018. There were 165 documented animal/human exposures through August 2018.</p> <ol style="list-style-type: none"> 1. A total of 14 persons received Post Exposure Prophylaxis vaccinations through August, 2018. 2. A total of 9 animals were tested with 1 positive result <p>Three (3) rabies clinics were held in this time period and a total of 502 animals were vaccinated</p>	
Fiscal	<p>A significant amount of cross training of fiscal staff at various levels has taken place this year, as well as training to assist the full charge bookkeeper with various duties. Other fiscal staff transferred into billing were trained in the following: processing daily Nurses' & Home Health Aide stats, Therapist Stats & vouchers, entering data into Enter Services in McKesson, electronic & paper billing of 3rd Party Insurance and Medicare Advantage Claims, preparation of rabies bills, scanning documents into Document Manager in McKesson, filing documents into Intake charts, collection & review of EPI timesheets, preparation of the Monthly Charges Report, and archiving older data in McKesson. During 2018, three additional billing staff have assisted Early Care in auditing these vouchers and diligently getting them to the county Audit Department for payment in a timelier manner. The SCIO audits of past years' UHC–SLC claims have ceased. No money is owed by PHS for their unsubstantiated audit findings (the amount due was \$30,000+). In addition, we are now in-network and have a signed contract.</p>	<p>Cross training ensures continuity in the event that an employee is unable to fulfill their duties. The additional billing staff who assisted Early Care, has enabled Early Care to clear up one year's worth of backlog</p>
Administration	<p>The Department had several critical IT related projects to update the operations of the CHHA and other</p>	<p>Any and all improvements identified and implemented by the Admin staff, helps to ensure</p>

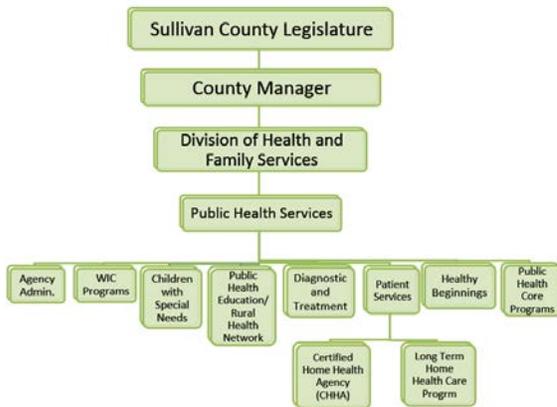
	<p>program areas needing IT support this year, to be continued in 2019. The Director spoke at the annual NYS Public Health Association conference April 18-21 as a guest presenter on collaboration with elected officials on public health issues and Tobacco 2. Successfully prepared and submitted major grant applications for funding renewal for the WIC program and the Rural Health Network for another 5 year cycle. Successfully piloted the county's new electronic 428 process to streamline administrative functions away from paper-based. Made significant progress on updating Department policies and procedures for fiscal processes, CHHA and Article 28 programs. Provided leadership in convening Rural Health Network's drug prevention task force. This group meets monthly with more than a dozen health and human service organizations throughout the county to address the opioid crisis. The group also provides input and recommendations to the Legislative Task Force convened for this purpose.</p> <p>Provided leadership to implement better coordination of opioid overdose data collection between public health, the hospital, EMS, law enforcement and the coroner's office. Implemented ODMAP with the 911 Center to assist in more real time data and ability to collect demographic data for planning purposes. The Public Health Director was elected to serve on the Board of Directors for NYSACHO (New York State Association of County Health Officials) and the Board of Directors for the NYS Association of Rural Health. These are both three year terms and will provide Sullivan County with a seat at the table regarding important legislative issues impacting public health.</p> <p>Provided ongoing advisement, resources and leadership support to the new Sullivan 180 executive director and development director regarding public health issues, resources, needs and gaps in Sullivan County. Worked with Director of Communications in preparation for updating our</p>	<p>efficiency across all departments. A larger public presence can bring much needed education and awareness to the public and let them know that we are here and may be able to help with whatever challenges they are facing.</p>
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	<p>Departments website content as the county launched the newly designed website. This will be ongoing in 2019. Use of the social media (Facebook) page for Public Health resulted in broader presence in the community about public health services and events, and our ability to reach more people with health education information and resources. Continued SCPHS participation in CDC/DoH Opioid Overdose Prevention Grant/ continue for 2019. Continued to re structure SC Co. Drug Task Force. Initiated three sub committees, Pharmacy, Perinatal and S.E.P. (Syringe Exchange). Partnering with community partners, as three are up and functioning. Report up to a formed Legislative Task Force Designed, planned and executed a regional seminar “2018 Sullivan County Opioid Use Prevention Conference” to over 168 professionals, paraprofessionals and community members. Increased # of Narcan Trainings offered, consolidated tracking of trainings Collaborated with regional hospital to present MAT training programs to over 22 providers in the grant year. Plan and execute 2 trainings for 18/19 grant year. Increased SCPHS presence in community, both in participation at key events and upgrading promotional materials and marketing. Supported the growth and expansion of Employees Wellness programs county employees / continue for '19 Introduced ODMAP to county. Collaborated and supported implementation through the 911 Center and Commissioner of Public Safety with Legislative support. Expanded coverage of county wide Information and referral line for substance abuse and mental health services. Linked with community partner to provide direct link real time if required. Received recognition and support for marketing campaign to continue outreach for Substance /Opioid Use. Modified media access approach to expand potential outreach.</p>	
Opioid Grant	Developing Opioid Marketing targeted	Education and community

	<p>at youth – in progress from 2018/19. Expanded functionality of Referral and Info Line – completed. Expand awareness and promote syringe exchange program. Collaborating in the addition of sites for county – in progress with community partners. Incorporate Hep C awareness and monitoring in planning in RDTF mtgs – completed. Also presented tri-county education session for providers. Present MAT Provider Training in partnership with NYS/CDC Harm Reduction Collaborative. Continue to pursue mechanism to improve collaborative reporting relative to overdose and overdose death. Actively participate in the investigation and collaborative planning for a Peer Resource Center - projected opening Jan 19. Active participant in County wide Access to Care Committee. Continue to Investigate and execute new avenues for Community Education and outreach. Deliver 4 presentations to newly identified venues at the community level .Supported the development of Sullivan 180 “Health Champion “program. Expand “Eat Healthy, Eat Local “. Added a minimum of 2 new restaurants to program, expand marketing thru collaboration and expansion of SCVA website to offer specific page of qualified restaurants. Improved thru put and processing of invoices for Early Intervention. Goal of 8 week TAT for obtaining all documents, 4 weeks for completed cases. Identified additional delays in processing. Implemented electronic submission of case documentation to aid in reduction of invoice TAT. Worked with county leadership to increase the hourly rate for support providers to a more competitive rate resulting in provider retention.</p>	<p>outreach on this issue has never been more important. SCPHS is dedicated to doing their part in stopping this crisis within our community.</p>
<p>Quality Assurance/ Performance Improvement/HIPAA Compliance</p>	<p>The first Quality Improvement Plan for the department was completed this year (2018). The plan was created based on the requirements for accreditation through the Public Health Accreditation Board (PHAB). Several</p>	<p>As SCPHS continues to progress toward accreditation, the department-wide QI plan is intended to align with SCPHS’s strategic plan, the Community Health Assessment, the</p>

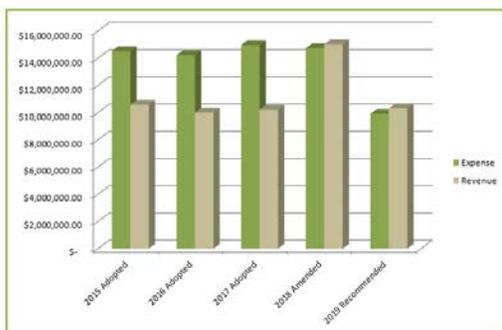
	<p>PHAB-recommended tools were used to inform the development of the agency QI plan such as a QI gap analysis, agency QI maturity assessment, and a director-level performance management assessment. The primary areas of focus are: training & professional development and QI infrastructure.</p>	<p>Community Health Improvement Plan, and other program-specific plans (e.g., Diagnostic and Treatment Center, Certified Home Health Agency QAPI, etc.). The Article 28 Diagnostic and Treatment Center Quality Assurance Plan and the CHHA Quality Assurance/Performance Improvement Plan (QAPI) were drafted as well. These plans are consistent with the regulatory requirements in the respective program areas.</p>
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Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$4,120,759	\$4,335,591
Contract Services	\$8,047,506	\$8,075,723
Employee Benefits	\$2,585,075	\$2,605,685
Total Budgetary Appropriations	\$14,733,340	\$15,016,999
Budgetary Revenues		
Departmental Revenue	\$4,271,080	\$4,452,226
State Aid	\$4,404,989	\$4,657,457
Federal Aid	\$1,226,997	\$1,199,191
Total Budgetary Revenues	\$9,903,066	\$10,308,874
County Share	\$4,830,274	\$4,708,125

Five Year Budget History



2019 Strategy Match

H1 Improve County health rankings
CBO6 Community health and wellness

Management and Budget is responsible for the development and oversight of the County budget, ensuring that the County stays within the tax cap and funds are allocated in a reasonable manner.

Position Summary

	PH - AGENCY ADMIN		
	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ADMINISTRATIVE ASSISTANT	1	1	1
COMMUNITY HEALTH NURSE	1	1	1
DEPUTY PUBLIC HEALTH DIR	1	1	1
DIR OF PATIENT SVCS	1	1	1
DIRECTOR OF TRAINING & DEVELOPME	0	1	1
PUBLIC HEALTH DIR	1	1	1
SENIOR TYPIST	1	1	1
	6	7	7

PH - CORE PROGRAMS

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
BILINGUAL OUTREACH WORKER	1	1	1
COM HEALTH NURSE	1	1	1
COM HEALTH NURSE (PH)	1	1	1
	3	3	3

PH - CHHA

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
COM HEALTH NURSE (PH)	4	4	4
HOME CARE MED SOCIAL WORKER	1	1	1
HOME HEALTH AIDE	4	4	4
INTAKE OFFICE COORD	1	1	1
PUBLIC HEALTH NURSE	4	4	4
PUBLIC HEALTH NURSE PD	1	1	1
REGISTERED PROFESSIONAL NURSE	9	9	9
REGISTERED PROFESSIONAL NURSE PD	1	1	1
SR TYPIST	1	1	1
SUPV COMM HEALTH NURSE (PH)	1	1	1
SUPV PUBLIC HEALTH NURSE	3	3	3
	30	30	30

PH - LT HEALTH CARE

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
DATA ENTRY OPERATOR	1	1	1
PHS PROG COORD	1	1	1
REGISTERED PROFESSIONAL NURSE	2	2	2
	4	4	4

PH - HEALTHY BEGINNINGS

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
FAMILY SUPPORT WORKER	5	5	5
FAMILY SUPPORT WORKER (SPANISH)	1	1	1
HEALTHY FAMILIES PROG MGR	1	1	1
HEALTHY FAMILIES SUPVR	1	1	1
	8	8	8

DIAGNOSTIC AND TREATMENT

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACCOUNT CLERK/DATA BASE	1	1	1
COM HEALTH NURSE (PH)	2	2	2
PHS PROG COORD	1	1	1
PUBLIC HEALTH EDUCATOR	1	1	1
PUBLIC HEALTH NURSE	2	2	2
PUBLIC HEALTH NURSE PD	2	2	2
REGISTERED PROFESSIONAL NURSE PD	1	1	1
SUPV COM HEALTH NURSE (PHN)	1	1	1
	11	11	11

PH - RURAL HEALTH NETWORK

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
PUBLIC HEALTH EDUCATOR	1	1	1
	1	1	1

EARLY CARE/INTERVENTION CHILDREN

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
COORD CHILDREN WITH SPEC NEEDS	1	1	1
EARLY INTERVENTION SVCS COORD	2	3	3
	3	4	4
WIC			
	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
BREASTFEEDING PEER COUNSELOR PT	3	2	2
NUTRITIONIST	3	3	3
SR ACCOUNT CLERK	1	1	1
SR NUTRITION ASST	2	2	2
WIC PROG COORD	1	1	1
	10	9	9
Department Total:	76	77	77

2019 Goals

Early Care

1. To hire an additional Early Intervention staff member who will provide Service Coordination and attend CPSE meetings allowing for an increase in billable service coordination units and an increase in attendance at CPSE meetings. This will help maintain the integrity and quality of the Early Care Programs.
2. To hold bi-annual provider meetings to update all therapist on changes in the program.
3. To recruit and maintain therapist to ensure the needs of the children in both the Early Intervention and Preschool Special Education Program are being addressed appropriately.
4. To work with School Districts to obtain the Medicaid Consent Forms at the time students are registered or found eligible for the CPSE, thus ensuring Medicaid Consents are on file.
5. To continue to resolve all billing errors in the K-System to ensure Medicaid reimbursement is maximized for all services rendered. (Including obtaining mandated consents, scripts and other documentation.)
6. To offer a review course to Providers on K-Systems to help eliminate billing errors and speed up Medicaid reimbursement.
7. To continue the procedure for the tracking of transition documentation required by the State. This will allow us to maintain compliance with our CAP.

CHHA

1. Technology Improvements: Compliance with requirement to achieve interoperability with a Health Information Exchange (HIE) Network and the SHIN-NY by 1/1/19 (per Impact Act of 2014.)
2. Star Rating Improvement: Improvement of the CHHA's Quality of Care rating from 2 to at least 3.

Healthy Families Home Visiting Program

1. Increase program FSS -Family Support Specialists (Family Support Workers) caseloads to full capacity, increasing the program caseload to 100 families.
2. Increase number of referral sources by increasing outreach efforts to health care organizations
3. Increase referrals to increase program caseload to 100 families.
4. Implement consistent parenting group for participating families

WIC Program

1. Increase caseload from 1592 participants (May 2018), to 1650 participants by June 2019
2. December 2018 through January 2019 - Sullivan County Public health services WIC Program will be fully transitioning from paper checks for nutritious foods to a debit type of card for each family, streamlining clinic flow and work processes, making waiting time less for participants.
3. Maintain rate of 80% appropriately completed medical documents requesting special formulas for infants and children.
4. Increase farmer's market voucher redemption rate by 5%

Diagnostic & Treatment

1. Establish and develop Electronic Medical Records for following programs:
 - Rabies Incident Reporting
 - Childhood Lead Poisoning & Prevention Program
 - Tuberculosis Control Program
2. Develop an Immunization billing system through the McKesson program.
3. Continue public education for communicable disease prevention, rabies exposure prevention, increase awareness of vaccine preventable diseases and enhance community emergency preparedness education.
4. Successfully participate in and complete a regional health emergency full scale exercise in May, 2019 as required by the NYS Department of Health in collaboration with state, county & community partners.

Fiscal

1. Training the senior account clerk to process payments for 3rd Party and Medicare Advantage Claims, preparing Medicare Part B roster bills for influenza immunizations, doing eligibility checks for homecare patients, orientation of new RNs for preparation of their daily stats, and generating services out of Enter Services in McKesson.
2. Submit Medicare RAPs and final claims more frequently if possible. (This is dependent on the timely receipt of Face-to-Face documents, signed physicians' orders, etc.)
3. Submit Medicare PPS claims more often enabling the PHS Program Coordinator to eventually do this without supervision.
4. Cross train various fiscal staff to bill Medicaid PRI and Screen claims, troubleshoot problems with Medicare claims, prepare the quarterly Medicare Credit Balance Report, submit OASIS assessments & Medicare Demand Claims (for TPL project), to bill Medicare & Medicaid claims and process payments in McKesson
5. Cross train specific fiscal staff to submit more rabies claims to third party insurances as well as how to prepare and submit influenza roster claims to Medicare Part B.
6. Fill the vacant Senior Account Clerk position in CHHA so the additional duties assumed by the billing office staff can be assumed by the new staff member, or transfer this position to the Early Care Program to take on the duties of processing Pre-school service provider vouchers, etc. on a full-time basis.

Admin

1. Participate and advocate for county wide "peer bridger" program. Support and direct use of grant \$ awarded to county thru collaborative organization submission.
2. Improve data collection and utilize info to plan targeted response and community education.

3. Early Care: Become more of a presence at school based mtgs where special education preschool service plans are decided
4. Create and hire Director of Training and Quality Improvement in order keep projects moving forward and provide department wide training of all staff on clinical skills and public health competencies
5. Expand health education outreach to communities
6. Reorganization of the Sullivan County Rural Health Network, including new Board of Directors, website development and marketing materials, including a newsletter and brochure.
7. Hire and orient Director of Patient Services for CHHA by Nov. 30, 2018, fully oriented by end of 2019



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

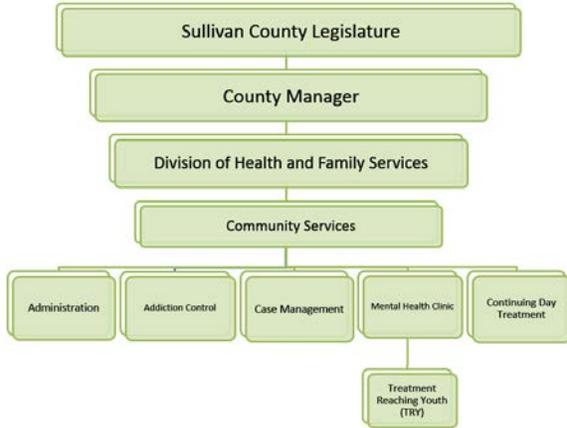
- between departments, data informed practice, recovery oriented services, client safety and satisfaction, and staff safety and satisfaction.
- Provides support and governance for all Corporate Compliance activities of the Department.
- SC Mental Health Clinic, Jail, Forensic & SA
 - Develop and deliver 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

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Community Services	Restructure the Mental Health clinic and SCADAS clinic as a single certified clinic providing mental health and substance abuse services in a more streamlined and effective format.	In March 2017 the clinic received the appropriate certification to covert our two clinics into one, we merged the Mental Health clinic and SCADAS clinic into the Behavioral Health Clinic in Feb 2017 and continue to monitor and improve process as needed. Based on an April 2018 audit our Electronic Medical Record (EMR)

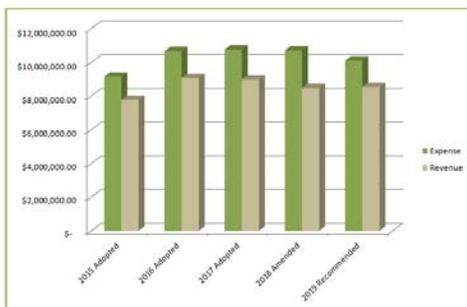
		needs to be updated to better demonstrate a merged clinic to our State Oversight Agencies OMH and OASAS.
Community Services	Researching Telemedicine options to enhance access to services for citizenry of the county	An RFP was disseminated and responded to in 2018. At this time we are in the process of reviewing services deliverables to be entered into the contract so services can begin within 60-90 days by late 2018 early 2019
Community Services	Working with key stakeholders in the community to develop a Crisis Stabilization Center	A committee was established and has been meeting monthly throughout 2018. At this time the committee has agreed to establish this center in a 3 phase approach and the first phase is to establish a Peer Connection Center (Living Room Model) which is tentatively set to open in Jan 2019.
Community Services	Joined the Care Transitions Network to aide us in our conversion from Fee for Service to Value Based payment methodology	We joined the Care Transitions Network and over the course of the year we went from phase one preparedness for Value Based payment (VBP) methodology to phase 4 preparedness. This initiative has been completed.
Community Services	Provide training and cross training to staff to enhance their skill sets, collaboration, and wellness initiatives to enhance their knowledge and physical health	This initiative is ongoing
Community Services	Contract with Touro College to bring on Psychiatric/Medical Residents	We have a contract with Touro college and have had medical students and will be working with 3 rd year residents in September of 2018

Department Resources



	<u>2018 Amended</u>	<u>2019 Recommended</u>
Budgetary Appropriations		
Personal Services	2,719,915	2,660,293
Contract Services	6,064,145	5,429,936
Employee Benefits	1,923,700	1,758,722
Total Budgetary Appropriations	10,707,760	9,848,951
Budgetary Revenues		
Departmental Revenue	2,675,998	2,570,954
State Aid	5,521,654	5,685,003
Federal Aid	280,000	280,000
Total Budgetary Revenues	8,477,652	8,535,957
County Share	2,230,108	1,312,994

Five Year Budget History



2019 Strategy Match

*H1 Improve County health rankings
CBO6 Community health and wellness*

Community Services provides much needed programs to vulnerable populations within our County and help to make our County healthier as a result.

Position Summary

ADDICTION CONTROL

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ADDICTION SVCS COUNSELOR I	4	3	3
ADDICTION SVCS COUNSELOR II	1	1	1
ADDICTION SVCS COUNSELOR III	1	1	1
ASST SOCIAL WORKER	1	1	1
ASST SOCIAL WORKER II	1	1	1
STAFF SOCIAL WORKER I	1	0	0
	9	7	7

CS - DDP ALCOHOL ADDICTION CONTROL

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
DRINKING DRIVER PROG COUNSELOR	1	1	1
	1	1	1

CS - MENTAL HEALTH CLINIC

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ASST SOCIAL WORKER I	1	1	1
CLINICAL PROG MGR	1	1	1
COM MENTAL HEALTH NURSE	3	3	3
STAFF SOCIAL WORKER I	7	6	6
STAFF SOCIAL WORKER II	2	2	2
	14	13	13

COMMUNITY SERVICES ADMINISTRATION

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACCOUNT CLERK	3	3	3
ACCOUNT CLERK/DATABASE	1	1	1
ACCOUNT CLERK/TYPIST	1	1	1
ADMINISTRATIVE SEC	1	1	1
COM SVCS COORD	2	2	2
CUSTODIAN	1	1	1
DATABASE CLERK	3	1	1
DATABASE CLERK TEMP	1	1	1
DEP DIR COM SVCS	1	0	0
DIR COM SVCS	1	1	1
PRIN ACCT CLERK/DATABASE SPEC	0	1	1
RECORD ACCT & MED BILLING	1	1	1
SR ACCOUNT CLERK	2	2	2
SR ACCOUNT CLERK/DATABASE	1	1	1
SR TYPIST	1	1	1
	20	18	18

CS - TREATMENT REACHING YOUTH

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
STAFF SOCIAL WORKER I	2	2	2
STAFF SOCIAL WORKER II	1	1	1
	3	3	3

CS - CASE MANAGEMENT

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ASST SOCIAL WORKER I	2	2	2
ASST SOCIAL WORKER II	9	9	9
CLINICAL PROG COORD II	1	1	1
STAFF SOCIAL WORKER II	1	1	1
	13	13	13

CS - MH CONTIN DAY/PSYCH TREAT

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ADMINISTRATOR OF REHAB SVCS	1	1	1
ASST SOCIAL WORKER II	1	0	0
STAFF SOCIAL WORKER II	1	1	1
	3	2	2

Department Total Position Count: 63 57 57

2019 Goals

1. Join in a National Council Initiative to be able to demonstrate value – we have chosen to do so by developing a polypharmacy policy and procedure to reduce medication prescribed in an effort to reduce co-morbidity
2. Begin Tele Services to increase psychiatric care and medication assisted treatment
3. Provide access to clinic services via the Peer Connection Center through tele-service
4. Continue to work on Integration treatment/recovery program practices
5. Improve Program Collaboration and partnerships
6. Obtain a Psychologist



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

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Accounting	Continue to streamline and search for efficiencies	We continue to streamline the payment process and work with the satellite audit office to eliminate errors/voids and alter processes for efficiencies. Trainings were attended to ensure all funding is being captured. We continue to implement efficiencies with the Rep Payee payment process to go paperless and cut down on delivery time which are projected to be completed during 2018 4Q. The implementation of billing of all claims in DFS CAMS system will be completed by year's end. We're currently working with the Treasurer's Office and Audit to create a paperless payment process. We have begun development of an all-encompassing policy for CAMS procedures/write-offs which should be completed in early 2019.
Accounting	Continue to meet Federal/State claiming deadlines	We continue to meet Federal and State claiming deadlines. All Settlement and Claim information is being forwarded to the Treasurer's Office on a monthly basis. The department is also getting all Foster Care payments up-to-date including all retros.
Accounting	Provide cross-training to staff, ensuring adequate coverage for all accounting department function	Staff was trained with the implementation of the new timekeeping system. On-going cross training is being provided to staff to ensure adequate coverage for all accounting department functions and should be completed in early 2019
Accounting	Continue to work with NYS and Federal agencies to ensure compliance, including with the Title IV-E Foster Care Eligibility Review	We are continuing to work with NYS and Federal agencies

Contract Compliance	Continue to review systems for efficiency and cost saving opportunities with contracted providers	This is an ongoing process. One goal associated with this was to write and implement the policy for Bed Holding in Foster Care which cost approximately \$40,000 in 2017. This policy was issued out to all foster care contractors on 9/20. Further reviews took place for the contracts associated with the Welfare to Work programs (Rolling V and CWD). Each month data is reviewed and costs continue to remain under budget. A follow up meeting with CWD is scheduled for 10/2
Contract Compliance	Develop new contracts for a spectrum of available children's services	All preventive services contracts have been developed that were associated with RFP 17-36. As the year progressed new opportunities surfaced such as the Wendy's Wonderful Kids Program (contract completed) and programs for the Raise the Age. The contracts for YAP and Berkshire for the Raise the Age programming are drafted and currently being reviewed by the County Attorney's Office prior to any signatures. Anticipated completion of those contracts are 10/31
Contract Compliance	Continue working with contractors in providing best outcomes essentially allowing for more growth of services	Quarterly updates are now being received from the following contractors: Rehabilitation Support Services, Access Supports for Living, Center for Workforce Development, Berkshire Farm Center and Services for Youth, Sullivan County Child Care Council, Safe Homes of Orange County, Public Health Services, Town of Wallkill Boys and Girls Clubs and Dispute Resolution Center. Each quarter these reports are reviewed and if issues are identified, support to the agency is provided as well as feedback from Department staff
Contract Compliance	Finish all cooperative agreements requiring state approval for reimbursement purposes	All cooperative agreements that were identified as being required have been submitted to OTDA. One pending approval (FVRT) was originally submitted on 6/18. On 9/22, I reached back out to OTDA for an update but have not received anything. The new anticipated completion date for this agreement is 11/30
Child Support Enforcement	Bring the Child Support unit into Federal Compliance	We have had visits from the state and are making headway with the use of reports that have become available. And we have a wall
Child Support Enforcement	Correct the job specifications for the Court Liaison position for promotional purposes	This matter has been corrected because the Court Liaison is now allowed to take promotional exams into higher titles
Child Support Enforcement	Create a procedure for removing interest on Birthing Expenses judgments based on URA, thereby reducing our arrears figures	With the assistance of Mr. Moon, we have been removing interest on a case by case basis.
Child Support Enforcement	Increase collections on arrears	Getting in more money has been difficult, but we have looked at the situation from a different direction and have removed \$1.76 million from our past due balances
Child Support Enforcement	Employer violations to bring non-cooperative employers into compliance	We have had some success with employer violations.

Human Resources/Staff Development	Employee Moral	Staff appreciation picnic---The staff appreciation BBQ was celebrated on August 10/2018, and it was a fun filled event. Prizes such as Sullivan County Logo shirts, Goodies baskets, gift certificates, and 50-50 raffle were won by DHFS staff. Team building---Hired the services of Bob Blenn a renowned Motivational speaker to conduct a two days team building training to boost morale. Outstanding Service Award----Presented to Preventive Team for the great job they did with “Toys for Tots” campaign during the holiday season
Human Resources/Staff Development	Employee Performance	97% evaluations completion rate achieved through July 2018
Human Resources/Staff Development	Employee Development	Completed Trainings: 67 trainings offered locally and State-wide through June 30, 2018....up 49% from 2017. Completed training needs assessments to OCFs, CDHS CAI and PDP for training delivery. Maintain STARS policies and procedures, register staff for both classroom/online trainings that include, but not limited to, Transitioning from worker to supervisor, Conducting effective performance evaluation, Conflict resolution, Managing difficult employees, HIPAA, Sexual Harassment, LDSS new workers training, TA/SNAP training, CPS foundation training, Mandated reporter training etc. Increase access to technology-based training utilizing computers for online learning, Interpreter Certificate Training program, No Wrong Door, CPS/FVRT Legal Refresher AM & PM sessions, Extreme Govt. Makeover-AM & PM sessions, Helping the Helper Workshop AM & PM sessions, Recoupment Claim Refresher, TA/SNAP Employment Training, Indigent Burial Refresher, What Hotline Workers Need To Know About Elder Abuse, Cell Phone Policy Roll Out AM & PM sessions, New DFS Evaluation for Supervisors/Line Workers, How To De-Stress Workplace Distress, Supporting Normative, HIPAA, DFS Orientation, Keeping adoptive families remain together, Safety Training, Trauma Informed Care for Social Service Delivery, Advance Legal Training, Adult Financial Abuse Training, Child Care Subsidy training, Child Support Regional Coordinator Meeting, TA/SNAP Case, Documentation, NARCAN Training, Pooled Trust Training, Home Run & Pathways Program for Family, and CPS Foundation training Care training. TRAINING “NO SHOW”: Training no show went down 51%.....from 47 in 2017 to 23 in 2018. TRAINING-REIMBURSEMENTS: Reimbursements through June 30, 2018: Federal \$46,130.00, State \$16,788.00, Local \$2,932 vs. [2017- we were at \$40,569-Fed, \$14, 691 State, and \$2, 321 Local].
Human Resources/Staff Development	Technology	Interactive smart board was installed with the help of ITS/DPW in the DFS basement training room to help facilitate our online learning more effectively

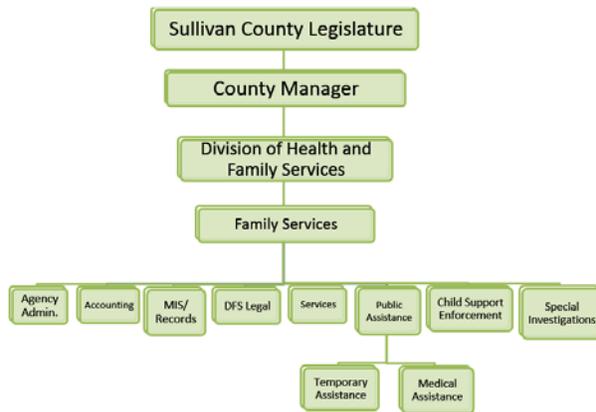
Human Resources/Staff Development	Other significant achievements	Worked collaboratively with DFS management/ITS, County Attorney office, and Personnel department to create "Portable Device Policy" for our cell phones/laptop users VACANCY: 1. 80 interviews conducted 2. 40 positions filled 3. 24 New Hires 4. 16 promotions
Medicaid Assistance	Goals were not defined in 2017 for 2018. Significant achievements:	1. The MA Unit successfully trained 3 new Social Welfare Examiners simultaneously. Currently, these Examiners are responsible for approximately over 1300 MA cases. They are responsible for recertification of applications, undercare maintenance, public assistance extensions and spenddowns. 2. An audit conducted for the Department of Health resulted in some findings and a final report is pending. However, we were advised by the auditors that we were ranked among the top 5 counties in New York State for accuracy of case processing and documentation. 3. The Medicaid Buy In program was reviewed to improve efficiency. A case status report was created to provide a listing of cases due on a monthly basis. It has organized and directed the work to be completed. 4. The Title IVE (Foster Care) component of Medicaid Assistance was also reviewed to improve efficiency. A redesign of the program within the MA unit resulted in an enhanced database to provide weekly updates on the status of cases. There has been improved interdepartmental communication between the Foster Care Unit and MA Unit. Benefits are now available in a timelier manner, while maximizing reimbursements for MA services through Title IVE. 5. The MA unit has been able to reorganize the department to streamline operations and improve the processing times for benefits.
Services	Work closely with foster/child care agencies, such as Berkshire, to increase the number of therapeutic foster homes in Sullivan County in an effort to keep more of our foster children local	We now have 8 certified therapeutic foster homes. A training class begins September 29th with 3 confirmed and 2 potential families
Services	Use our new "home finder" contract with DRC to develop more Regular foster homes, supporting the foster care unit in having more options for placements in the Sullivan community and	They are on board to do MAAP trainings and are in the process of hiring a staff member.

	closer to home	
Services	Increase the services capacity of our Preventive Services unit as a result of our new contracts to prevent and divert placement of kids. New services will increase preventive capacity (cases) threefold	We've contracted 6 different preventive programs creating a continuum of services to support the preventive workers
Services	Reduce the need for higher level residential placements, reducing foster care costs in higher, more expensive foster placements and thereby providing more expansion in the preventive programs	Also will look to create an Agency Operated Boarding Home with therapeutic and mental health services to provide alternatives to residential placement
Services	Increasing state-monitored CPS performance measures by 10%; 15 cases max for each worker; completing 7-day safety assessments on time; reducing number of over-due reports	Already seen a 20% increase over past few months
Services	In APS, develop a minimum two (2) additional Family Type Homes (FTHA).	We have opened one home and one is pending final state inspection prior to opening.
Services	Continue to increase community awareness of Adult Services by vrending and sponsoring another WEAAD forum.	We sponsored a forum in the Regency for WEAAD and went to National Night Out. In October we'll be at Senior Safety Day at the Ted Stroble Center
Services	Increase networking with community-based organizations to better sustain assistance for adult clients, using both faith-based and not-for-profit organizations.	APS is currently working with OFA to put together a multi-disciplinary team. APS is also reaching out to Rabbis to brainstorm and will include PHS as well.

Special Investigations	Ensure that any training available to the staff is utilized.	SIU staff attended trainings pertaining to their job duties. SIU staff are enrolled in several more trainings that are coming up
Special Investigations	Continue to recover monies owed to the Sullivan County Department of Family Services, especially monies that are local county share	As of 8/31/18 the Special Investigations Unit reviewed 291 cases for possible overpayments. 199 of these cases had overpayments that clients were not entitled to receive totaling \$246,141.94, breakdown as follows: Public Assistance \$145,523.39 Medicaid \$ 23,779.93 SNAP \$ 72,397.62 HEAP \$ 2,441.00 VENDOR \$ 2,000.00
Special Investigations	Schedule a refresher training for the Front End Detection/Eligibility Verification Review (FEDS/EVR) with NY State OTDA for both the investigative staff and eligibility workers to ensure proper procedures are followed and to continue the success of the programs and increased cost avoidance	Refresher training will be in November or December 2018, Collins is in process of setting it up
Special Investigations	Continue our joint efforts to eliminate abuse of Welfare Assistance.	Fraud Efforts have increased as a result of the newly formed Sullivan County Welfare Fraud Task Force. The Welfare Fraud Task Force is a joint effort and includes members of the District Attorney's Office, Sullivan County Sheriff's Office, and the Family Services Special Investigations Unit. As of 9/28/18 these collaborative efforts have resulted in 28 arrests related to abuse or fraudulently obtaining Public Assistance, Food Stamps, and/or Medicaid Assistance, and some included individuals that violated parole/probation or sex offender requirements
Temporary Assistance	Progress towards developing additional Temporary Housing options with a Resident Assistant model for families and Sex Offenders	Work closely with the Housing Coordinator on developing additional temporary emergency housing options. The additional responsibilities involved with monitoring of temporary housing facilities have forced us to focus resources on administrative functions instead of efforts to locate permanent housing and help clients achieve self-sufficiency
Temporary Assistance	Progress towards developing a Homeless Intake Center near DFS that would serve as a "single- point- of entry" for individuals and families facing homelessness during	Although funds have been allocated and plans are being developed with the planning department we've encountered opposition from local town board and residents. We have been unable to proceed with the project

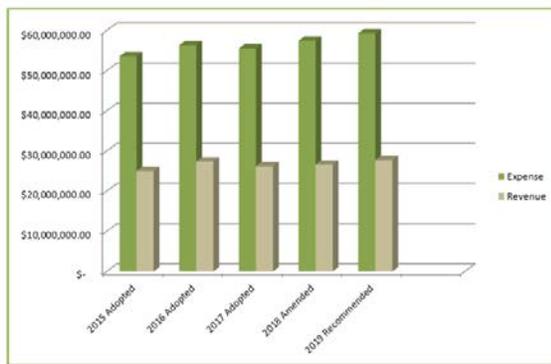
	and after regular DFS business hours	
Temporary Assistance	Work with the Department of Family Services' Record's Management Department to transfer all case number books into an electronic database to streamline the process for workers opening new cases	We were able to work with the Department of Family Services Records Management Unit to transfer 8 case number books into a database to improve efficiency and reduce paper. This accounts for 32 % of the book and has made it easier for workers opening new cases. Also, any new case numbers have been created and entered into the database alleviating the need to create additional books
Temporary Assistance	Optimize transportation services for the Welfare to Work (WTW) Program to ensure maximum gain for the investment into the program. Continue to work with the Contract Compliance Officer, Center for Workforce Development (CWD) staff, and Employment Coordinator to monitor use and cost of existing services	Transportation services through the Welfare to Work (WTW) program were optimized to ensure maximum gain for the investment into the program. Continued monitoring by the Contract Compliance Officer and Employment Coordinator working with Center for Workforce Development (CWD) staff resulted in savings from 2017-2018 of over \$300,000
Temporary Assistance	Work with CWD to increase the Employment Participation rate to meet the statewide ranking. Many of our Program participants are engaged in some work or work activity but we need to ensure that they are meeting or exceeding the minimum requirements	Achieved an employment participation rate of 28%. We are currently ranked 5th out of 16 districts of medium- small size. We were changed from a medium-size district to a medium-small size district. The Statewide ranking is 28%. Participation rate measures the number of people that are participating in work or a work activity and meeting the minimum requirements. Achieved an engagement rate of 46.1%. We are currently ranked 1st of 16 districts of medium-small size. The Statewide ranking is 43%. The engagement rate measures the number of people that are engaged in an activity even if they are not meeting the minimum requirements. We have met or exceeded the statewide ranking for participation and engagement rates
Temporary Assistance	Other significant achievements	The Director of Temporary Assistance and HEAP Coordinator presented a workshop at the New York Public Welfare Association Summer Conference on the changes we instituted to the County's HEAP and how we fixed many of the deficiencies with the program. It was well attended and we received several requests from other counties for information to help them with their programs

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$8,376,584	\$8,608,505
Contract Services	\$43,242,213	\$45,029,822
Employee Benefits	\$5,881,846	\$5,658,162
Total Budgetary Appropriations	\$57,480,643	\$59,297,489
Budgetary Revenues		
Departmental Revenue	\$2,229,330	\$2,468,550
State Aid	\$8,989,217	\$8,983,177
Federal Aid	\$15,381,950	\$18,300,200
Total Budgetary Revenues	\$26,590,497	\$27,751,927
County Share	\$30,890,146	\$31,545,562

Five Year Budget History



2019 Strategy Match

*H1 Improve County health rankings
P2 Provide resources and attention to children being served through Child Protective Services
O4 Provide sufficient staffing where needed to better serve the people of Sullivan County.*

The Department of Family Services is there to help families and children in need of assistance with the most basic necessities to live a quality life.

Position Summary

DFS GENERAL ADMINISTRATION

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ADMINISTRATIVE SEC	2	2	2
COMM DIV HEALTH & FAMILY SVCS	1	1	1
CONTRACT MONITOR	0	1	1
DEP COMM OF FAMILY SVCS	2	2	2
DIV CONTRACT COMPLIANCE OFFICER	1	1	1
SEC II COMM HEALTH FAMILY SVCS	1	1	1
STAFF DEV/HR MGR	1	1	1
TYPIST	1	1	1
	9	10	10

DFS - ACCOUNTING

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
FISCAL ADMINISTRATIVE OFFICER	1	1	1
PRINCIPAL ACCOUNT CLERK/DB SPEC	1	1	1
SR ACCOUNT CLERK/DATABASE	5	5	5
SR FISCAL ADMIN OFFICER	1	1	1
	8	8	8

DFS - MIS/RECORDS

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACCOUNT CLERK/DATABASE	2	2	2
HELP DESK/DOC COORD	1	1	1
RECORDS MGT CLERK	2	2	2
SR DATABASE CLERK	1	1	1
	6	6	6

DFS - TEMPORARY ASSISTANCE

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACCOUNT CLERK	2	2	2
ACCOUNT CLERK/DATABASE CLERK	3	3	3
CLERK	4	4	4
CLERK TFT	4	4	4
DIR TEMP ASSISTANCE	1	1	1
DRIVER/COURIER	1	1	1
EMPLOYMENT SERVICES COORDINATOR	1	1	1
FAMILY SVCS CASE MGR	1	1	1
HEAD SOCIAL WELFARE EXAM	1	1	1
HOUSING COORDINATOR	1	1	1
PRINCIPAL SOCIAL WELFARE EXAM	3	3	3
RECORDS MGT CLERK	2	2	2
SENIOR SOCIAL WELFARE EXAMINER	1	1	1
SOCIAL WELFARE EXAMINER	21	21	21
SR SOCIAL WELFARE EXAM	6	7	7
	52	53	53

DFS - MEDICAL ASSISTANCE

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACCOUNT CLERK	1	1	1
PRINCIPAL ACCOUNT CLERK	1	1	1
PRINCIPAL SOCIAL WELFARE EXAM	2	2	2
SENIOR SOCIAL WELFARE EXAMINER	3	3	3
SOCIAL WELFARE EXAMINER	6	6	6
SR ACCOUNT CLERK/TYPIST	1	1	1
	14	14	14

DFS - LEGAL

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
FAMILY SERVICES ATTORNEY	3	3	3
LEGAL TYPIST	1	1	1
SR FAMILY SVCS ATTORNEY	1	1	1
	5	5	5

DFS - SPECIAL INVESTIGATIONS

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
COORD SPEC INVEST & RESOURCE	1	1	1
DIRECTOR OF FRAUD INVESTIGATIONS	1	1	1
FAMILY SVCS INVESTIGATOR	2	2	2
FAMILY SVCS INVESTIGATOR TRAINEE	2	2	2
PRINCIPAL ACCOUNT CLERK	1	1	1
SOCIAL WELFARE EXAMINER	1	1	1
SR ACCOUNT CLERK	1	1	1
SR ACCOUNT CLERK/TYPIST	1	1	1
SR FAMILY SVCS INV	1	1	1
SR SOCIAL WELFARE EXAM	1	1	1
	12	12	12

DFS - CHILD SUPPORT			
	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACCOUNT CLERK	1	1	1
COORD CHILD SUPPORT ENFORCE	1	1	1
COURT LIAISON	1	1	1
FAMILY SVCS INVESTIGATOR	7	7	7
PRINCIPAL ACCOUNT CLERK	1	1	1
SR ACCOUNT CLERK	2	2	2
	13	13	13
DFS-SERVICES			
	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
CASE SERVICES AIDE	5	5	5
CASE SUPERVISOR	10	10	10
CASEWORKER	26	25	25
DATABASE CLERK	1	1	1
DIR SVCS	1	1	1
FAMILY SVCS INVESTIGATOR	1	1	1
SOCIAL WELFARE EXAMINER	1	1	1
SR ACCOUNT CLERK/DATABASE	2	2	2
SR CASE SVCS AIDE	1	1	1
SR CASEWORKER	23	23	23
	71	70	70
Department Total Position Count:	190	190	190

2019 Goals

Accounting

1. Create all-encompassing policy for CAMS procedures/write-offs.
2. Work with Treasurers and Audit Office to create a paperless payment process
3. Continue to streamline and search for efficiencies
4. Continue to meet Federal/State claiming deadlines
5. Complete all cross training to staff, ensuring adequate coverage for all accounting department function
6. Continue to work with NYS and Federal agencies to ensure compliance, including with the Title IV-E Foster Care Eligibility Review

Contract Compliance

1. Establish contracts with all necessary schools needed in accordance with the Every Student Succeeds Act (ESSA)
2. Develop quality rating system for foster care agencies to be used internally
3. Develop RFP, contracts and programs needed for the new Community First Choice Option (CFCO) program

Child Support Enforcement

1. Request filling of Senior Family Services Investigator and Principal Family Services Investigator (for the upcoming exit strategy)
2. Reclassify the title for the Child Unit to Child Support Investigators to differentiate the work that is done by SIU and SCU
3. Continue to reduce outstanding arrears

Human Resources/Staff Development

1. Continue our ongoing training collaboration with DFS managers, supervisors and department heads to deliver key training that will enhance employee's overall performance; while working with the Sullivan County Personnel Department.
2. Conduct regular and systematic training needs assessments for all DFS units' staff, and submit to OCFS, OTDA, CAI and PDP for various training delivery
3. Reduce or eliminate "No Show"
4. Quarterly training report to FAO
5. Performance evaluation
6. Maintain low vacancy
7. Continue to enhance staff morale
8. Staff Appreciation award
9. Annual BBQ Celebration
10. Caught Doing Something Good Campaign

Medicaid Assistance

1. Achieve a goal of case processing of Community Medicaid Cases of within 45 days of application. Continue to review and improve processes to achieve this goal

Services

1. Continue to work with Berkshire Farms, to increase the number of therapeutic foster homes in Sullivan County in an effort to keep more of our foster children local. From zero (0) at program start this year, we have currently reached ten (10) foster homes
2. Use our new "Homefinder" contract to develop more regular foster homes, supporting the foster care unit in having greater options for placement. Expectation is fifty 50 additional homes by the end of 2019
3. Initiate RFP and develop a Sullivan County Agency Operated Foster Home, with six (6) plus beds able to provide child care for foster youth and reduce reliance on costly residential and/or diagnostic placements
4. Increase the services capacity of our preventive service unit as a result of new contracted providers to prevent and divert placement of kids (JD/PINS, STSJP and RTA Youth)
5. Use PIP to increase state monitored CPS performance measures to reach and maintain state median levels. The 7-day assessments are currently at that level.
6. Enhance supervision protocols to sustain higher level performance and improved casework practice
7. In APS, develop a minimum two (2) additional Family Type Homes (FTHA)
8. Increase networking with community based organizations to better sustain assistance for adult clients, using both faith-based and not-for-profit organizations

Special Investigations

1. Ensure that any training available to the staff is utilized.
2. Obtain proper equipment, credentials, and a law enforcement vehicle to be used by the Fraud Task Force.
3. Continue to recover monies owed to the Sullivan County Department of Family Services, especially monies that are local county share.
4. Increase the cost avoidance for the FEDS/EVR programs.
5. Continue our joint efforts to eliminate abuse of Welfare Assistance. The Special Investigations Unit continues to work towards the goal for having and maintaining real time investigations with no backlog.

Temporary Assistance

1. Work closely with the Housing Coordinator on developing additional temporary emergency housing options. The additional responsibilities involved with monitoring of temporary housing facilities have forced us to focus resources on administrative functions instead of efforts to locate permanent housing and help clients achieve self-sufficiency.

2. Progress towards developing a Homeless Intake Center near DFS that would serve as a “single- point- of entry” for individuals and families facing homelessness during and after regular DFS business hours.
3. Continue transposing case number books to achieve 50 % of the books entered into the database.
4. Continue to work with the Contract Compliance Officer, Employment Coordinator, and CWD staff to monitor transportation services. We would like to achieve additional cost savings by reducing the number of no-shows for transportation.
5. Improve the development and creation of employment plans, including transportation plans for WTW clients. DFS coordinated with OTDA to schedule training on how to properly complete and update employment plans for CWD staff in September 2018.
6. Fill multiple vacancies in the Social Welfare Examiner Series. Focus on training of new staff and improve efficiencies with existing staff by reorganizing departments and streamlining tasks and responsibilities in the TA/SNAP units.



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:

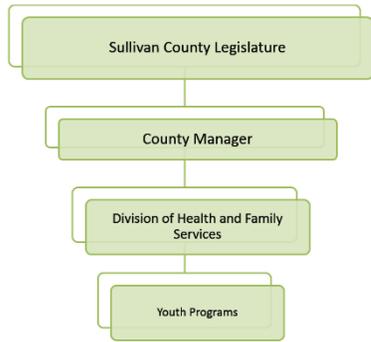
- Program Funding and Oversight – The Youth Bureau is the agency at the county level through which NYS OCFS directs funds to youth development and prevention. This function includes:
 - Observation and evaluation
 - Technical assistance with grant proposals
 - Measurement and reporting
 - Data entry 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.

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Youth Programs	24 youth programs received funding, monitoring, and extensive technical support.	An estimated 9,800 children will participate in recreational, educational, and preventive activities.
Youth Programs	3 new youth programs were developed with Youth Bureau assistance and funding: Town of Liberty Parks and Recreation Program, Manor Ink Program, and	Opportunities for youth were expanded to develop creativity, improve listening and communication skills, and to enhance youth

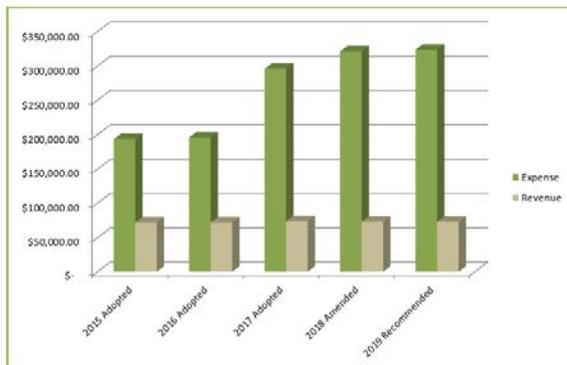
	DRC's Better Together program for at-risk youth.	opportunities for physical fitness and socialization.
Youth Programs	4 current youth programs were expanded with Youth Bureau assistance and funding: Town of Fallsburg Police Juvenile Assistance Bureau, Town of Tusten Recreation Program, YMCA of Sullivan County and EPIC After School Creative Drama Program.	Opportunities for youth were enhanced, increasing youth participation through new activities and expanding current activities.
Youth Programs	Through our sharing network and in-person outreach, over 1,000 recipients—including funded programs, schools, police departments, community-based organizations, county departments, agencies, families, and individual residents of Sullivan County—received information about and access to programs, activities, and events for families and youth.	More widespread public awareness and effective use of community opportunities and resources; and the opportunity for programs to network to share resources, planning, and coordination.
Youth Programs	Working with local planning groups on initiatives that benefit the community at large, the Youth Bureau collaborated with Fallsburg Communities That Care and the Fallsburg Police Department to host National Night Out in Fallsburg in August 2018. The event was very successful, with approximately 1,000 participants.	Sullivan County families accessed a community-wide event in a setting that fostered socialization and improved community/police relations.
Youth Programs	The Youth Bureau will host a Safe Halloween Trick or Treat Outreach event for children and families on October 31, 2018 at the Government Center. 300+ children are expected to attend the event with their families, and 20+ organizations will host outreach tables to educate the public as to the services that their organizations provide.	Sullivan County families will access a community event that fosters socialization, education and community relations.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$101,473	\$105,894
Contract Services	\$153,869	\$150,567
Employee Benefits	\$65,962	\$67,352
Total Budgetary Appropriations	\$321,304	\$323,813
Budgetary Revenues		
Departmental Revenue	\$0	\$0
State Aid	\$72,977	\$72,982
Total Budgetary Revenues	\$72,977	\$72,982
County Share	\$248,327	\$250,831

Five Year Budget History



2019 Strategy Match

P2 Provide resources and attention to children being served through Child Protective Services and other departments.

The Youth Bureau provides invaluable services to the youth of our County through activities and prevention.

Position Summary

	YOUTH PROGRAMS		
	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ADMINISTRATIVE ASST	1	1	1
DIR YOUTH SVCS	1	1	1
	2	2	2

2019 Goals

1. The Youth Bureau will fund recreational, educational and preventive programs that will promote youth development.
2. The Youth Bureau will assist in the planning and development of at least one new youth program.
3. The Youth Bureau will expand a current program, increasing youth participation by offering new activities and/or enhancing current activities.
4. The Youth Bureau will connect youth and families directly with programming, activities, and events.
5. The Youth Bureau will act as a central clearinghouse, providing e-mail distribution of information on youth resources, programs, and community special events.
6. The Youth Bureau will identify needs and advocate on issues that affect youth; promote best use of shared resources; and expand community outreach.
7. The Youth Bureau will maintain a leadership role in planning, particularly the Integrated County Planning (ICP) process for Child and Family Services Plan.

8. The Youth Bureau will host a Safe Halloween Trick or Treat Outreach event that will provide youth and families with the opportunity to socialize, learn about various resources/services in the community, and enhance community relations.



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:

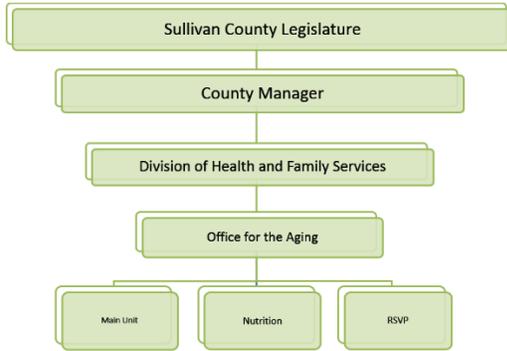
- AAA Transportation
 - Supplemental program to cover costs of medical transportation & special needs transportation which includes some ambulance transports out of the county.
- Caregiver Resource Center
 - This service provides information & counseling to caregivers through a contract with the Cornell 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

Performance Measures

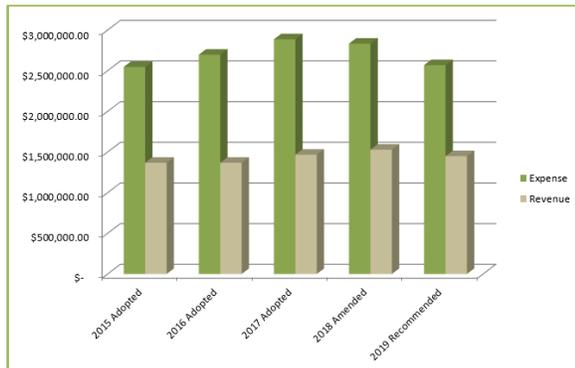
PROGRAM	KEY STATISTICS	OUTCOME
Senior Nutrition Program	Provided 14,970 meals to 229 clients at our 12 congregate meal sites. Delivered 39,987 hot meals and 6,126 frozen meals to 244 homebound clients. Introduced more whole grains, fresh fruits and vegetables into menu planning Created a Facebook page for the Senior Nutrition Program Filled vacancy in August 2018 for Aging Services Aid	In addition to providing a nutritious meal, the homebound meals visits include a face-to-face check-in with some of our most vulnerable clients. The congregate meal sites foster ongoing social interactions for seniors.
Retired Senior Volunteer Program	282 active volunteers served over 38,358 hours in Sullivan County in 2017-2018	RSVP Volunteers support programs and services provided to seniors and the community that would not have been possible in the absence of dedicated volunteers.
Sullivan NY Connects	15% increase in yearly contacts (776 in 2016-2017 to 891 in 2017-2018) Hired a Point of Entry Assistant. Sullivan NY Connects fully staffed	Information and Assistance provided to consumers, caregivers, and professionals regarding long term services and supports for older adults and individuals of all ages with disabilities.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$918,233	\$955,108
Contract Services	\$1,350,820	\$1,013,390
Employee Benefits	\$563,830	\$600,410
Total Budgetary Appropriations	\$2,832,883	\$2,568,908
Budgetary Revenues		
Departmental Revenue	\$134,475	\$126,100
State Aid	\$681,052	\$615,833
Federal Aid	\$733,015	\$707,199
Total Budgetary Revenues	\$1,528,542	\$1,449,132
County Share	\$1,304,341	\$1,119,776

Five Year Budget History



2019 Strategy Match

*13 Community transportation development.
Provide public transportation to employment,
healthcare, shopping, etc.
CBO6 Community health and wellness*

Our Office for the Aging assists the older population within the County in obtaining the resources they need to live a full and healthy life.

Position Summary

AG - MAIN UNIT

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
AGING SVCS AIDE	1	1	1
AGING SVCS SPECIALIST	4	4	4
CASE MGT SPECIALIST	1	1	1
DIR AGING SERVICES	1	1	1
FULL CHARGE BOOKKEEPER	1	1	1
POINT OF ENTRY ASST	2	2	2
POINT OF ENTRY COORD	1	1	1
RSVP SPECIALIST	1	1	1
	12	12	12

AG - NUTRITION

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
AGING SVCS AIDE	1	1	1
AGING SVCS ASST	1	1	1
AGING SVCS SPECIALIST	1	1	1
CHAUFFEUR RPT	5	5	5
CHAUFFEUR/FLOATER PT	1	1	1
NUTRITION SITE OPERATOR PT	3	3	3
NUTRITION SITE OPERATOR RPT	5	5	5
NUTRITION SVS COORD	1	1	1
	18	18	18

	AG - RSVP		
	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
RSVP PROG COORD	1	1	1
RSVP SPECIALIST	1	1	1
	2	2	2
Department Total Position Count:	32	32	32

2019 Goals

1. Increase the number of medical transport and homebound meal drivers and assistants by 10%
2. Sullivan NY Connects will add and maintain comprehensive and current resource listings of Long Term Services and Supports, programs, and providers in the State's online NY Connects Resource Directory.
3. All Sullivan NY Connect staff will provide Options Counseling/Person-Centered Counseling, as appropriate, to assist consumers and their caregivers in making informed choices to meet their identified needs.
4. Increase community outreach to increase senior participation in the Senior Nutrition Program
5. Increase community awareness of OFA services through participation in a minimum of 5 different community outreach events.
6. Develop and operationalize an emergency preparedness plan for active OFA clients.



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

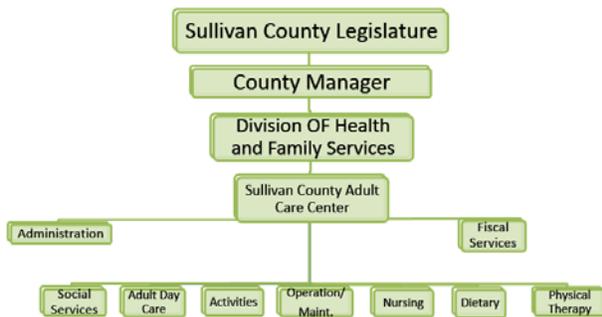
- Lunch and snacks are provided to the registrants as part of the daily schedule
- Fiscal/General Accounting
 - Develop, oversee, and audit fiscal policies
 - Perform accounting, auditing, budget maintenance, and other fiscal related duties
 - Prepare and present reports with respect to the facility's 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

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Adult Day Health Services Program	The total occupancy for the Adult Day Health Services program decreased in 2016 and 2017	The decrease in registrants is directly related to a misalignment and the need for a more innovative marketing program. The program will be resident centered with outreach covering a broader sphere of recruitment as we are planning to review/increase the hours of operation so that we can appeal to a broader cross-section of consumers

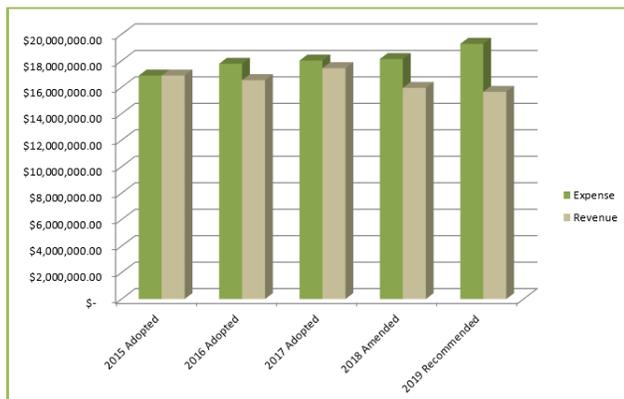
Care Center at Sunset Lake	Overall increase in Occupancy for Inpatient of 2.4% from 2016 to 2017. From 2017 to 2018 reflects a break even up to 08/18	An increase of Patient Revenue of 6%, from 2016 to 2017, with a projected increase of 1% as we continue to admit residents with an higher acuity rate that is directly related to a change in CMI from 0.99 to 1.00
Care Center at Sunset Lake	Received grant funding in the amount of \$147,000 from the DOH through the Advanced Training Initiative (ATI) program.	Program is aimed at educating staff to detect early changes in resident's physical and mental functional status that could lead to avoidable hospitalization. Grant is a cost saving benefit to County and tax payers.
Care Center at Sunset Lake	5 Star Rating	The new rating will increase our Census

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$23,000	\$0
Personal Services	\$7,367,673	\$7,464,881
Contract Services	\$5,584,722	\$6,213,203
Debt Service	\$0	\$0
Employee Benefits	\$5,157,909	\$5,803,234
Total Budgetary Appropriations	\$18,133,304	\$19,281,318
Budgetary Revenues		
Departmental Revenue	\$15,935,036	\$15,657,836
State Aid	\$0	\$0
Federal Aid	\$0	\$0
Interfund Transfer General Fund	\$20,397	\$0
Total Budgetary Revenues	\$15,955,433	\$15,657,836
County Share	\$2,177,871	\$3,623,482

Five Year Budget History



2019 Strategy Match

*H2 Provide quality care and qualified personnel to Care Center at Sunset Lake residents
I4 Provide up to date facilities for County departments to safely and effectively serve taxpayers and provide services*

The Sullivan County Care Center at Sunset Lake will undergo renovations this year to provide a better environment for everyone. Trained staff to care for the residents are a huge part of safe and effective services.

Position Summary

ACC - NURSING ADMINISTRATION

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ASST DIR NURSING SVCS	1	1	1
DIR NURSING SVS	1	1	1
	2	2	2

ACC - INSERVICE TRAINING

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACC PROG COORD	1	1	1
	1	1	1

ACC - NURSING

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACC PROG COORD	1	1	1
DOMESTIC AIDE	4	4	4
HEAD NURSE/UNIT LEADER	4	4	4
HOUSE MGR	2	2	2
LICENSED PRACTICAL NURSE	18	18	18
NURSING ASST	63	63	63
NURSING ASST RPT	9	9	9
REGISTERED PROFESSIONAL NURSE	10	10	10
REGISTERED PROFESSIONAL NURSE PD	1	1	1
REGISTERED PROFESSIONAL NURSE PT	1	1	1
	113	113	113

ACC - ADULT DAY CARE

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACC PROG COORD	1	1	1
LICENSED PRACTICAL NURSE	1	1	1
NURSING ASST	1	1	1
	3	3	3

ACC - CENTRAL MEDICAL SUPPLY

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
COORD SUPPLY & INVENTORY CONTR	1	1	1
SUPPLY & INVENTORY CONTROL CLERK	1	1	1
	2	2	2

ACC - ACTIVITIES

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACTIVITIES DIR	1	1	1
LEISURE TIME ACTIVITIES AIDE	6	6	6
	7	7	7

ACC - PHYSICAL THERAPY

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
DIR REHAB SVCS	1	1	1
	1	1	1

ACC - SOCIAL SERVICES

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
CASEWORKER	2	2	2
MARKETING OUTREACH COORD	1	1	1
SUPV SOCIAL WORKER (ACC)	1	1	1
	4	4	4

ACC - DIETARY SERVICES - SUPV

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
DIETETIC SVCS ASST	1	1	1
DIETETIC SVCS SUPERVISOR	1	1	1
DIETICIAN	1	1	1
	3	3	3

ACC - DIETARY SERVICES

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ASST COOK	3	3	3
ASST COOK PD	1	1	1
COOK	1	1	1
FOOD SVC HELPER - ACC	17	17	17
FOOD SVC HELPER - ACC RPT	1	1	1
	23	23	23

ACC - MEALS ON WHEELS

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ASST COOK	1	1	1
FOOD SVC HELPER -ACC	1	1	1
	2	2	2

ACC - OPERATION & MAINTENANCE

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
BUILDING SAFETY MONITOR	3	3	3
BUILDING SAFETY MONITOR PD	1	1	1
BUILDING SAFETY MONITOR RPT	1	1	1
	5	5	5

ACC - LAUNDRY & LINEN

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
LAUNDRY WORKER	3	3	3
LAUNDRY WORKER RPT	1	1	1
	4	4	4

ACC - FISCAL SERVICES

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
FISCAL ADMINISTRATIVE OFFICER	1	1	1
	1	1	1

ACC - GENERAL ACCOUNTING

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
MED CODING & BILLING SPECIALIST	1	1	1
SR ACCOUNT CLERK	1	1	1
	2	2	2

ACC - ADMINISTRATIVE OFFICES

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACC STAFFING SVCS PROG COORD	1	1	1
ADMINISTRATIVE ASST	1	1	1
ADMINISTRATOR ACC	1	1	1
WARD CLERK	4	4	4
	7	7	7
Department Total Position Count:	180	180	180

2019 Goals

1. To hire additional LPN's
2. Continue ATI training
3. Increase and maintain census with a higher acuity rate
4. Derive strategies to improve daycare census
5. New Marketing Campaign using innovative marketing tools
6. Provide chairs in resident's rooms to accommodate visitors



Division of Management and Budget



A1320 Audit and Control

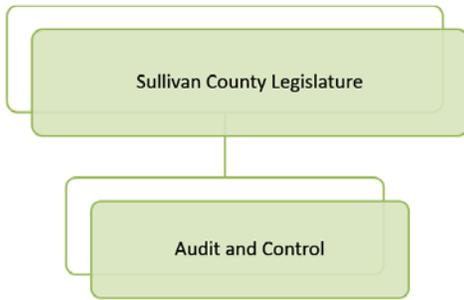
Department Description

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

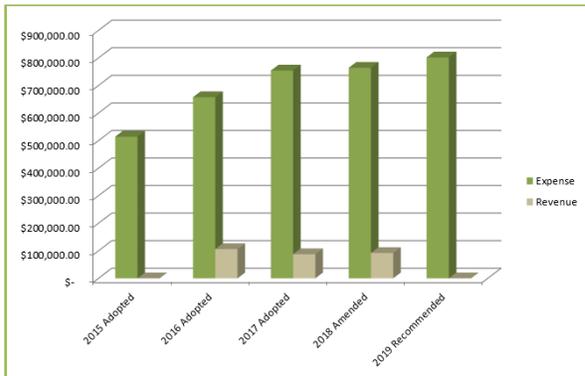
One of the major responsibilities is to audit and process all lawful claims or charges against the County or against funds for which the County is responsible. It is also to promote accountability throughout the County government. Audit provides and will continue to provide various types of audit functions 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.

Department Resources



Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$355,744	\$359,246
Contract Services	\$143,094	\$170,916
Employee Benefits	\$265,345	\$271,571
Total Budgetary Appropriations	\$764,183	\$801,733
Budgetary Revenues		
Departmental Revenue	\$92,075	\$0
Total Budgetary Revenues	\$92,075	\$0
County Share	\$672,108	\$801,733

2019 Strategy Match

CB02 Responsible use of taxpayer funds

The Office of Audit and Control works to look over each and every invoice coming through for payment, to ensure that the expenses are legitimate, free of sales tax and have been received by the parties in need of the supplies.

Position Summary

	AUDIT AND CONTROL		
	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACCOUNTS PAYABLE COORDINATOR	2	2	2
AUDIT CLERK	1	1	1
COUNTY AUDITOR	1	1	1
SR AUDIT CLERK	2	2	2
STAFF AUDITOR	1	1	1
	7	7	7



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.

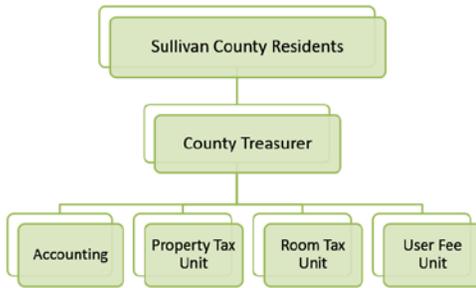
The Sullivan County Treasurer's Office receives funding through buyer premiums collected from the public auction of properties, as well as administrative fees assessed for processing and advertising delinquent properties. The User Fee Unit is funded through the County's Refuse and Garbage Fund and thus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

Core Services

Functions of the Sullivan County Treasurer's Office include:

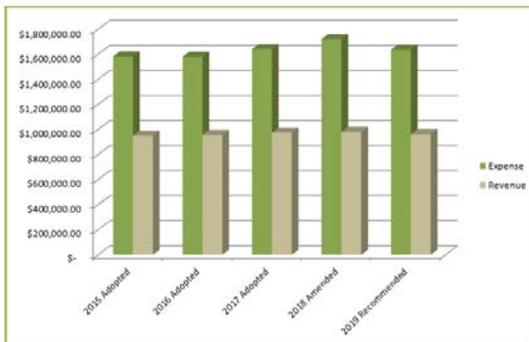
- Cash Management
- Cash receipts
- Check requests
- Assist departments with inquiries pertaining to general ledger
- Entering, proofing, posting and running payroll
- Assist tax department
- Create, maintain & disburse court & trust actions
- Maintain interdepartmental/town/school chargeback
- Daily verification of tax department's cash drawers
- Track RMSCO data
- Create & maintain all Room Tax facilities
- Accept & log property brought to office by Coroners
- Begin process to abandon unclaimed funds to New York State (annually)
- Track civil & inmate funds sent by Sheriff
- Monthly maintenance of bank records
- Records retention
- Process reports in various preference formats to file annual reports to DEC, NYS, etc.
- Prepare & maintain hauler license/user permit renewal applications
- Print/mail monthly statements to charge customers
- Prepare monthly recycling/C&D/MSW reports
- Balance bank statements
- Enter/record checks received daily
- Data entry
- Record & enter receipt of bail funds from various courts
- Process certificates of residency

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$715,268	\$720,335
Contract Services	\$507,943	\$429,958
Employee Benefits	\$497,467	\$486,143
Total Budgetary Appropriations	\$1,720,676	\$1,636,436
Budgetary Revenues		
Departmental Revenue	\$979,829	\$981,891
State Aid	\$0	\$0
Total Budgetary Revenues	\$979,829	\$981,891
County Share	\$740,847	\$674,545

Five Year Budget History



2019 Strategy Match

CB02 Responsible use of taxpayer funds

The County Treasurer maintains the fiscal stability of Sullivan County, through tax collection and enforcement, to any and all revenue collection to efficiently run County services.

Position Summary

TR - ACCOUNTING

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
COUNTY TREASURER	0.4	0.4	0.4
DEP COUNTY TREASURER	0.4	0.4	0.4
SR ACCOUNTANT	1	1	1
SR FISCAL ADMINISTRATIVE OFFICER	1	1	1
STAFF ACCOUNTANT	1	1	1
	3.8	3.8	3.8

TR - ROOM TAX COLLECTION

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
COUNTY TREASURER	0.1	0.1	0.1
DEP COUNTY TREASURER	0.1	0.1	0.1
JUNIOR ACCOUNTANT	1	1	1
	1.2	1.2	1.2

PROPERTY TAX UNIT

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ABTRACTOR	1	1	1
COUNTY TREASURER	0.4	0.4	0.4
DEP COUNTY TREASURER	0.4	0.4	0.4
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
	6.8	6.8	6.8

USER FEE UNIT

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
COUNTY TREASURER	0.1	0.1	0.1
DEP COUNTY TREASURER	0.1	0.1	0.1
JUNIOR ACCOUNTANT	1	1	1
	1.2	1.2	1.2

Department Total Position Count: 13 13 13



A1340 Management and Budget

Department Description

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

Core Services

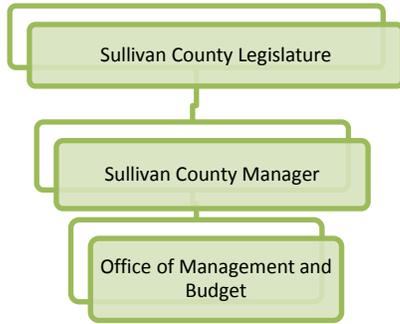
Functions of the Office of Management and Budget include:

- 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

Performance Measures

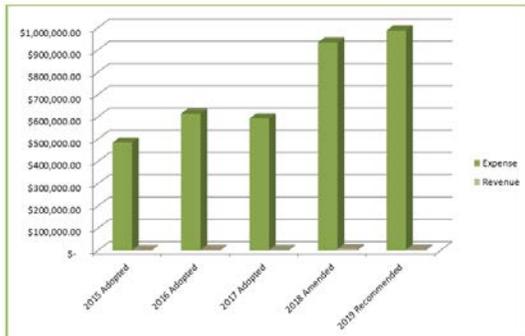
PROGRAM	KEY STATISTICS	OUTCOME
Operating Budget	Submitted improved 2018 Adopted Budget to Government Finance Officers Association for consideration for award	Received Distinguished Budget Presentation Award from GFOA, which resulted in a more transparent and understandable budget document for Sullivan County taxpayers.
Operating Budget	On track to meet or exceed budget projections included in 2018 Adopted Budget	We are projecting an increase to the County's year end fund balance.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$389,280	\$396,241
Contract Services	\$286,490	\$319,596
Employee Benefits	\$258,099	\$272,144
Total Budgetary Appropriations	\$933,869	\$987,981
Budgetary Revenues		
Departmental Revenue	\$6,500	\$3,500
Total Budgetary Revenues	\$6,500	\$3,500
County Share	\$927,369	\$984,481

Five Year Budget History



2019 Strategy Match

CB02 Responsible use of taxpayer funds

Management and Budget is responsible for the development and oversight of the County budget, ensuring that the County stays within the tax cap and funds are allocated in a reasonable manner.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
COMM MGT & BUDGET	1	1	1
DEP COMM MGT & BUDGET	1	1	1
EXEC SEC TO COMM MGT & BUDGET	1	1	1
FINANCIAL ANALYST	2	3	2
FISCAL ADMINISTRATIVE OFFICER	1	1	1
	6	7	6

2019 Goals

1. Develop a 2020 Operating Budget that is compliant with the New York State tax cap.
2. Continue to improve the operating budget document by providing additional information about the functions of County Government and its various departments.
3. Improve internal fiscal controls by strengthening the County's financial staff resources and continuing close communication with the Office of Audit and Control and the Sullivan County Treasurer's Office.
4. Complete conversion of various software applications, including the countywide timekeeping system. This upgrade will result in increased real time functionality of accruals and more accurate record keeping.
5. Enhance the use of our current Enterprise Resource Planning (ERP) software in both Financial Management and Human Resources by continuing to implement modules that we currently own, such as position budgeting. This will enable the County to combine multiple standalone systems to one database.
6. Identify, procure and implement the use of capital budgeting software that is capable of interfacing with our existing ERP software.



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

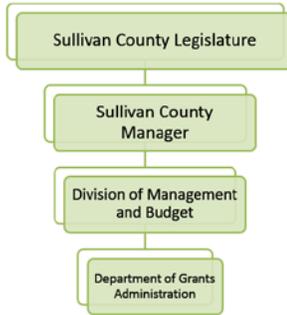
Functions of Grants Administration include:

- 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

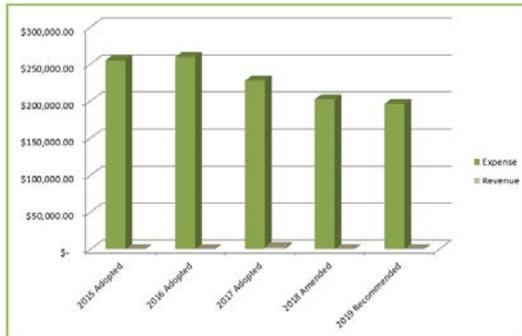
Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Grant Research	Identified and reviewed various funding sources for priority projects; distributed information to proper departments	Reduce County share of priority projects; reduce funding required from property tax dollars
Technical Assistance	Utilize a Grant Concept Approval Form to coordinate the decision making process and secure necessary approvals prior to expenditure of resources	Ensures the efficient deployment of County resources including funding, staff time and materials
Technical Assistance	Provide funding administration oversight for successful grant applications	Minimize/eliminate deficient audit findings and return of funds
Evaluation	Request feedback from funding source representatives regarding strengths and weaknesses of various applications	Improve success rate of securing grant funding

Department Resources



Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$117,487	\$119,693
Contract Services	\$10,741	\$2,990
Employee Benefits	\$74,166	\$73,246
Total Budgetary Appropriations	\$202,394	\$195,929
Budgetary Revenues		
Departmental Revenue	\$0	\$0
State Aid	\$0	\$0
Total Budgetary Revenues	\$0	\$0
County Share	\$202,394	\$195,929

2019 Strategy Match

C5 Support Capital Projects related to tourism, community & economic development, image enhancement and other County goals

CB04 Increased community and economic development

Grants Administration works with County Management to ensure that efforts are put forth for the current priorities identified.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
GRANTS ADMIN SUPERVISORY ASST	1	1	1
GRANTS ADMINI SUPVR	1	1	1
	2	2	2

2019 Goals

The DGA has identified the following 2019 Goals:

1. Conduct a DGA records inventory and reconciliation project. Done as part of the effort to free up file cabinet space, and only retain records within their retention period.

The project is subject to the County's Records Management Policy and Procedure, and the SUNY State Education Department / NYS Archives – Records Retention & Disposition Schedule CO-2 (*County Book*);

2. Revise the DGA Policy & Procedure manual to reflect various revisions as requested by OMB staff, and subsequently present a legislative resolution at a 2019 OMB Committee meeting to rescind the earlier resolution adopting the manual, and authorize the NEW revisions to the manual;

3. Continuing to advance the earlier identified, yet fully completed, 2018 Goals – i.e. Project Account Coding, In-kind staff time tracking, etc.; and

4. Continue the DGA mission of facilitating access to discretionary external funding for Sullivan County Government divisions / departments, while improving the administration and management of existing grant resources.



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

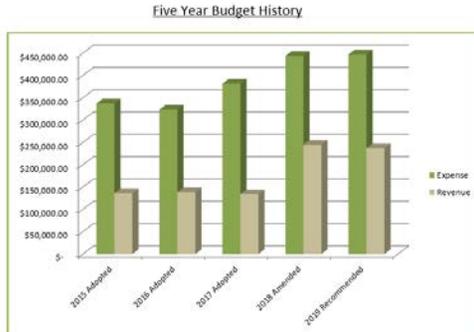
Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Employee Benefits	Average annual premium cost per employee with individual coverage was \$12,179.76; family coverage was \$28,741.32.	Benefits provided to approximately 900 active employees and 500 retirees.
Risk Management	\$877,667 in insurance premiums paid in 2017	Approximate value of assets protected is \$124,000,000 with additional \$5,000,000 of coverage for new jail project
Risk Management	Accurate management and processing of incident reports and claims within 2018	154 incident reports submitted and processed. Worker's Comp assessments paid to NYS WCB in the amount of \$126,036.99 for the first half of 2018

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Personal Services	\$262,479	\$204,842
Contract Services	\$48,219	\$139,338
Employee Benefits	\$132,905	\$102,824
Total Budgetary Appropriations	\$443,603	\$447,004
Budgetary Revenues		
Departmental Revenue	\$244,814	\$236,736
Total Budgetary Revenues	\$244,814	\$236,736
County Share	\$198,789	\$210,268



2019 Strategy Match

O3 Reduction of Worker's Compensation claims through increased push for workplace safety

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ASST DIR RISK MGT & INSURANCE	1	1	1
DIR RISK MGT & INSURANCE	1	1	1
EMPLOYEE BENEFITS ADMINISTRATOR	0	1	0
INSURANCE CLERK	1	0	1
RISK MGT & INSURANCE PROG COORD	1	1	1
WORKPLACE SAFETY COORDINATOR	1	1	0
	5	5	4

2019 Goals

1. Provide quality customer service to all clients including the County, County employees and retirees, participants in the self-funded worker's compensation plan and Sullivan County taxpayers.
2. Secure the most competitive rates available to provide adequate coverage for Sullivan County.
3. Transition to a new benefits administration system for County workers and retirees.
4. Continue to manage Worker's Compensation and Disability claims as they occur and manage our exposure to the best of our ability.
5. Offer a Driver Safety classes to employees in an effort to reduce automobile accidents



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:

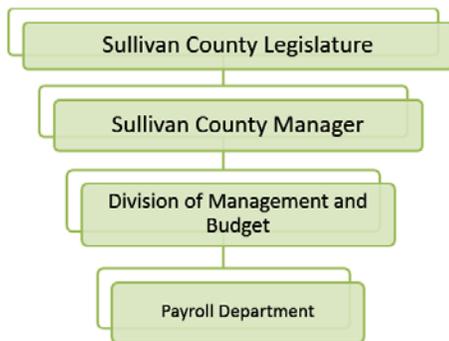
- Process biweekly payroll including payment of all biweekly payroll taxes
- Reconcile and pay all employee deductions including union dues, retirement contribution, retirement loans, garnishments, credit union deposits, etc.
- Reconciliation of all federal and state quarterly and annual reports, such 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.

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
New World Human Resource Software	Paid 1,084 Full Time and 630 Part Time, Per Diem, Temporary and Seasonal Employees	Annual Gross Pay \$53 million. Cut 5,500 paychecks and 29,000 direct deposit advices. \$8.1 million in Federal and State taxes deposited. \$1.3 million paid to New York State Retirement.
New World Human Resource Software	Added and updated all employee information	450 new hires entered into New World. 270 employees terminated. Modified countless employee records to ensure accurate payments with regard to retirement groups, tiers and numbers. Also benefit group and

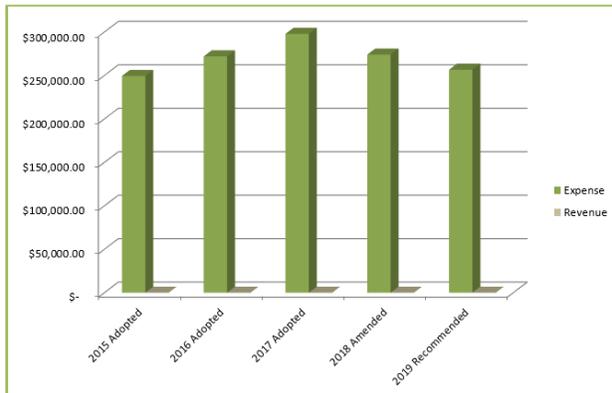
		department changes, direct deposits, deductions, salaries, etc.
Kronos Install and Support	Continued install of application and troubleshooting of rules and issues	32 of 33 departments fully using Kronos time cards. These employees are entering their own time off requests and missed punches. 31 of 33 departments no longer approving payroll in New World.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$144,665	\$143,965
Contract Services	\$16,528	\$6,675
Employee Benefits	\$112,733	\$105,949
Total Budgetary Appropriations	\$273,926	\$256,589
County Share	\$273,926	\$256,589

Five Year Budget History



2019 Strategy Match

O2 Create and maintain a paperless environment, saving time and money on reduced storage and printing, to operate more efficiently

CB02 Responsible use of taxpayer funds

Implementation of a new, more efficient payroll system and the accurate processing of payroll are very important to the operations of the County.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
PAYROLL COORD/SW SUPPORT TECH	1	1	1
PRINCIPAL ACCOUNT CLERK	1	1	1
PRINCIPAL PAYROLL CLERK	1	1	0
SR PAYROLL CLERK	1	1	1
	4	4	3

2019 Goals

1. Complete install of Kronos Time Cards in the Care Center
2. Complete the install of Kronos Advanced Scheduler in the Care Center, Sheriff's Office and E911.
3. Complete install of Kronos Absence Module.

4. Work with Departments to use Kronos for Project Accounting.
5. Provide prompt, accurate and friendly customer service to our County employees, retirees and vendors.
6. Continue to meet all payroll deadlines including direct deposits, tax deposits and Federal and State reporting.
7. Provide County employees and outside agencies with accurate and prompt reporting.
8. Continue to train County employees in the use of New World and Kronos.



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.

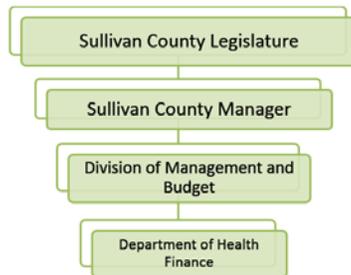
The Health Finance Department receives funding from the State and Federal government for the administration of the health programs of the three departments. It is a non-mandated office.

Core Services

Functions of the Health Finance Department include:

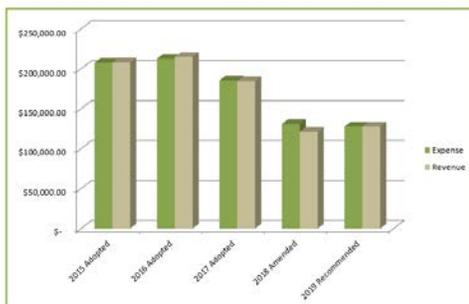
- Billing to Federal and State governments and insurance companies for reimbursement of the costs of providing services within the Adult Care Center, Community Services and Public Health departments
- Monitoring of the operating budget for respective departments, the participation in the completion of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

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Personal Services	\$72,045	\$79,477
Contract Services	\$0	\$0
Employee Benefits	\$58,910	\$48,291
Total Budgetary Appropriations	\$130,955	\$127,768
Budgetary Revenues		
Departmental Revenue	\$121,224	\$127,768
Total Budgetary Revenues	\$121,224	\$127,768
County Share	\$9,731	\$0

Five Year Budget History



2019 Strategy Match

H2 Provide quality care and qualified personnel to Adult Care Center residents.

The Health Finance department keeps everything moving behind the scenes so that care givers can give the attention needed to our residents.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACCOUNT CLERK/DATABASE	1	1	1
FISCAL ADMINISTRATIVE OFFICER	1	1	0
FULL CHARGE BOOKKEEPER	1	1	1
MEDICAL BILLING COORD	1	1	1
PRINCIPAL ACCOUNT CLERK	5	5	5
SR ACCOUNT CLERK	5	5	5
SR FISCAL ADMINISTRATIVE OFFICER	0	0	1
	14	14	14



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:

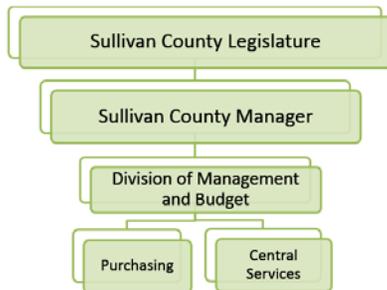
- Mail is sorted, delivered and processed daily
- Mailroom services are currently outsourced to the Kristt Company, which provides one employee and includes transportation for all pickups and delivery

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Purchasing	To date for 2018, completed 81 bids, 40 Request for Proposals, 53 formal quotes for goods and services	Included bids for the Jail Offsite Utilities, water and sewer projects, multiple bridge projects, resurfacing 33 miles of county roads, the purchase of IT equipment for the New Jail
Purchasing	Processed 2,959 purchase orders	Maintained compliance with the County purchasing policy; utilized "piggybacking" options with other counties for statewide savings; procured

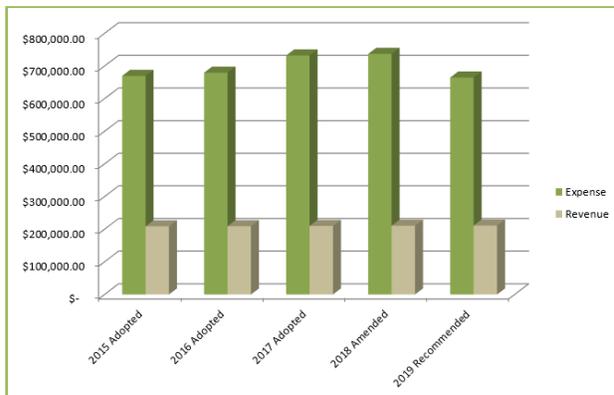
		through NYS OGS contract and marketplace
Purchasing	Processed 80 contracts for materials and services	All contracts for bid and RFP materials and services including modifications to existing to amend or extend
Purchasing	Filled all vacancies	Filled the Assistant Director of Purchasing position and the Account Clerk/Database position, which is a shared position with Parks and Recreation
Central Services	Mail and courier services provided to all County departments	Supports County operations

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$282,174	\$291,671
Contract Services	\$289,968	\$255,028
Employee Benefits	\$164,963	\$117,870
Total Budgetary Appropriations	\$737,105	\$664,569
Budgetary Revenues		
Departmental Revenue	\$210,502	\$211,098
Total Budgetary Revenues	\$210,502	\$211,098
County Share	\$526,603	\$453,471

Five Year Budget History



2019 Strategy Match

CB02 Responsible use of taxpayer funds

Purchasing assists with ensuring that all projects are done with fiscal prudence at the best price possible. Central Services keeps the information flowing throughout the County offices, helping to efficiently serve the residents of Sullivan County

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACCOUNT CLERK/DATABASE	1	1	1
ASST DIR PURCHASING CENTRAL SVCS	1	1	1
DIR PURCHASING & CENTRAL SVCS	1	1	1
PURCHASING COORD	3	3	3
	6	6	6

2019 Goals

1. The Purchasing Department will continue processing bids, requests for proposals, quotes, contracts and purchase orders for all County departments and agencies to meet all of their goods and service needs.
2. The Purchasing Department is working with the ITS Department for electronic filing and archiving for purchase orders, bids and documents; including archived bids. The goal is to eliminate our need for hard copy record retention.
3. Purchasing will be training County departments in executing their own change orders through New World System. This will work in conjunction with the A/P process and will reinforce accuracy and accountability for departments and users.
4. Update the current Purchasing bid boiler plate as well as the contracts, both construction and non-construction, to incorporate additional language, grant terminology and insurance revisions.
5. Rolling out New World training on the requisition process to all new employees identified at the time of orientation to be a requisition entry individual.



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

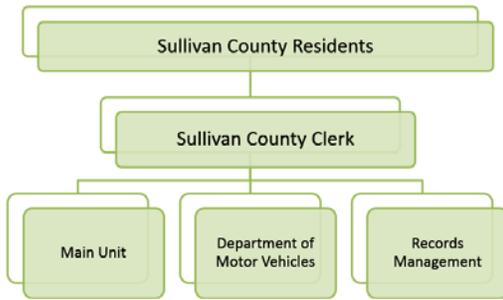
Functions of the Department of Motor Vehicles include:

- 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.

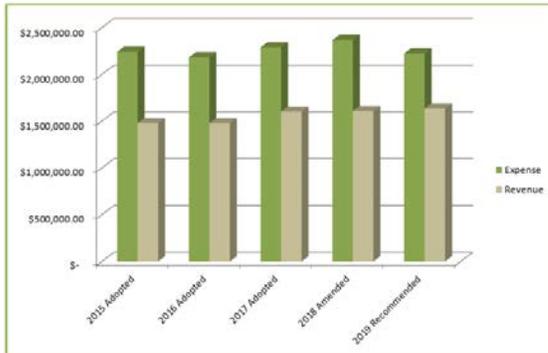
Functions of the Records Management Department include:

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

Department Resources



Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$1,205,885	\$1,233,754
Contract Services	\$339,059	\$144,821
Employee Benefits	\$822,837	\$846,239
Total Budgetary Appropriations	\$2,367,781	\$2,224,814
Budgetary Revenues		
Departmental Revenue	\$1,607,900	\$1,636,175
State Aid	\$0	\$0
Total Budgetary Revenues	\$1,607,900	\$1,636,175
County Share	\$759,881	\$588,639

2019 Strategy Match

*CB02 Responsible use of taxpayer funds
O2 Create and maintain a paperless environment, saving time and money on reduced storage and printing, to operate more efficiently.*

The County Clerk's office is working hard to become a paperless environment and create an electronic storage of documents. Services offered are done so as efficiently as possible.

Position Summary

CC MAIN UNIT

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
CORONER/COUNTY CLERKS AIDE	0.5	0.42	0.42
COUNTY CLERK	1	1	1
COUNTY CLERK WORKER I	4	4	4
COUNTY CLERK WORKER II	6	6	6
COUNTY CLERK WORKER III	2	2	2
DEP COUNTY CLERK I	1	1	1
FISCAL ADMINISTRATIVE OFFICER	1	1	1
	15.5	15.42	15.42

CC - DMV

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
COUNTY CLERK WORKER I	4	6	5
COUNTY CLERK WORKER II	3	3	3
COUNTY CLERK WORKER III	2	2	2
DEPT OF MOTOR VEHICLE ADMIN	1	1	1
MVB CUSTOMER SVC SPECIALIST	1	1	1
	11	13	12

RECORDS MANAGEMENT

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
RECORDS MGT SURVEY TECH	2	2	2
	2	2	2

Department Total Position Count: 28.5 30.42 29.42



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.

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Recruitment and Talent Sourcing	The new employment environment, that includes talent networks, social media, competing employment choices (i.e. Casino), and shifting skill-set demands, will require innovative marketing and communication strategies to attract, source, and recruit qualified candidates, in accordance with Civil Service Rules, Laws and other statutes and mandates. To meet these demands, the HR Department expanded social media presence by fully leveraging social media tools to	We increased job fair events by 500% and also partnered with local communities and school districts and other organizations. Sullivan has experienced workforce demographic shifts and in the upcoming years, will focus on creating leadership pipelines to ensure knowledge transfer and continuity of excellent services.

	attract diverse, talented individuals to the County.	
Training	There was an increase in management and supervisory skills across many departments as a result of the County's ongoing investment in training and development, including the County's Supervisory Training Program.	This addition, along with the use of self-service technology--the EAP knowledge center--champions their career and professional growth and empowers our staff to further add value, guide, and assist departments in meeting their goals.
Employee Onboarding	We've implemented a new employee onboarding program.	Ensures all new hires have available resources and training on policies and procedures.
eGov	Personnel expanded its use of technology through eGov, our Human Resource/Civil Service Information System.	This allowed the Personnel Department to become consultative partners, training other departments on its capabilities and electronic transmission of the 428.
Labor Negotiations	The Director of HR/Personnel Officer will continue to negotiate with labor unions to ensure agreements align with our current and anticipated economic conditions and operational needs and maintain positive employee/union/employer relationships.	
EAP Program	Several issues were identified with the County's long standing vendor for EAP during contract negotiations with several bargaining units. We worked with the Purchasing Department to send out a RFP seeking higher levels of services.	The successful vendor was recently awarded the contract and orientation has commenced for all County employees. So far, our new EAP program has been well received.

Other highlights include the following:

- Conducted 17 investigations involving alleged violations of the County's Anti-Discrimination and Harassment Policy; Workplace Violence Policy; and Whistleblower Policy.
- Reviewed 1239 applicants for civil service exams of which only 745 were approved, as of today's date.
- Administered 331 state prepared civil service exams as of today's date with more being given in November and December 2018.
- Administered 225 Decentralized as of today's date with several more scheduled in November and December 2018.
 - 21 Classifications and Reclassifications in 2017. So far 22 classifications and reclassifications in 2018.

Created 13 new job descriptions in 2017 and 18 new job descriptions in 2018. Updated many more job descriptions in the same time frames.

Annual Report submitted to the State, March 1, 2018

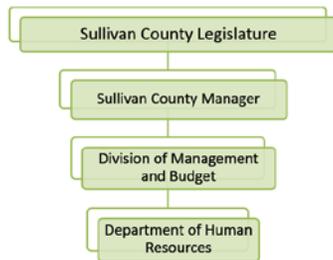
Fees Report for examinations given in 2017 submitted to the State March 1, 2018.

Performed daily research and gave advice to payroll, department heads, employees of the County and appointing authorities of other Civil Divisions.

As a member of the Negotiating Team, Director was involved with negotiations with seven distinct bargaining units which resulted in the following: NYSNA resulted in a three year contract and now working on finalizing CBA in accordance with MOA; PBA ratified three year agreement; LIU resulted in a handshake four year agreement which will be voted upon by membership once MOA is finalized; met on many occasions with Teamsters (main unit) which resulted in agreement that union negotiators advised the County that they will not recommend; still meeting with CSEA to resolve contract from 2013; met several times with Teamsters Probation unit; involved with negotiations regarding titles covered by Management Unit which resulted in agreement with unit for all titles except three. Hearing scheduled in November, 2018 at PERB offices in Albany, New York.

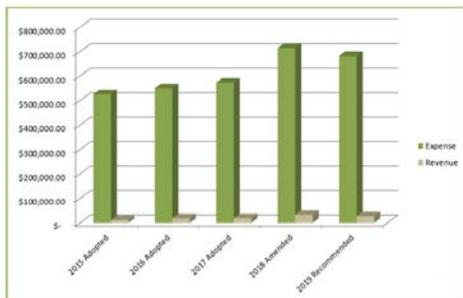
Advertised for 38 County positions in various publications and online postings (this does not include the hundreds of exam announcements mailed out throughout the year).

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Personal Services	\$365,768	\$372,463
Contract Services	\$134,369	\$87,085
Employee Benefits	\$214,376	\$222,187
Total Budgetary Appropriations	\$714,513	\$681,735
Budgetary Revenues		
Departmental Revenue	\$33,000	\$27,500
Total Budgetary Revenues	\$33,000	\$27,500
County Share	\$681,513	\$654,235

Five Year Budget History



2019 Strategy Match

O1 Attract and retain long term employees with knowledge of operations and ability to be efficient and effective, by offering competitive salaries

O4 Provide sufficient staffing where needed to better serve the people of Sullivan County.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ADMINISTRATIVE SEC	1	1	1
DEP DIR OF HUMAN RESOURCES	1	1	1
HR DIR/PERSONNEL OFFICER	1	1	1
PERSONNEL ASST	2	3	2
PRINCIPAL PERSONNEL ASST	2	2	2
	7	8	7

2019 Goals

1. Sexual Harassment Policy and Training:

The State has signed new sexual harassment prevention policies and procedures into law, requiring every employer to adopt a prevention policy and mandate annual training. We will adopt a new policy, develop a comprehensive training program for both supervisory and non-supervisory staff and train employees, by October 2019.

2. Handbook:

As a result of evolving workplace laws and regulations, this document needs updating and review. The Director of Human Resources/Personnel Officer and Deputy will prepare this document and present it to the County Legislature for review and adoption by mid-year 2019.

3. Jurisdictions/e428:

Our goal next year is to streamline the electronic 428 to the other 41 jurisdictions in the County. This will require Personnel staff to go out in the field and train each municipality. This will be completed by end of 2019 provided that the municipalities have the technology, personnel and willingness.



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.

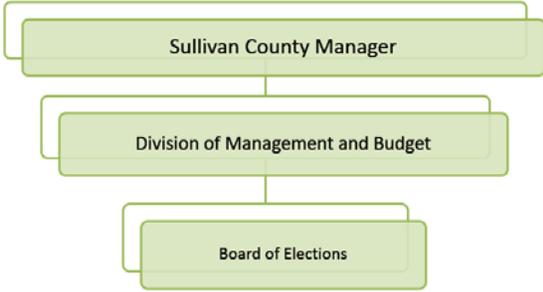
Sullivan County Board of Elections is a mandated office. All functions of the BOE are mandated by the Federal and NY State Constitutions and Election Laws.

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.

Performance Measures

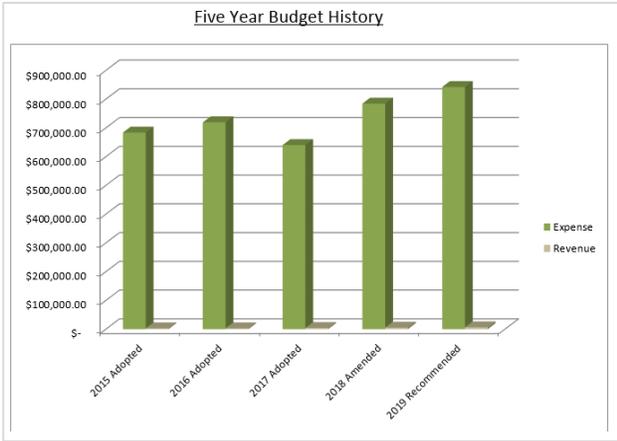
PROGRAM	KEY STATISTICS	OUTCOME
Federal, State and Local Primary Elections	7051 Ballots voted in both Primaries	Compliance with NYS Calendar
General Election	TBD November 6, 2018	
Electronic Election Night Reporting		Timely Results on Website
Training : Cyber-Security: Ballot Programming; Electronic Voting Machines	BOE Staff Training	Streamlined and updated Procedures
Training Election Inspectors	Over 200 Election Inspectors Trained and Certified	

Department Resources



**Note: The Board of Elections reports through the Division of Management and Budget for administrative purposes only.*

	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$47,000	\$105,000
Personal Services	\$416,092	\$428,774
Contract Services	\$154,742	\$137,200
Employee Benefits	\$166,560	\$171,207
Total Budgetary Appropriations	\$784,394	\$842,181
Budgetary Revenues		
Departmental Revenue	\$5,500	\$6,500
State Aid	\$0	\$0
Federal Aid	\$0	\$0
Total Budgetary Revenues	\$5,500	\$6,500
County Share	\$778,894	\$835,681



2019 Strategy Match

CB02 Responsible use of taxpayer funds

The Board of Election is a mandated department responsible for running efficient and fair elections within the County. The costs associated with that task are mostly County funded.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
COMM ELECTIONS	2	2	2
DEP COMM ELECTIONS	2	2	2
SR CLERK	2	2	2
	6	6	6

2019 Goals

1. Planning and implementing a smooth transition for Electronic Voting Machine Systems and Administrative Office to be in one BOE building at 518 Broadway.
2. Local Primary and General Elections (Town and County positions)
3. All BOE Staff Training on Voting Machine Systems – Tech Levels I and II
4. Progress on consolidation of Primary elections with NY State Legislature
5. Funding for updated certified Electronic Voting Machines and replacement parts where needed.



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.

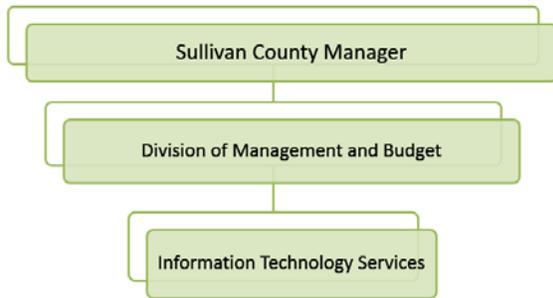
Functions of the Department of Information Technology Services include: Computer support, Network support, Security (protection of the County’s electronic infrastructure from attacks both foreign and domestic), Software solutions, Telephone services, Copy & print services, Administrative functions, and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

Performance Measures

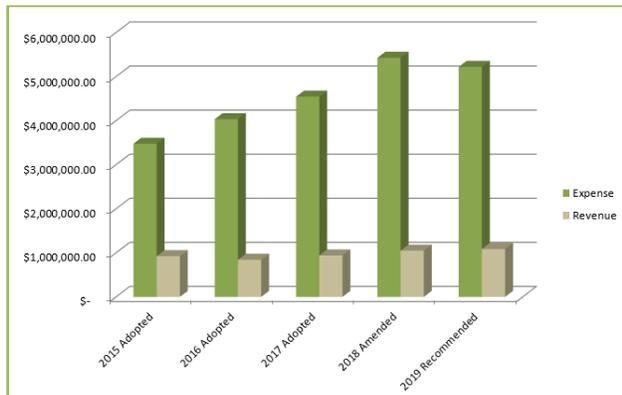
PROGRAM	KEY STATISTICS	OUTCOME
Government Center Door Access Control/Security	Installation of key card access control; security cameras, emergency event initiation and alerts/announcements	Installation of key card access control; security cameras, emergency event initiation and alerts/announcements. Access control/accountability during approved office hours to all office locations in the Government Center and Annex.
County website redesign	Installed, configured and integrated.	sullivanny.us was unveiled in May with an improved user interface/experience and better solution/service to the constituents/public-at-large.

New SCSO Facility	Designed and initiated with the beginnings of implementation in 2018, continuing into 2019.	Design and implementation of the IT needs for the new SCSO Patrol, Civil and Jail facilities at the new complex including, but not limited to: core and edge network with point-to-point wireless data transmission backup, internet and telecommunication redundancy for DR, desktop endpoints, VoIP, FoIP, video conferencing and MFD solutions..
Electronic Records Management	Solution implementation initiated during 2018 with expansion to additional departments scheduled for 2019.	Improve records retention with implementation of Laserfiche Enterprise Content Management. This is the beginning of a 7-10 year endeavor to eliminate 9700 boxes of paper documents with a central point of electronic management and storage of same.
Windows 10	All virtual desktops countywide replaced with Windows 10 and Office 2016	With Windows 7 sun setting in January 2020, forklift upgrade to the desktop operating system completed by the end of 2018. Provides performance improvements to old virtual desktop infrastructure with new end-point devices and virtual desktop OS all running on new back-end host software.
New MFD Solution	Replace all aging Kyocera MFD's with new solution	Reduction in expenses and improved workflow with a centralized print management solution while improving overall security and confidentiality.

Department Resources



Five Year Budget History



	<u>2018 Amended</u>	<u>2019 Recommended</u>
Budgetary Appropriations		
Fixed Equipment	\$0	\$200,000
Personal Services	\$962,643	\$944,324
Contract Services	\$3,871,573	\$3,504,366
Employee Benefits	\$592,148	\$573,637
Total Budgetary Appropriations	\$5,426,364	\$5,222,327
Budgetary Revenues		
Departmental Revenue	\$1,050,105	\$1,086,497
State Aid	\$0	\$0
Total Budgetary Revenues	\$1,050,105	\$1,086,497
County Share	\$4,376,259	\$4,135,830

2019 Strategy Match

O2 Create and maintain a paperless environment, saving time and money on reduced storage and printing, to operate more efficiently

CBO2 Responsible use of taxpayer funds

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
APPLICATION/WEB/NETWORK TRAINING	0	1	0
CHIEF INFO OFFICER	1	1	1
CLIENT SUPPORT TECH ASST I	1	1	1
CLIENT SUPPORT TECH I	4	5	4
DIR APPS DEV & SUPPORT	1	1	1
DIR OPERATIONS AND NETWORK ADMIN	1	1	1
HELP DESK/DOC SPECIALIST	1	1	1
INFO/NETWORK SECURITY OFFICER	1	1	1
IT ADMINISTRATIVE COORD	1	1	1
MGT INFO SYSTEMS COORD	1	1	1
NETWORK ENGINEER	0	1	0
PC SPECIALIST	2	2	2
PUBLIC SAFETY TECHNICAL SPECIALI	0	1	0
SR NETWORK ENGINEER	1	1	1
SR PC SPECIALIST	1	1	1
WEBMASTER	0	1	0
	16	21	16

2019 Goals

- 1. NEW JAIL (Beginning now through facility completion)**
 - a. Design and implementation of the \$1.37M IT needs for the new SCSO Patrol, Civil and Jail facilities at the new complex including, but not limited to: core and edge network, internet and telecommunication redundancy for DR, desktop endpoints, VoIP, FoIP, video conferencing and MFD solutions.
- 2. LASERFICHE IMPLEMENTATION**
 - a. Continue expansion of the Laserfiche Enterprise Content Management implementation. Initial deployment in 2018 focused on paper reduction strategies in Veteran's and ITS. Target expansion departments in 2019 are the District Attorney's case management needs and historical records retention in conversation of paper to electronic records.
- 3. NEW APC BATTERY BACKUP REPLACEMENTS**
 - a. RFP in development for Q1 release.
 - b. Full battery backup solution replacements in all edge switch closets countywide. Current devices are past end-of-life and we intend to provide 3-hour uptime design for locations absent real-time generator backup solutions.
- 4. ELECTRONIC AGENDAS AND MINUTES (Ongoing)**
 - a. Implemented in early December 2017, continue the refinement and process improvement of legislative committee/full board meetings throughout 2018 with Accela meeting/minutes processing software. This is a sister product to the current video streaming product in use for the monthly full board meetings.
- 5. POINT-TO-POINT WIRELESS NETWORK DATA**
 - a. Already underway (October 2018), in the event of ground based network fiber loss, this over the air data communications integration at 1.4Gb will serve as the communications path for our network communications. Currently being developed between 3 of our 4 core network sites (GC, Data Center @ the Airport, and the new SCSO facility), it will expand to Liberty in the future. In times of no ground-based fiber loss, this connection

will be used for back-haul options for the purposes of backup and data snapshots so as to not interrupt primary business functions on the core fiber communications routes.

6. MIGRATE TO OFFICE 365

- a. This will provide for seamless coordination with Office Suite tools already in production such as Word, Excel Outlook, etc... Anytime, anywhere access will empower current field staff with greater secure availability of data and applications. It will also promote expansion into communication and collaboration tools not previously available. Office 365 is safer and more secure via Microsoft's encrypted government cloud, and is 99.9% financially-backed uptime guarantee SLA



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:

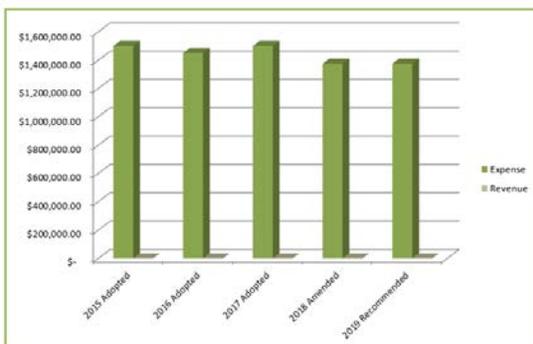
- *Operating Chargebacks:* Community colleges charge to and collect from each county within the state, an allocable portion of the local sponsor's share of the operating costs of such community colleges attributable to such nonresident students, computed on a per student basis.
- *Capital Chargebacks:* 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.

Department Resources

Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Contract Services	\$1,375,000	\$1,375,000
Total Budgetary Appropriations	\$1,375,000	\$1,375,000
County Share	\$1,375,000	\$1,375,000

2019 Strategy Match

*CBO4 Increase community and economic development
I2 Keeping buildings up to date, energy efficient and safe
to maximize taxpayer dollars*

Offsetting the operating costs of the college, give leaders within our community the ability to continue growing. Continued maintenance of college grounds prevents larger capital expenses in the future.



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.

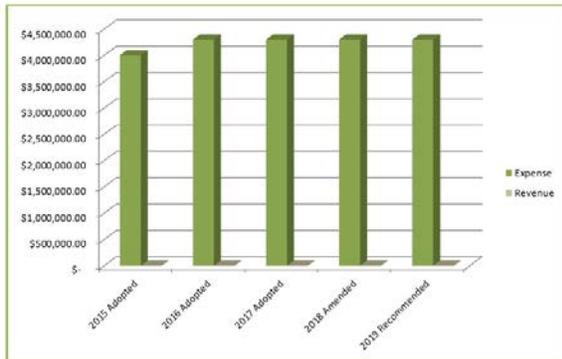
In addition to tuition chargebacks, and the contribution to the Sullivan County Community College, the County has annual debt services payments associated with debt issued for college construction projects.

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).

Department Resources

Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Contract Services	\$4,300,000	\$4,300,000
Total Budgetary Appropriations	\$4,300,000	\$4,300,000
County Share	\$4,300,000	\$4,300,000

2019 Strategy Match

CBO4 Increased community and economic development

Supplementing the operating budget of the community college helps continue the pursuit of knowledge and development within the County. The hope is that this will translate into positive development within the community after college.



A6410 Public Information

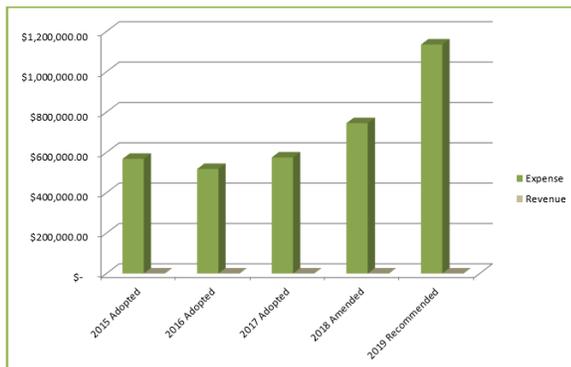
Department Description

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.”

Department Resources

Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Personal Services	\$0	\$0
Contract Services	\$745,000	\$1,135,000
Employee Benefits	\$0	\$0
Total Budgetary Appropriations	\$745,000	\$1,135,000
County Share	\$745,000	\$1,135,000

2019 Strategy Match

CB04 Increased community and economic development

With 85% of the room tax collections going to a not-for-profit to promote tourism and \$50,000 going towards local business advertising, the Public Information department’s sole objective is increased community and economic development.



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:

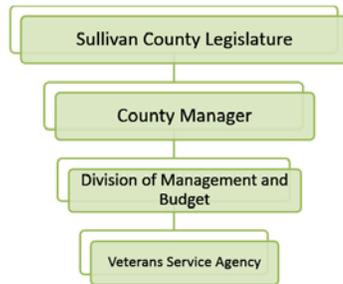
- Explanation of Federal, State and County Veterans Programs
- Assistance with submission of benefit claims
- Represent claimants to VA
- Outreach and education programs
- Home and residential facility visits
- Coordinate with local Veterans organizations to deliver assistance to Veterans and families 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.

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
General Assistance	Active participation with Hudson Valley Veterans Task Force and Committee for Families	Coordinated delivery of services across county boundaries
Valentines for Vets	2,500 Children provided cards to active duty service members and Veterans in hospitals and nursing homes	Raised morale of Troops and Veterans and provided children a connection to our military personnel
Veterans Stand Down	110 Attendees including homeless/disadvantaged and new contacts	New location very successful in reaching veterans and information distribution
General Outreach	1,300 contacts approximate [Vetcop/Vetapp transition] All service officers participate with local Veterans organizations activities	Increased contacts resulting in increased delivery of services
Transportation	1,500 trips to Albany and Castle Point Medical	Provides access to medical care for

	centers through September	those unable to travel by private vehicle
Sullivan County Veterans Cemetery	1,667 burials through August[cumulative since cemetery established]	Burials with honor and dignity for our Veterans and eligible family members

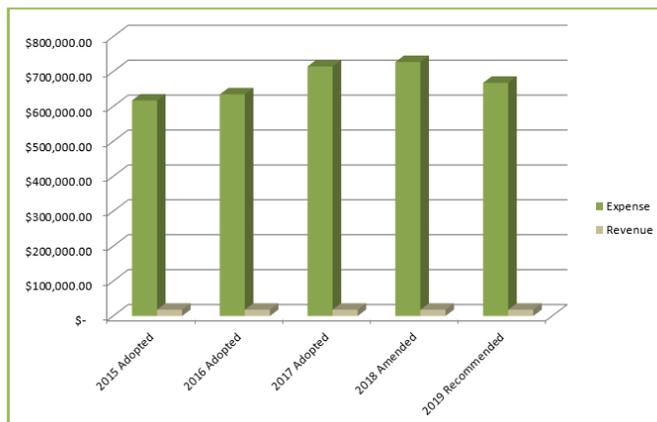
Department Resources



*Note: The Veterans Service Agency reports through the Division of Management and Budget for administrative purposes only. They otherwise report directly to the Sullivan County Legislature.

	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$253,396	\$255,056
Contract Services	\$300,752	\$223,392
Employee Benefits	\$173,186	\$189,464
Total Budgetary Appropriations	\$727,334	\$667,912
Budgetary Revenues		
Departmental Revenue	\$9,450	\$9,450
State Aid	\$8,529	\$8,529
Total Budgetary Revenues	\$17,979	\$17,979
County Share	\$709,355	\$649,933

Five Year Budget History



2019 Strategy Match

I3 Community transportation development. Provide public transportation to employment, healthcare, shopping, etc.

CBO6 Community health and wellness

Veterans Services assists local veterans in all aspects of life, from medical transportation to acting as a liaison for medical appointments, etc.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
DIR VETERANS SVS	1	1	1
EXE SEC	1	1	1
VETERANS SVC OFFICER	3	3	3
	5	5	5

2019 Goals

1. Actively working with IT to implement record scanning program.
2. Prepare for planned relocation of Agency
3. Develop storage space for donated and surplus materials and goods such as wheelchairs, scooters, stair chair lifts, and hospital beds
4. Develop secure drop off facility for DOD surplus deliveries.

5. Strengthen intraoperative relationships with service providers in region to provide a warm hand off on referrals.
6. Continue relationship with Sullivan County Community College to attract and retain veteran students.
7. Develop marketing plan to reach non engaged veterans and families. Work with other agencies to share costs of advertising and other outreach efforts.



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.

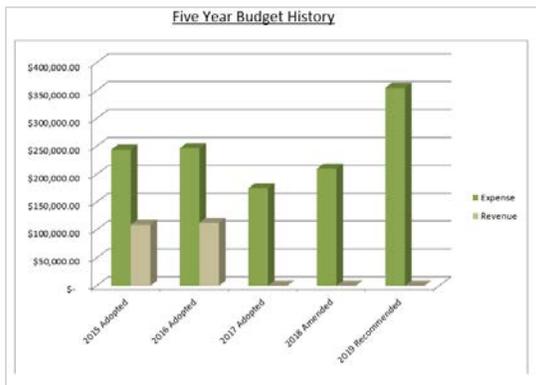
These appropriations are 100% County Cost and receive no outside funding. The organization does not include any mandated services.

Sullivan County Partnership for Economic Development:

The Sullivan County Partnership for Economic Development is a private/public partnership established in 1994 to better serve the needs of relocating and/or expanding businesses in Sullivan County. The Partnership is funded primarily by private business with matched funding from the County Legislature and the Industrial Development Agency.

The Partnership, by design, takes the position of our clients when assisting those prospects looking to invest or expand in Sullivan County. Private investors make up nearly 100% of the governing body of the organization and work through a board of directors, executive committee and a dedicated professional staff. It is through the policies and guidance of this board structure that the Partnership carries out its stated mission.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$0	\$0
Contract Services	\$210,000	\$355,000
Employee Benefits	\$0	\$0
Total Budgetary Appropriations	\$210,000	\$355,000
Budgetary Revenues		
Departmental Revenue	\$0	\$0
State Aid	\$0	\$0
Federal Aid	\$0	\$0
Total Budgetary Revenues	\$0	\$0
County Share	\$210,000	\$355,000

2019 Strategy Match

C4 Increased marketing and business retention for the Partnership for Economic Development to encourage businesses to stay and expansion to continue

CBO4 Increased community and economic development



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.

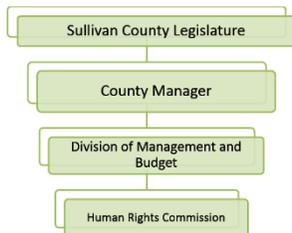
The Human Rights Commission receives no outside funding and is 100% County share. It is a non-mandated office.

Core Services

Functions of the Human Rights Commission include:

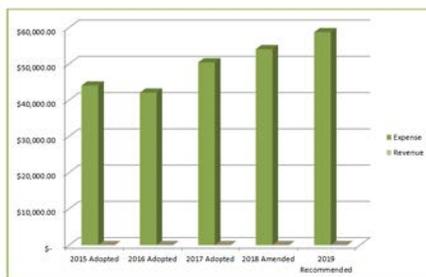
- Foster mutual respect and understanding in the general population for the rights of all persons in Sullivan County
- Encourage equality of treatment for, and discourage discrimination against, a person on the basis of race, color, religion, creed, national origin, gender, age, disability, actual or 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.

Department Resources



*Note: The Human Rights Commission reports through the Division of Management and Budget for administrative purposes only. They otherwise report directly to the Sullivan County Legislature.

Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$34,035	\$34,035
Contract Services	\$13,632	\$11,184
Employee Benefits	\$6,352	\$13,489
Total Budgetary Appropriations	\$54,019	\$58,708
Budgetary Revenues		
Departmental Revenue	\$0	\$0
State Aid	\$0	\$0
Total Budgetary Revenues	\$0	\$0
County Share	\$54,019	\$58,708

2019 Strategy Match

CBO6 Community health and wellness

The Human Rights Commission aids in promoting wellness and equality throughout Sullivan County.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
EXEC DIR HUMAN RIGHTS COMM	1	1	1
	1	1	1



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

Department Description

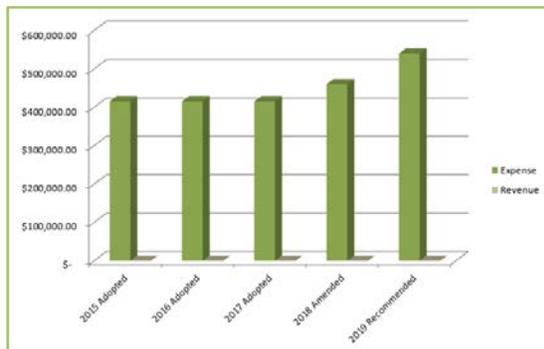
Appropriation code A8989-99 includes funding for the contract to Cornell Cooperative Extension of Sullivan County.

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.

Department Resources

Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Contract Services	\$460,000	\$540,000
Total Budgetary Appropriations	\$460,000	\$540,000
County Share	\$460,000	\$540,000

2019 Strategy Match

CBO6 Community health and wellness

Cornell Cooperative Extension provides the knowledge and experience for every family in Sullivan County to live a healthy lifestyle and learn more about the natural environment we all share.



Division of Planning and Community Development



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.

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Real Property Tax Map Maintenance	<p>Approximately 4,100 deeds processed conveying 5,500 parcel; 30+/- subdivisions processed totaling 120+/- lots; 25+/- lot improvements processed and more than 325+/- lots combined.</p> <p>Coordinate update on assessment rolls from NAD 27 to NAD 83</p>	<p>Assessors receive updated information for assessment purposes. Tax maps and property ownership records updated. Parcel location identifiers brings us in compliance with ORPTS standards</p>
Geographic Information Systems	<p>Produced almost 100 custom maps with associated data for governmental agencies and the general public. Developed 2' contour lines of the entire county. Verified road names and address ranges for the BOE for all 15 towns.</p> <p>Completed digital highway maps for the DPW for five towns. Developed several apps for use on our web page and Geoportal.</p>	<p>Maps and associated GIS data were used by our local governments and the private sector, helping them to make decisions concerning economic development strategies, zoning, submitting grant applications, etc.</p> <p>Useful data in our GIS system. Gives BOE correct road name and address ranges for purpose of voter registration.</p> <p>Digital maps easier to maintain, data such as road names and distances are more accurately depicted. In compliance with NYS DOT standards. Public now able to access certain GIS information at any time. Our online apps have been viewed approximately 40,000 times.</p>
E-911 Addressing	<p>Added approximately 1,000 Address points and resolved over 200 issues concerning addressing/road names etc.</p> <p>LUCA – Completed the LUCA project. 7,763 addresses added, 6,563 addresses deleted, 5,137 other corrections.</p>	<p>Enable our residents to obtain E-911 addresses for their homes or businesses. Resolved conflicts involving road names and addressing throughout the county.</p> <p>More accurate census address data allows for a more accurate count of population within the County with a positive impact for obtaining Federal funding and grants.</p>

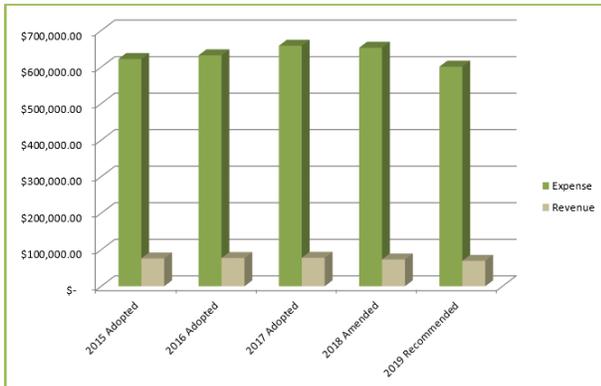
Department Resources



*Note: Real Property reports through the Division of Planning and Environmental Management for administrative purposes only.

	<u>2018 Amended</u>	<u>2019 Recommended</u>
Budgetary Appropriations		
Personal Services	\$355,185	\$352,315
Contract Services	\$101,508	\$57,390
Employee Benefits	\$196,047	\$191,214
Total Budgetary Appropriations	\$652,740	\$600,919
Budgetary Revenues		
Departmental Revenue	\$73,400	\$69,525
State Aid	\$0	\$0
Total Budgetary Revenues	\$73,400	\$69,525
County Share	\$579,340	\$531,394

Five Year Budget History



2019 Strategy Match

*CBO4 Increased community and economic development
P3 Emergency 911 services upgrade (technologically). Emergency notification system through smartphones in every municipality*

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
DEP DIR REAL PROP TAX SVCS III	1	1	1
DIR REAL PROPERTY TAX SVS III	1	1	1
GIS COORDINATOR	1	1	1
GIS SPECIALIST	0	1	1
REAL PROPERTY TAX SVS AIDE	1	1	1
SR TAX MAP/GIS TECH	2	0	0
TAX MAP/GIS TECH	1	1	1
	7	6	6

2019 Goals

1. Perform TN/ALI audits in 911 database.
2. LUCA Phase 2. Review census blocks and tracts boundaries.
3. Continue to address private communities.
4. Integrate two core data groups into the GIS infrastructure.
5. Continue to work with DPW to create new digital highway inventory maps for five more towns.
6. Review and correct address range fallout for as provided by BOE.
7. Review all addresses by database merge per BOE.
8. Merge road names with communities for BOE.



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

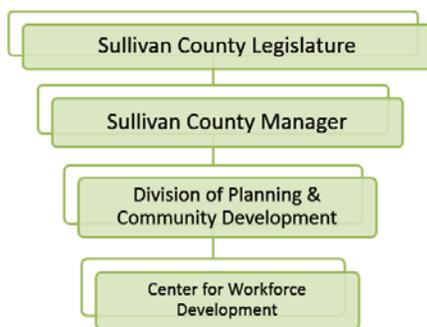
Functions of the Center for Workforce Development include:

- *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.

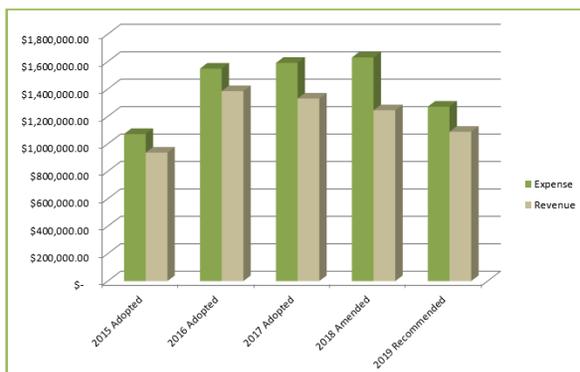
Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
CWD Leadership	<p>One Stop Center Manager position was reclassified to Assistant Director position.</p> <p>Structured communication to staff increased.</p> <p>Fiscal review and updating of all internal policies and procedures.</p>	<p>This will allow more flexibility in duties while being mindful of costs.</p> <p>Monday Morning huddles every week to learn the happenings of staff within the department.</p> <p>Increased efficiently department wide.</p>
System Leadership	<p>The One Stop System Operator will bring together all workforce partners on a quarterly basis. There will also be conference calls and electronic communication between meetings.</p>	<p>The goal is to guide the partners in the implementation of the Local Workforce Development Plan, increase communication and coordination among partners, and create common customer referral mechanisms.</p>
Service Delivery	<p>Working with Dept. of Labor partner we will map and assess the service delivery flow between agencies and make adjustments as necessary.</p> <p>To ensure the same level of service for all customers, CWD staff will receive case management training with follow up meetings, customer surveys and additional trainings as needs arise.</p>	<p>Intended to offset retirements throughout Department of Labor and continue to provide a high level of service.</p>

Department Resources



Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$50,000
Personal Services	\$712,365	\$679,123
Contract Services	\$596,517	\$235,034
Employee Benefits	\$320,595	\$307,171
Total Budgetary Appropriations	\$1,629,477	\$1,271,328
Budgetary Revenues		
Departmental Revenue	\$518,074	\$441,620
State Aid	\$0	\$0
Federal Aid	\$726,842	\$647,056
Total Budgetary Revenues	\$1,244,916	\$1,088,676
County Share	\$384,561	\$182,652

2019 Strategy Match

O4 Provide sufficient staffing where needed to better serve the people of Sullivan County

CBO4 Increased community and economic development

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ADMINISTRATIVE ASSISTANT	1	1	1
ASSISTANT DIRECTOR OF CWD	1	1	1
CREW LEADER	1	1	1
CREW LEADER SEAS	2	2	2
CWD DEVELOPMENT PROJECTS COORD	1	1	1
CWD PROJECTS COORD	1	1	1
DIR CWD	1	1	1
EMPL & TRNG SPECIALIST	5	5	5
EMPL & TRNG SUPVR	1	1	1
SR COMM EMPL PROG TRAINEE	1	0	0
SR COMM SVCS EMPL PROG WORKER	2	0	0
SR COMMUNITY SVCE EMPL PROG WKR	3	0	0
SR CREW LEADER SEAS	3	3	3
YOUTH INTERN	18	18	18
	41	35	35

2019 Goals

1. Develop a formal marketing program to increase awareness of available services to both individuals and businesses.
2. Complete all action steps identified in the Career Center Certification plan.
3. Increase the number of businesses served by 25%.
4. Increase the number of individuals served by 20%
5. Develop a workforce program to increase services and success of ex-offenders.
6. In coordination with local partners, better align services and close service gaps to increase the employment success for individuals with disabilities.



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.

Performance Measures

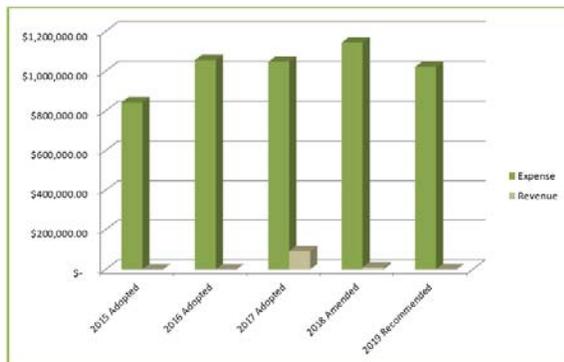
PROGRAM	KEY STATISTICS	OUTCOME
Land Use Planning & Zoning	<p>Provided over \$40,000 in incentives for zoning and permitting updates in 5 municipalities. More than 110 GML-239 referrals processed. More than 5 training events and 12 continuing education credit hours offered; more than 100 attendees. Secured and administered \$25,000 USDA grant for East Broadway zoning amendments. Awarded \$200,000 to prepare a county-wide resiliency plan</p>	<p>Less costly and more efficient, transparent and predictable development review processes to attract new investment; included eCode updates. Improved development outcomes through education, recommendations and technical assistance. Training topics included regulating solar development, Main Street revitalization, scenic viewshed preservation and historic preservation. Zoning district regulations within a commercial corridor coordinated across two municipalities to improve land use compatibility and design quality. Strategies and infrastructure projects identified to support smart growth development and resiliency from extreme weather events.</p>
Downtown Revitalization	<p>Assisted the Town and Village of Liberty, and the Town of Rockland, in obtaining \$2.5 million in RESTORE NY grants. Assisted the Town of Liberty in obtaining a NY Main Street Technical Assistance Grant. Administered a \$300,000 New York Main Street grant. Administered \$250,000 US EPA Brownfield Assessment grant</p>	<p>Rehabilitation of community anchor buildings in downtown Liberty, Parksville and Roscoe, including the Liberty Theater. Restoration of 3 vacant storefronts and 18 residential units on Broadway in downtown Monticello by end of 2019. Phase I Environmental assessments completed on 9 properties, and Phase II assessments and Phase 3 redevelopment plan for one site, reducing barriers to redevelopment</p>
Community Revitalization	<p>Land Bank acquisition of 13 properties. Development of new County RUST program, awarding \$75K to 5 municipalities for remove unsafe structures in their communities. Home Depot grant to create a home maintenance lending tool library; equipment purchased with. Pop-up placemaking event on North Street parking lot. Administered awards of \$99,900 in Plans & Progress program grants to 19 community projects leveraging over \$619K in total project costs; 30 applications received, requesting over \$214K in funds. Administered awards of \$75,000 for new welcome and historical signage.</p>	<p>Demolition of 15 blighted, unsafe, and unattractive buildings throughout the County, creating clean lots ready for redevelopment, mitigating negative impacts on neighborhoods and property values, and improving community character. Ability to launch block-scale neighborhood clean-up projects; improved community appearance and pride. More than 100 community residents enjoyed a day of family fun and nutrition education; event also demonstrated potential of lot to function as public space and of community outreach for future funding. Completed Plans & Progress projects in 2018 included a new dog park in Bethel, a civic engagement mural at the Monticello library, a restored marquis for the Rivoli theater in Fallsburg, and an ADA-accessible interpretive nature trail at Walnut Mountain Park. Over 50 new signs will be installed in 13 municipalities across the County; sign upgrades will improve community character and foster local pride</p>
Heath, Open Space and	<p>Administration of \$149,000 in NYS grants to advance O&W Trail development. Design</p>	<p>Name and logo for countywide branding of the sections of the O&W as a regional trail.</p>

Recreation	plans or concepts and cost estimates completed for projects to improve river access and opportunities for walking in five municipalities (Highland, Delaware, Bethel, Fallsburg and Monticello)	Consensus for inter municipal agreements on trail development, operations and maintenance. Draft feasibility plan with section designs, costs estimates, acquisition needs, etc. Preparation to seek capital funding; grant applications pending
Economic Development	Processed revolving loans and grants for one new bar/restaurant and three expansions of farm operations. Predevelopment activities to develop and market shovel ready sites.	Improved vitality of the County's agricultural and hospitality sectors. Resilience in the County's remaining dairy farms. Subdivision of remaining Emerald Corporate Center acreage to improve marketability. Submission of grant applications to support creation of new business park.

Department Resources



Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$424,857	\$437,320
Contract Services	\$466,415	\$326,050
Employee Benefits	\$251,980	\$257,014
Interfund Transfer Debt Service	\$0	\$0
Total Budgetary Appropriations	\$1,143,252	\$1,020,384
Budgetary Revenues		
Departmental Revenue	\$160	\$160
State Aid	\$0	\$0
Federal Aid	\$10,000	\$0
Total Budgetary Revenues	\$10,160	\$160
County Share	\$1,133,092	\$1,020,224

2019 Strategy Match

C2- Proactively battle municipal blight through the funding of tipping fees for municipalities to dispose of demolition items and creation of Lank Bank

C3 Provide zoning incentives to communities looking to develop commercial sectors within their towns.

CBO4 Increased community and economic development

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACCOUNT CLERK/DATABASE	1	0	1
ASST COMM PLANNING & ENVIR MGMT	1	0	0
COMM DEV GRANTS PLANNER	1	1	1
COMM OF PLANNING & ENVIR MGT	1	1	1
COUNTY HISTORIAN	1	1	1
DEPUTY COMM PLANNING & ENVIR MGT	0	1	1
PLANNER	1	1	1
SENIOR ACCOUNT CLERK/DATABASE	0	1	0
SENIOR PLANNER	2	2	2
	8	8	8

2019 Goals

1. Increase and accelerate revitalization of the County's distressed downtowns and residential neighborhoods through property rehabilitation and redevelopment, brownfields identification and remediation, and support for blight remediation and enhanced code enforcement.
2. Expand creative placemaking in Sullivan County through pop-up events, grants for capital projects, and education and incentives for communities.
3. Develop a Historic Preservation program to include a map of designated historic places and districts throughout the County, historical marker inventory and upgrades, educational outreach and training opportunities (particularly concerning historic designation and tax credits), technical assistance to municipalities on Certified Local Government designation, and special events.
4. Secure capital funding for river access, bicycle and pedestrian projects to implement developed plans.
5. Utilize the NYS-funded Countywide resiliency plan as a springboard for updating the Sullivan 2020 Comprehensive Plan.



Division of Public Safety

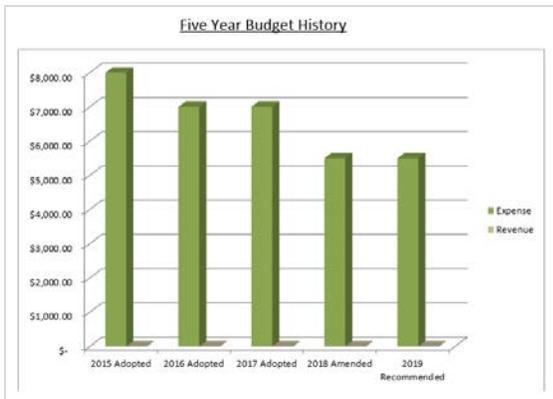


A1110 Municipal Court

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.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Contract Services	\$5,500	\$5,500
Total Budgetary Appropriations	\$5,500	\$5,500
County Share	\$5,500	\$5,500

2019 Strategy Match

P1 Community safety through strong and efficient chain of communication. From police to District Attorney to probation, the process should be timely and proactive

The Municipal Court allows town and village courts to act upon felony complaints through the financial support of the County, thus continuing the chain of community safety throughout.



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.

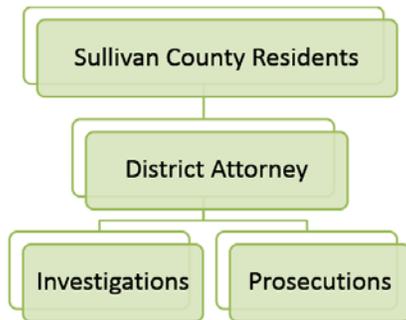
Core Services

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

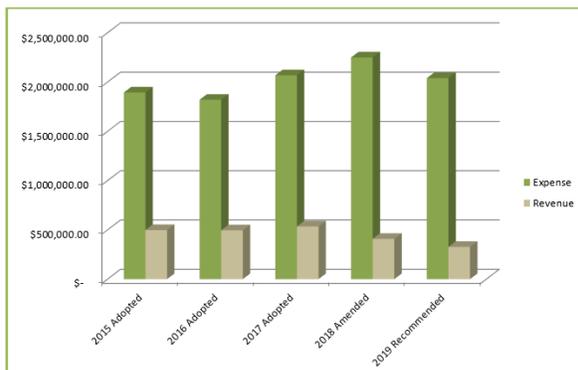
The budget for the District Attorney consists primarily of personal services and employee benefits. A small amount of funding is used for office supplies, travel/county fleet chargebacks, postage, and printing.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$1,342,217	\$1,329,653
Contract Services	\$289,501	\$109,170
Employee Benefits	\$617,394	\$600,891
Total Budgetary Appropriations	\$2,249,112	\$2,039,714
Budgetary Revenues		
Departmental Revenue	\$287,214	\$205,223
State Aid	\$121,756	\$121,756
Federal Aid	\$0	\$0
Total Budgetary Revenues	\$408,970	\$326,979
County Share	\$1,840,142	\$1,712,735

Five Year Budget History



2019 Strategy Match

P1 Community safety through strong and efficient chain of communication. From police to District Attorney to probation, the process should be timely and proactive

CBO3 Efficient law enforcement practices from A to Z

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ADMINISTRATIVE ASSISTANT	0	2	2
ASST DISTRICT ATTORNEY I	1	1	1
ASST DISTRICT ATTORNEY II	1	1	1
ASST DISTRICT ATTORNEY III	1	1	1
ASST DISTRICT ATTORNEY IV	1	1	1
ASST DISTRICT ATTORNEY IX	1	1	1
ASST DISTRICT ATTORNEY V	1	1	1
ASST DISTRICT ATTORNEY VI	1	1	1
ASST DISTRICT ATTORNEY VII	1	1	1
ASST DISTRICT ATTORNEY VIII	1	1	1
ASST DISTRICT ATTORNEY X	1	1	1
CONF SEC DISTRICT ATTORNEY	1	1	1
DISTRICT ATTORNEY	1	1	1
DISTRICT ATTORNEYS INV	3	3	3
LEGAL SECRETARY	3	0	0
TASK FORCE OFFICER	1	1	1
	19	18	18



A1170 Public Defense

Department Description

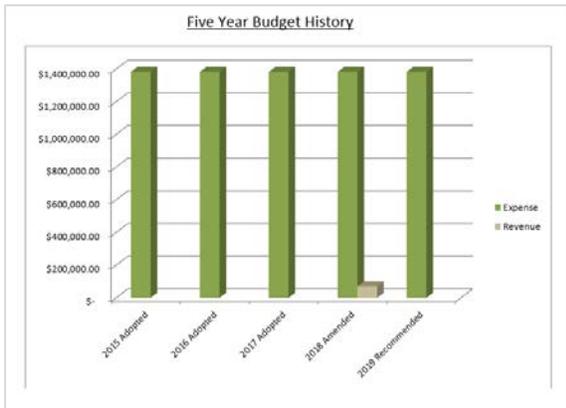
According to New York State Law, “The governing body of each county and the governing body of the city in which a county is wholly contained shall place in operation throughout the county, a plan for providing counsel to persons charged with a crime or who are entitled to counsel pursuant to section 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.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Personal Services	\$0	\$0
Contract Services	\$1,452,757	\$1,382,757
Employee Benefits	\$0	\$0
Total Budgetary Appropriations	\$1,452,757	\$1,382,757
Budgetary Revenues		
Departmental Revenue	\$0	\$0
State Aid	\$70,000	\$0
Total Budgetary Revenues	\$70,000	\$0
County Share	\$1,382,757	\$1,382,757

2019 Strategy Match

CBO3 Efficient law enforcement practiced from A to Z

Providing a defense for those who cannot afford it is the other side of public safety we don't often consider. Ensuring that all citizens have their right to a fair trial is an important component to the safety and well-being of the residents of Sullivan County.



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.

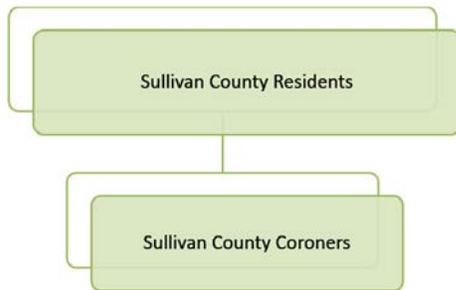
Some of the tasks the Coroner performs are:

- 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

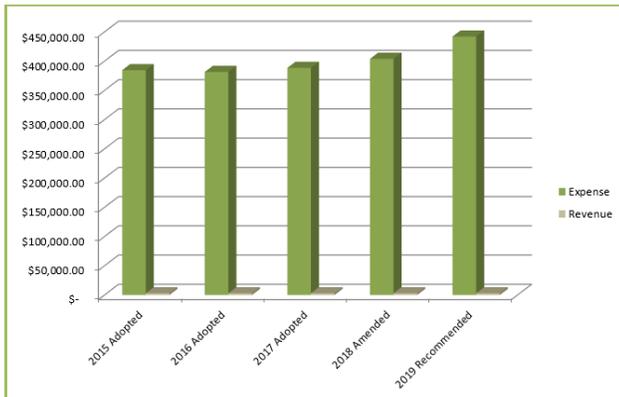
The Coroner’s are aided by a dedicated assistant who endeavor’s to make their jobs easier and more rewarding. The Coroner’s Assistant is responsible for the daily operations of the office, filing and preparing paperwork, reports and vouchers, maintain and ordering of supplies. The Coroner’s Assistant 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.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$62,166	\$65,734
Contract Services	\$252,659	\$252,988
Employee Benefits	\$89,189	\$123,422
Total Budgetary Appropriations	\$404,014	\$442,144
Budgetary Revenues		
State Aid	\$3,000	\$3,000
Total Budgetary Revenues	\$3,000	\$3,000
County Share	\$401,014	\$439,144

Five Year Budget History



2019 Strategy Match

P1 Community safety through strong and efficient chain of communication
CBO3 Efficient law enforcement practices from A to Z

The Coroner is responsible for determining the cause of death when death occurs unnaturally. Part of law enforcement’s job would be to investigate why someone passed away unnaturally. Working together to ensure a seamless investigation is critical to the safety of our residents.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
CORONER	4	4	4
CORONER/COUNTY CLERKS AIDE	0.50	0.58	0.58
	4.50	4.58	4.58



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

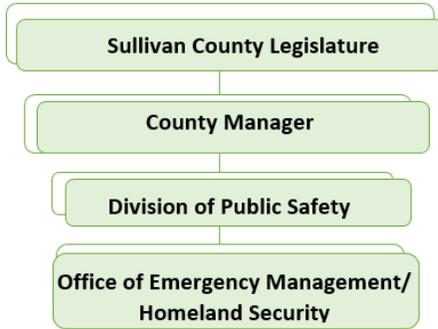
Functions of the Office of Emergency Management/Homeland Security include:

- 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.

Performance Measures

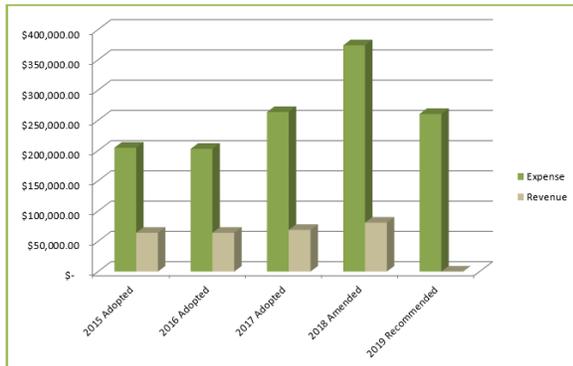
PROGRAM	KEY STATISTICS	OUTCOME
Emergency Equipment	Purchase a UTV through grant funding to support first responders.	Enable the movement of personnel and equipment faster and more safely.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$44,699	\$34,500
Personal Services	\$126,190	\$129,776
Contract Services	\$143,835	\$55,095
Employee Benefits	\$59,232	\$41,131
Total Budgetary Appropriations	\$373,966	\$260,502
Budgetary Revenues		
Departmental Revenue	\$34,750	\$0
State Aid	\$46,087	\$0
Federal Aid	\$0	\$0
Total Budgetary Revenues	\$80,837	\$0
County Share	\$293,119	\$260,502

Five Year Budget History



2019 Strategy Match

CBO3 Efficient law enforcement practices from A to Z

Proper planning and training are critical in a time of crisis. Ensuring the safety of our residents in the event of a disaster makes this department a very important part of Sullivan County.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ADMINISTRATIVE ASSISTANT	0	1	0
COMM PUBLIC SAFETY	1	1	1
EMERG SVC TRN CTR FACILITATOR PD	2	2	2
EMERG SVCS TRNG CTR COORD	1	1	1
	4	5	4

2019 Goals

1. Review and update County emergency plans and procedures
2. Complete the renovation of the Emergency Services Training Center to include new bathrooms and shower facility for decontamination after live fire training evolutions.
3. Work with numerous Federal, State and Local agencies as well as non-governmental agencies to provide for an enjoyable and safe Bethel Woods 50th Anniversary Woodstock Celebration.



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

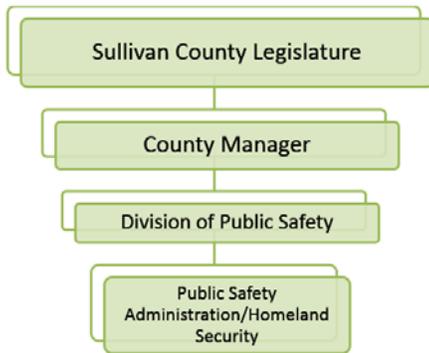
Functions of the Office of Emergency Management-Emergency Medical Services:

- 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.

Performance Measures

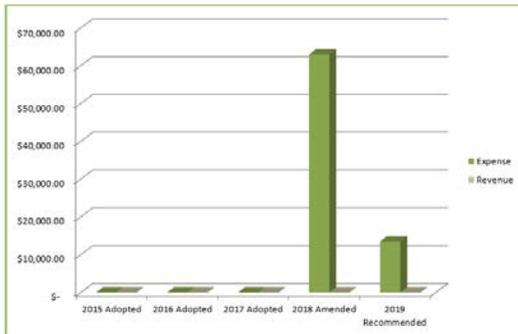
PROGRAM	KEY STATISTICS	OUTCOME
Mutual Aid Plan	Plan was initially developed in 1989, but revised in July 2017. Approved by Legislature in 2017.	Improved efficiency in emergency services and resources for all Sullivan County residents.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Personal Services	6,000	3,000
Contract Services	57,000	10,500
Employee Benefits	-	-
Total Budgetary Appropriations	63,000	13,500
Budgetary Revenues		
Departmental Revenue	-	-
Total Budgetary Revenues	-	-
County Share	63,000	13,500

Five Year Budget History



2019 Strategy Match

P4 Support the efforts of emergency responders

It is the primary job of the Sullivan County Emergency Medical Services bureau to aid in any way possible, the emergency responders of Sullivan County, create a more efficient process for residents seeking emergency medical attention and strive for better outcomes when these incidents arise.

2019 Goals

1. Increase healthy outcomes where EMS is involved.
2. A County-wide team focus in regards to EMS.
3. Better placement of staff and resources.
4. Getting more and better data for making decisions.
5. Better communication amongst agencies and the County.
6. County support as needed to improve EMT training opportunities.
7. Reduction of wait times for service.
8. Reduction of call for Mutual Aid due to lack of staffing or resources.



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:

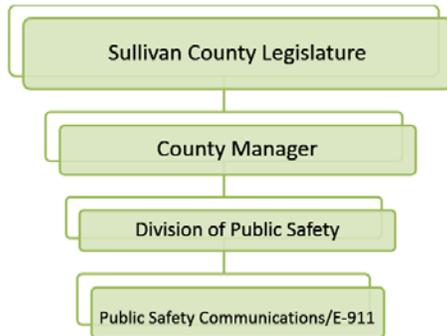
- E911 call taking & dispatch of emergency personnel, utility companies, local, state & federal resources
- After hours contact for DPW related calls
- Resource management for emergency services agencies & personnel.

Performance Measures

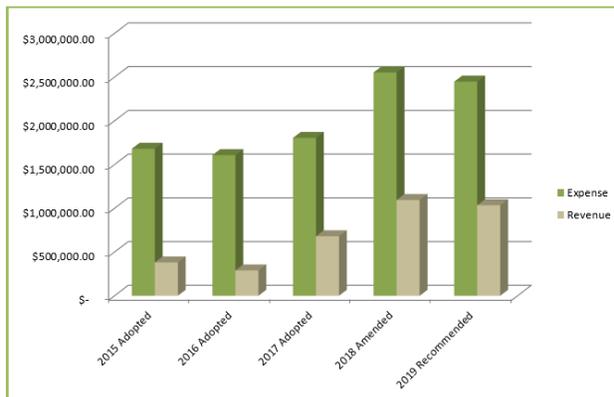
PROGRAM	KEY STATISTICS	OUTCOME
911 Dispatch	Saw a 13% increase in calls for the months of July & August over the same period last year.	Summer ended and we accomplished this with no additional staffing needs.
911 Dispatch	Our 911 Center successfully handled two major storms so far this year in March and May with significant damage throughout the southern part of our county.	No injuries as a result of these storms, storm cleanup and recovery handled by the OEM office.
911 Dispatch	Working together with our Public Health department, implemented the ODMAP system in order to collect real time data of our overdose epidemic.	Better data collection in an effort to target services to the most needed areas.
911 Dispatch	Improved paging and communications coverage in the	Working together with emergency responders and Orange County 911

	Westbrookville area which presented with some terrain challenges for emergency communications.	we were able to leverage some of Orange County's infrastructure to provide better coverage in that area.
911 Dispatch	Completed implementation of a new emergency notification system and continued our integration with the NY-ALERT	Now able to provide expedient notifications to citizens in emergency situations.

Department Resources



Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$36,699	\$0
Personal Services	\$1,025,312	\$1,049,576
Contract Services	\$833,467	\$798,603
Employee Benefits	\$657,414	\$599,713
Interfund Transfer Debt Service	\$0	\$0
Total Budgetary Appropriations	\$2,552,892	\$2,447,892
Budgetary Revenues		
Departmental Revenue	\$280,000	\$285,000
State Aid	\$815,238	\$750,000
Federal Aid	\$0	\$0
Interfund Transfer General Fund	\$0	\$0
Total Budgetary Revenues	\$1,095,238	\$1,035,000
County Share	\$1,457,654	\$1,412,892

2019 Strategy Match

P3 Emergency 911 services upgrade (technologically. Emergency notification system through smartphones for every municipality.

P4 Invest in the improvement of cell phone coverage countywide to ensure public safety and support the efforts of emergency responders.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
CHIEF EMERG SVCS DISPATCHER	1	1	1
E-911 COORD	1	1	1
EMERG SVCS DISPATCHER TRAINEE	1	1	1
EMERGENCY SVCS DISPATCHER	10	11	11
EMERGENCY SVCS DISPATCHER PD	2	2	2
EMERGENCY SVCS DISPATCHER RPT	1	1	1
SR EMERG SVCS DISPATCHER	5	5	5
	21	22	22

2019 Goals

1. Establish an annual dispatcher continuing education training day open to dispatchers from around the county and region to provide effective training on industry technology and standards.
2. Execute a complete upgrade to our Computer Aided Dispatch System (CAD) system which will provide more opportunity for us to integrate next-generation 911 technology and use that to assist first responders.
3. Complete and implement an upgrade to the public safety paging system which will provide improved paging for fire & EMS first responders.
4. Identify any remaining gaps in emergency communications and continue to utilize grant funding to improve those gaps.
5. Establish an incident dispatch team to assist with field communications during large incidents and or disaster response.



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.

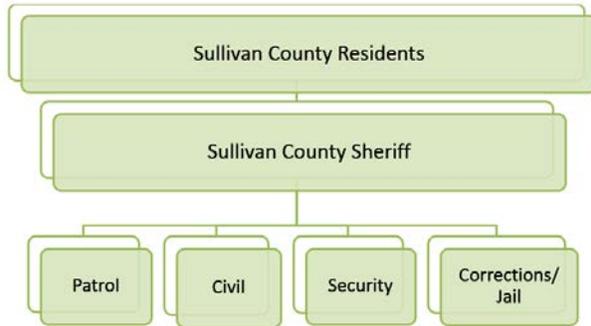
The Sheriff's Office provides road patrol as required by the Sullivan County Charter. The Civil department is mandated under NYS County Law. The County Jail is mandated by the State and overseen by the NYS Commission on Corrections. Operations at the Jail are very strictly regulated and it is the only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

Core Services

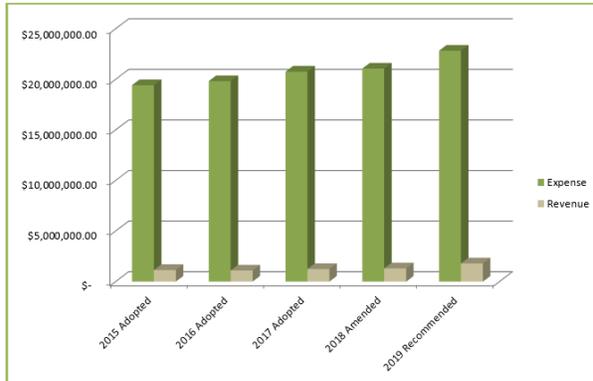
Functions of the Sullivan County Sheriff's Office include:

- **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

Department Resources



Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$304,372	\$275,000
Personal Services	\$11,445,443	\$12,598,470
Contract Services	\$2,578,516	\$2,700,325
Employee Benefits	\$6,736,223	\$7,260,028
Total Budgetary Appropriations	\$21,064,554	\$22,833,823
Budgetary Revenues		
Departmental Revenue	\$1,098,000	\$1,601,800
State Aid	\$4,000	\$2,000
Federal Aid	\$207,000	\$193,500
Total Budgetary Revenues	\$1,309,000	\$1,797,300
County Share	\$19,755,554	\$21,036,523

2019 Strategy Match

P1 Community safety through strong and efficient chain of communication. From police to District Attorney to probation, the process should be timely and proactive.

CBO3 Efficient law enforcement practices from A to Z.

Position Summary

SH - PATROL

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
CHIEF DEP PATROL DIV/INT AFFAIRS	1	1	1
DEP SHERIFF CORPORAL	4	4	4
DEP SHERIFF LIEUTENANT	2	2	2
DEP SHERIFF SERGEANT	9	9	9
DEPUTY SHERIFF	39	42	39
EMERGENCY SVCS DISPATCHER	2	4	2
	57	62	57

SH - CIVIL

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
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	1	1	1
SR ACCOUNT CLERK/TYPIST	5	5	5
SR FISCAL ADMINISTRATIVE OFFICER	1	1	1
SR. ACCT. CLERK/TYPIST	1	1	1
UNDERSHERIFF	1	1	1
	13.2	13.2	13.2

SH - SECURITY

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
CORRECTION CORPORAL	1	1	1
CORRECTION OFFICER	6	6	6
SECURITY OFFICER	2	0	0
	9	7	7

JAIL

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
COOK	2	2	2
COOK MGR	1	1	1
CORRECTION CAPTAIN	1	1	1
CORRECTION CORPORAL	8	8	8
CORRECTION LIEUTENANT	1	1	1
CORRECTION OFFICER	82	82	82
CORRECTION SERGEANT	7	7	7
FOOD SVC HELPER	2	2	2
JAIL ADMINISTRATOR	0.8	0.8	0.8
NURSE PRACTITIONER	1	1	1
PHYSICIAN	1	1	1
REGISTERED PROFESSIONAL NURSE	4	4	4
SR ACCOUNT CLERK/TYPIST	1	1	1
SUPVR JAIL NURSING SVCS	1	1	1
	112.8	112.8	112.8
Department Total Position Count:	192	195	190



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:

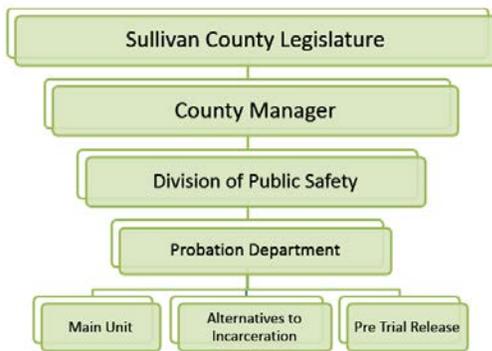
- Public Safety/monitoring felony and misdemeanor probationers (sex offenders, DWI, violent felons, youthful offenders)
- Family Court intake for domestic violence victims and juvenile delinquent complaints
- Preparation of pre-sentence and pre-plea reports for county, family and justice courts
- Restitution 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)

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Probation Main Unit	Completed 198 Telepresence remote video conference interviews with inmates at the Sullivan County jail. Collected \$62,719.62 in restitution, \$72,423.26 in supervision fees, \$4,022.50 in court fines and fees with a total disbursements paid in the amount	This system , which provides a mechanism for pre-planned and scheduled interviews of offenders has streamlined operations both this department and the SCJ, while eliminating travel and wait times, previously associated with onsite interviews

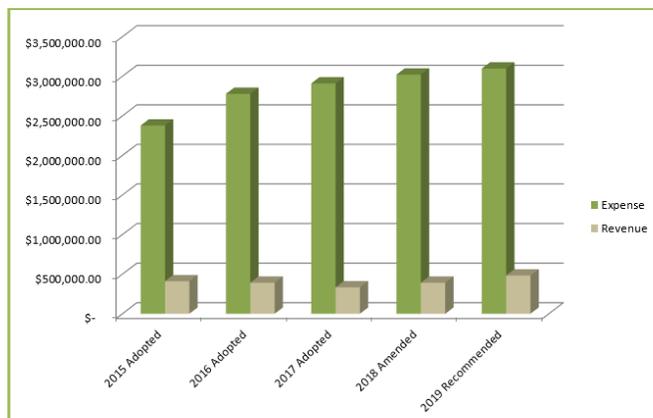
	of \$80,327.33. Conducted 310 Criminal Court PSI's and 21 Family Court PDIs. Supervised 604 felony and misdemeanor offenders	
Pre Trial Release	137 defendants were released from detention in the SCJ and placed under the supervision of the Pre-Trial Release Program	Savings associated with avoiding costs of incarceration (average detention time can be anywhere from 9 days to six months at a cost of approximately \$200 per day per inmate)
Alternatives to Incarceration – Community Service Program	Arranged for and monitored completion of 7,781 hours of community service by eighty-two (82) defendants ordered by the court in lieu of jail time	Provides benefit to the community as worksites include local non for profits, food pantries and municipal governments savings associated with avoided costs of incarceration

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$2,000
Personal Services	\$1,670,777	\$1,854,131
Contract Services	\$422,068	\$133,875
Employee Benefits	\$928,834	\$1,107,924
Total Budgetary Appropriations	\$3,021,679	\$3,097,930
Budgetary Revenues		
Departmental Revenue	\$155,034	\$99,600
State Aid	\$228,031	\$377,144
Federal Aid	\$7,500	\$6,500
Total Budgetary Revenues	\$391,365	\$483,244
County Share	\$2,630,314	\$2,614,686

Five Year Budget History



2019 Strategy Match

P1 Community safety through strong and efficient chain of communication. From police to District Attorney to probation, the process should be timely and proactive.

CBO3 Efficient law enforcement practices from A to Z.

Position Summary

PROB - MAIN UNIT			
	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACCOUNT CLERK/DATABASE	0	1	1
ACCOUNT CLERK/DATABASE RPT	1	1	1
ADMINISTRATIVE ASSISTANT	1	1	1
CLERK	1	1	1
PROBATION DIR II	1	1	1
PROBATION OFFICER	11	12	12
PROBATION OFFICER PT	1	0	0
PROBATION OFFICER TRAINEE	5	5	5
PROBATION SUPVR	5	4	4
SR PROBATION OFFICER	3	3	3
TYPIST	1	1	1
	30	30	30

PROB- ALTERNATIVES TO INCARCER			
	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
SR PROBATION OFFICER	1	1	1
	1	1	1

PROB - PRE TRIAL RELEASE			
	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
PROBATION OFFICER	1	1	1
SR PROBATION OFFICER	1	1	1
	2	2	2
Department Total Position Count:	33	33	33

2019 Goals

1. As Departmental staffing levels improve, we hope to re-instate the SPLINTER program with the Sullivan County Sheriff's Office and to continue the policy of sending pairs of probation officers to conduct home visits during non-traditional work hours.
2. The department would like to implement the Interactive journaling program, an evidenced based cognitive-behavioral curriculum for offenders to change the thought process from criminal behavior to more appropriate pro-social skills. (Raise the Age Legislation).



A3315 Stop DWI

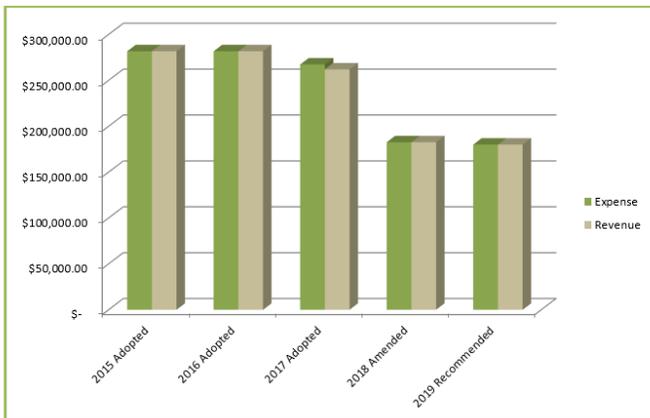
Department Description

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.

Department Resources

Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Contract Services	\$182,500	\$180,000
Total Budgetary Appropriations	\$182,500	\$180,000
Budgetary Revenues		
Departmental Revenue	\$160,000	\$162,685
State Aid	\$22,500	\$17,315
Federal Aid	\$0	\$0
Total Budgetary Revenues	\$182,500	\$180,000
County Share	\$0	\$0

2019 Strategy Match

P1 Community safety through strong and efficient chain of communication. From police to District Attorney to probation, the process should be timely and proactive.

CBO3 Efficient law enforcement practices from A to Z

In conjunction with the Sheriff’s department and the probation department, the Stop DWI program is meant to reduce the incidence of drunk driving in Sullivan County.



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.

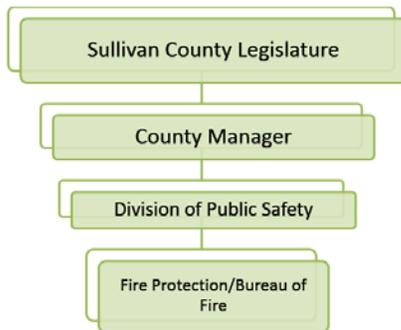
New York State Office of Fire Prevention and Control (OFPC) provide State Fire Instructors to train firefighters and other first responders in the county.

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

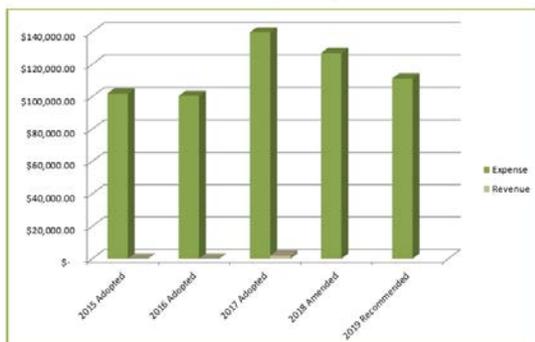
Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Emergency Services Training Center Firefighter training	Classes and training provided to firefighters: 181 classroom trainings, 27 trainings using the tower and grounds	Local firefighters are better prepared to handle a variety of real life emergencies.

Department Resources



Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$55,939	\$56,253
Contract Services	\$55,226	\$39,800
Employee Benefits	\$15,688	\$15,118
Interfund Transfer Debt Service	\$0	\$0
Total Budgetary Appropriations	\$126,853	\$111,171
Budgetary Revenues		
Departmental Revenue	\$0	\$0
State Aid	\$0	\$0
Total Budgetary Revenues	\$0	\$0
County Share	\$126,853	\$111,171

2019 Strategy Match

P4 Support the efforts of emergency responders

The Bureau of Fire Protection is responsible for running fire training programs and aiding in search and rescue missions throughout Sullivan County.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
DEP FIRE COORD PT	6	6	6
FIRE COORD	1	1	1
TYPIST PT	1	1	1
	8	8	8

2019 Goals

1. Complete purchase of training items for the Emergency Services Training Center for Firefighter 1 skills training that is now required by the NYS OFPC for student completion.
2. Upgrade training smoke machines and training manikins.
3. Complete the renovation of the Emergency Services Training Center to include new bathrooms and shower facility for decontamination after live fire training evolutions.
4. Continue to repair and maintain the fire tower burn facility.
5. Continue to update County fire related Standard Operating Procedures.
6. Enhance capabilities of emergency response by upgrading equipment and training for special operations.



A3520 Animal Control

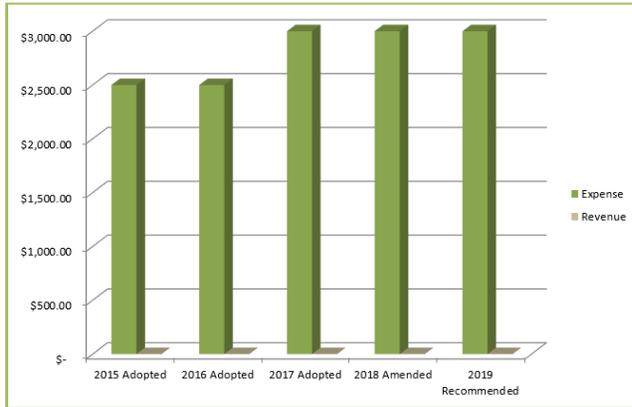
Department Description

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.

Department Resources

Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Contract Services	\$3,000	\$3,000
Total Budgetary Appropriations	\$3,000	\$3,000
County Share	\$3,000	\$3,000

2019 Strategy Match

P1 Community safety through strong and efficient chain of communication

Through communication with law enforcement officials, the animal control department is responsible for securing animals, either involved in or left in the aftermath of, an act requiring law enforcement attention.



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.

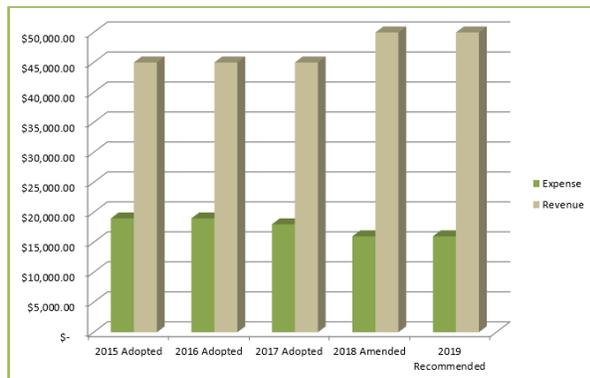
Core Services

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

Department Resources

Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Personal Services	\$5,000	\$5,000
Contract Services	\$11,000	\$11,000
Employee Benefits	\$0	\$0
Total Budgetary Appropriations	\$16,000	\$16,000
Budgetary Revenues		
Departmental Revenue	\$50,000	\$50,000
Total Budgetary Revenues	\$50,000	\$50,000
County Share	\$(34,000)	\$(34,000)

2019 Strategy Match
CBO6 Community health and wellness
The Electrical Licensing department ensures that businesses referring to themselves as electricians, can safely and properly install or change electricity in your home, public places, etc.



Division of Public Works



A1490 Public Works Administration

Department Description

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

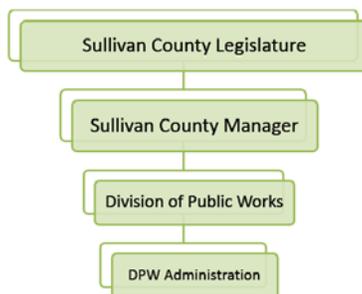
Public Works Administration receives no outside funding and is a non-mandated office. The budget for this organization includes the salary of the Division Commissioner.

Core Services

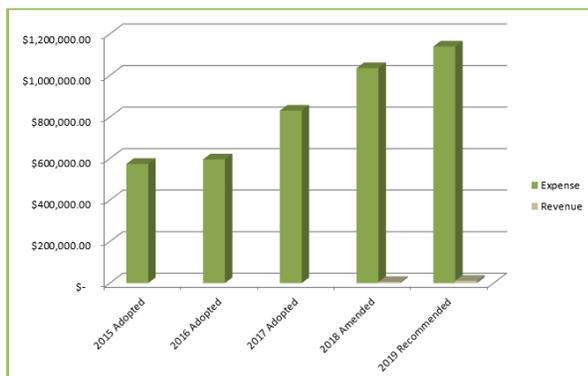
Functions of Public Works Administration include:

- 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

Department Resources



Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$484,842	\$498,956
Contract Services	\$268,374	\$361,105
Employee Benefits	\$282,189	\$279,505
Total Budgetary Appropriations	\$1,035,405	\$1,139,566
Budgetary Revenues		
Departmental Revenue	\$5,600	\$11,450
State Aid	\$0	\$0
Federal Aid	\$0	\$0
Total Budgetary Revenues	\$5,600	\$11,450
County Share	\$1,029,805	\$1,128,116

2019 Strategy Match

- 11 Constant road and bridge maintenance to promote safe countywide travel and avoid the need for emergency spending*
- 12 Keeping buildings up to date, energy efficient and safe to maximize taxpayer dollars*
- 14 Provide up to date facilities for County departments to safely and effectively serve taxpayers and provide services*
- CBO5 Updates to buildings and roads for safer living*

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ACCOUNT CLERK	0	1	0
COMM PUBLIC WORKS	1	1	1
DEP COMM PUBLIC WORKS-OPERATIONS	1	1	1
EXECUTIVE SEC	1	1	1
PRINCIPAL ACCOUNT CLERK	1	1	1
SR ACCOUNT CLERK/TYPIST	3	3	3
	7	8	7



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.

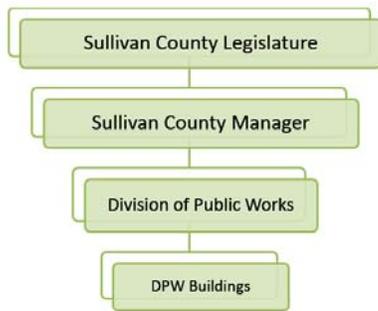
Functions of Public Works Buildings Department include maintenance and repair all one hundred plus County buildings. Work ranges from custodial work to repair and maintenance of plumbing, electrical, heating and cooling systems. Employees also plow and shovel snow, cut the grass and remove the trash.

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Code Enforcement	<ul style="list-style-type: none"> Inspected approx. 30 county facilities per NYS Building Code requirements Conducted plan review and issued building permit for Phase II Offsite Utilities at Jail Conducted site visits and inspection / commissioning report reviews for New Jail project 	Continued to maintain County buildings in compliance with current codes
Bids/RFP/RFQ/Quotes	<ul style="list-style-type: none"> Cleaning & Disinfection of Cooling Towers (Q) Cage Product for Warehouse Area (Q) ITS Server Room Design Services (RFP) Ornamental Fence for CCASL (Q) Government Center Roof & Skylight Replacement (Bid) Elevator Inspection & Maintenance Service (Bid) Fire Alarm for CCASL (RFP) Pre Demolition Survey/Testing for Hazardous Building Materials (RFQ) Rinse Rack and Wash Bay System Emptying, Cleaning, and Waste Water/Sediment Disposal (Bid) Electrical Engineering Design Services for Emergency Generator at GC (RFQ) Automated Gate Opener for Landfill (Q) Engineering and Design Services for Deep Energy Retrofit for 518 Broadway (RFQ) Emergency Spill Response & Environmental Services (RFP) 	

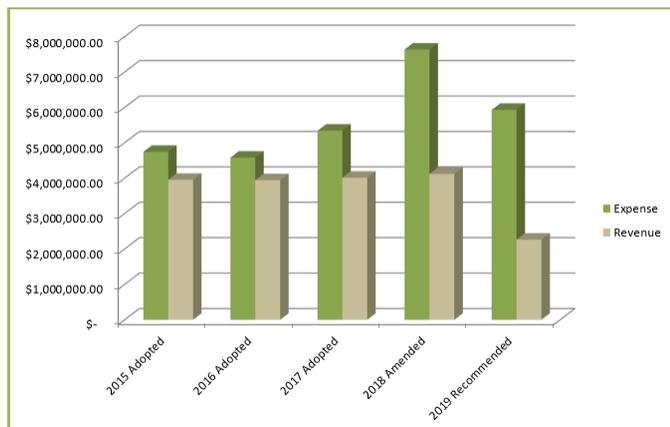
	<ul style="list-style-type: none"> • Metal Steps & Platform for SCGC (Q) • Sign Base Bluestone Veneer for SCIA (Q) • Window Roller Shades for Transportation (Q) 	
Environmental Compliance	<ul style="list-style-type: none"> • Petroleum Bulk Storage (PBS) • Spill Prevention Control & Counter Measure Plans • MS4 Program • State Pollutant Discharge Elimination System (SPDES) • Pre Demo Hazardous Building Material Survey & Testing • PFOA/PFOS Project at SCIA 	Maintained compliance within the County's Environmentally sensitive programs and monitored / coordinated other environmental projects as required
Plans & Specifications	<ul style="list-style-type: none"> • All of the Bids, RFP/Q's and Quotes listed above • ESTF Office/Shower Room Reno. • 518 Broadway Space Planning • Various SCGC Office Renovations 	
Public Water Supply Operation	<ul style="list-style-type: none"> • Coordinated all NYSDOH required water testing with contracted laboratory • Wrote and submitted required reporting 	Maintained two public water supplies in conformance with the NYS DOH regulations

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Personal Services	1,680,549	1,830,039
Fixed Equipment	2,383,550	65,505
Contract Services	2,435,509	2,746,030
Debt Service		
Employee Benefits	1,136,013	1,288,033
Total Budgetary Appropriations	7,635,621	5,929,607
Budgetary Revenues		
Departmental Revenue	3,832,912	2,015,783
State Aid	287,272	248,225
Total Budgetary Revenues	4,120,184	2,264,008
County Share	3,515,437	3,665,599

Five Year Budget History



2019 Strategy Match

12 Keeping buildings up to date, energy efficient and safe to maximize taxpayer dollars

14 Provide up to date facilities for County departments to safely and effectively serve taxpayers and provide services

CBO5 Updates to buildings and roads for safer living

Position Summary

DPW - GOVT CENTER

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
CUSTODIAL SUPVR	1	1	1
LABORER I	1	1	1
MAINTENANCE ASST	1	1	1
	3	3	3

DPW - NEW JAIL

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
BUILDING MAINTENANCE MECHANIC	0	2	2
	0	2	2

DPW - LIBERTY CAMPUS

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
BUILDING MAINTENANCE MECHANIC	2	2	2
CUSTODIAL WORKER	2	2	2
HOUSEKEEPING SUPVR	1	1	1
LABORER I SEAS	1	1	1
LABORER II	1	1	1
	7	7	7

DPW - MISC LOCATIONS

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
BUILDING MAINTENANCE MECHANIC	3	3	3
CARPENTER	1	1	1
ELECTRICIAN	1	1	1
FACIL BRIDGE SUPERINTENDENT	1	1	1
GROUNDS MAINTENANCE WORKER II	1	1	0
LABORER I SEAS	1	1	1
MAINTENANCE ASST	2	2	2
	10	10	9

DPW - ADULT CARE CENTER

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ASST HOUSEKEEPING SUPVR	1	1	1
CUSTODIAL WORKER	11	11	11
MAINTENANCE ASST	1	1	1
	13	13	13

DPW - COURT HOUSE

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
CUSTODIAL WORKER	2	2	2
	2	2	2

DPW - SHERIFF - JAIL

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
BUILDING MAINTENANCE MECHANIC	1	1	1
	1	1	1

Department Total Position Count:

36

38

37

2019 Goals

1. See Jail construction project through completion and issue Certificate of Occupancy
2. Complete Deep Energy Retrofit of 518 Broadway and have BOE successfully relocated
3. Continue to keep PBS, SWPP, SPDES, and MS4 programs in compliance through strict monitoring and coordination
4. Continue to successfully operate and report on two public water supplies
5. Complete and report on required building code inspection program
6. Continue to support DPW Operations with buildings and environmental issues as needs arise
7. Continue work with NYPA on multi facility energy efficiency project
8. Continue to oversee coordination of Government Center Emergency Generator Project
9. Continue to assist CCASL staff with building code, bid document, and other general support
10. Continue to provide assistance to Department of Family Services by conducting and reporting on Foster Home Inspections



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.

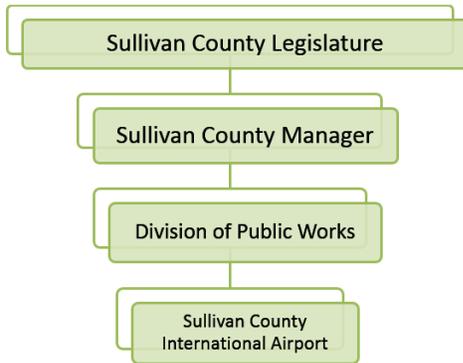
The Sullivan County International Airport receives outside funding for specific projects in the form of grants and programs from the Federal Government and the State. Funding formulas vary by program. It is a non-mandated department, however, as per resolution number 248-97, the County signed a Master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

Performance Measures

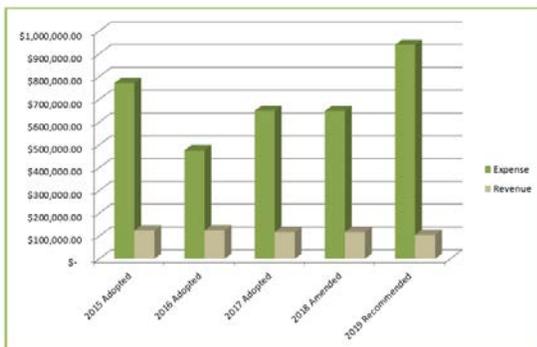
PROGRAM	KEY STATISTICS	OUTCOME
Airport Emergency Plan Review	Completed on April 26 th of 2018	Conditions for revision determined
May ARFF Training	Conducted at Binghamton Airport	Required training. Accomplished large savings. No overnight travel expenses for 4 attendees
June Airport Promotion	Terminal Utilization and Promotions brochure. Five events held: Chamber of Commerce, Rotary, SCIA Pilots meeting, guest speaker from Orange County VOTEC and Pine Bush High School Aviation Academy.	The terminal was used for the State of the County address. Promotions brochures are available in the terminal.
Capital Improvements	Improved runway lights and taxiway lights completed in 2018. Authorized to complete fuel fam replacement and commercial hanger modifications in 2019. Runway rehab in design phase for 2019 and taxiway rehab AIP plan for 2020.	Investment in infrastructure key to maintaining operations

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$99,000	\$303,000
Personal Services	\$230,743	\$257,497
Contract Services	\$178,041	\$192,770
Employee Benefits	\$141,328	\$185,415
Interfund Transfer Debt Service	\$0	\$0
Total Budgetary Appropriations	\$649,112	\$938,682
Budgetary Revenues		
Departmental Revenue	\$117,100	\$105,000
Total Budgetary Revenues	\$117,100	\$105,000
County Share	\$532,012	\$833,682

Five Year Budget History



2019 Strategy Match

CI Maintain up to date and esthetically pleasing signage, in order to make a good impression for visitors to our county and ensure return visits

CBO1 Promotion of tourism and attitude of welcome

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
AIRPORT ATTENDANT	0	2	0
AIRPORT SUPERINTENDENT	1	1	1
LABORER I SEAS	1	1	1
WEATHER OBSERVER	3	3	3
WEATHER OBSERVER PD	1	1	1
	6	8	6

2019 Goals

1. Establish Realistic County world-view where we are
2. Create 5 year business plan that promotes Part 139 activities over GA
3. Secure adequate budget for Part 139 Operations
4. Secure adequate personnel for operations
5. Plan for succession of Airport Superintendent
6. Find offsets for operational budget



A5680 Transportation

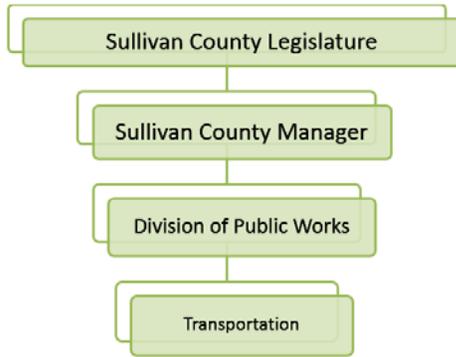
Department Description

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

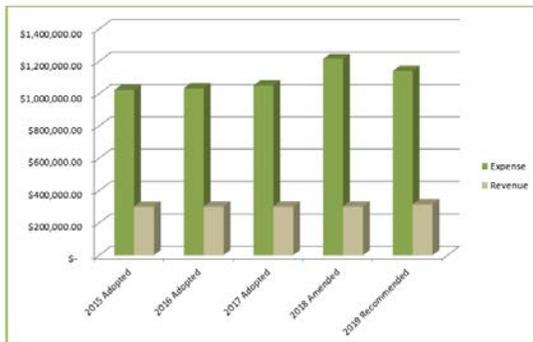
The Public Works Transportation Department provides daily transportation for Veterans to Castle Point and Albany VA hospitals. It also provides in-county medical transportation to seniors through an agreement with the Office for the Aging, and assists with the nutrition program including delivery of 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.

Department Resources



Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$459,133	\$457,565
Contract Services	\$496,721	\$409,075
Employee Benefits	\$257,510	\$272,931
Total Budgetary Appropriations	\$1,213,364	\$1,139,571
Budgetary Revenues		
Departmental Revenue	\$294,175	\$294,175
State Aid	\$7,500	\$5,000
Federal Aid	\$0	\$15,000
Total Budgetary Revenues	\$301,675	\$314,175
County Share	\$911,689	\$825,396

2019 Strategy Match

13 Community transportation development. Provide public transportation to employment, healthcare, shopping, etc.

Current services include transportation to healthcare, shopping and the delivery of meals to homebound citizens.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
BUS DRIVER	3	3	3
BUS DRIVER RPT	6	6	6
DIR OF TRANSPORTATION	1	1	1
TRANSPORTATION SPECIALIST	1	1	1
VAN DRIVER	1	1	1
VAN DRIVER PD (CDL)	2	2	2
VAN DRIVER PD (NON CDL)	2	2	2
VAN DRIVER RPT	2	2	2
	18	18	18



A6610 Weights and Measures

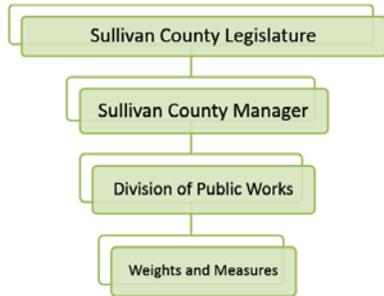
Department Description

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.

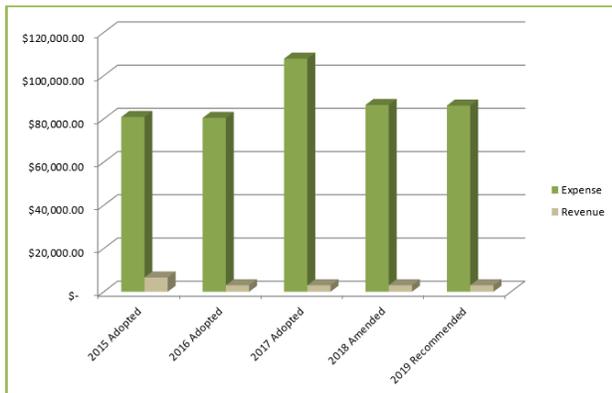
Public Works Department of Weights and Measures receives no outside funding. The department is mandated by the NYS Department of Agriculture and Markets.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$54,655	\$54,755
Contract Services	\$5,775	\$5,975
Employee Benefits	\$26,022	\$25,443
Total Budgetary Appropriations	\$86,452	\$86,173
Budgetary Revenues		
Departmental Revenue	\$0	\$0
State Aid	\$3,000	\$3,000
Total Budgetary Revenues	\$3,000	\$3,000
County Share	\$83,452	\$83,173

Five Year Budget History



2019 Strategy Match
CB02 Responsible use of taxpayer funds
Weights and Measures is responsible for protecting both buyers and sellers when goods are being measured for sale. Not only do County residents benefit from this when purchasing goods, but the County ensures accurate measurement when procuring goods as well.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
MUNICIPAL DIR WEIGHTS & MEASURES	1	1	1
	1	1	1



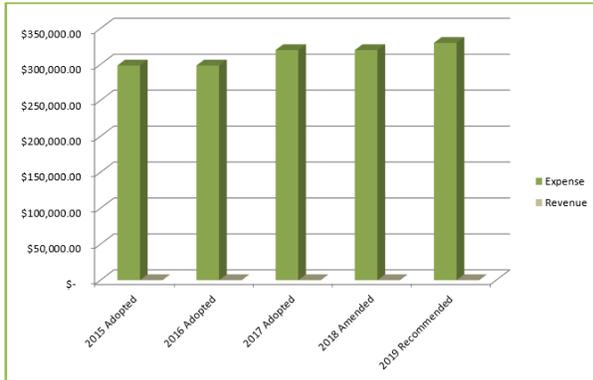
A8745 Flood and Erosion Control

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.

Department Resources

Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Contract Services	\$320,000	\$330,000
Total Budgetary Appropriations	\$320,000	\$330,000
Budgetary Revenues		
State Aid	\$0	\$0
Total Budgetary Revenues	\$0	\$0
County Share	\$320,000	\$330,000

2019 Strategy Match

CB02 Responsible use of taxpayer funds

The use of flood and erosion control saves taxpayers money in the long run by avoiding larger issues that may require expensive correction in the future.



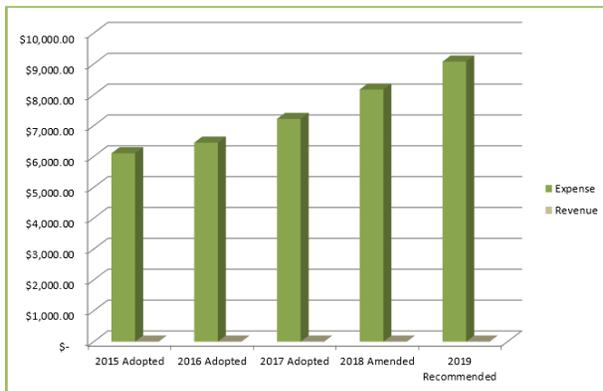
A8810 Sullivan County Veterans Cemetery

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.

Department Resources

Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Personal Services	\$0	\$0
Contract Services	\$8,170	\$9,075
Total Budgetary Appropriations	\$8,170	\$9,075
County Share	\$8,170	\$9,075

2019 Strategy Match

14 Provide up to date facilities for County departments to safely and effectively serve taxpayers and provide services

The maintenance of the Sullivan County Veterans Cemetery is an important service provided, to keep things up to date and maintain a safe environment for loves ones to visit.



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.

Performance Measures

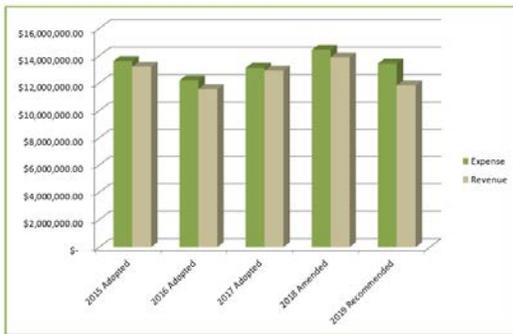
PROGRAM	KEY STATISTICS	OUTCOME
Community Engagement	8 Engagement activities in 2018	17 Community engagement activities in 2018 to date (10/9/18). Goal metric exceeded
Revitalization of Load Inspection Program	Minimum of 40 load inspections completed in 2018	Significantly more than 40 load inspections completed to date. Goal metric exceeded
Professional Development for staff	Minimum of 4 professional development activities for staff	This goal was exceeded by over 300% - At least 12 professional development activities will be attended in 2018.
HHW Events	3 Events to be held in 2018	3 events held in 2018, contract will come in under budget in 2018. Goal met
Aged Accounts Receivable Management	4 AR Meetings with Treasures office held in 2018	3 Meetings held to date with the 4th schedule for Q4. Aged AR significantly cleaned up, write-offs approved, credits removed.
Customer Visits	25 in 2018	17 to date completed with several on the schedule for Q4. Goal is expected to be complete as planned.
Media Engagements	20 in 2018	More than 20 media posts in 2018 to date including FB posts, press releases, 5 radio interviews, newsprint advertisements. Goal exceeded.
Regulatory Improvement	Rebid and refocus regulatory initiatives	Groundwater sampling protocol (EMP) re written and approved, new contract signed. LFG contract re issued. Both resulted in significant cost savings.
Improved Transfer Station Signage	Completion of transfer station signage in 2018	Completed

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$1,529,219	\$1,027,000
Personal Services	\$1,041,928	\$1,084,131
Contract Services	\$7,201,034	\$7,674,268
Debt Service	\$0	\$0
Employee Benefits	\$679,021	\$746,441
Interfund Transfer Debt Service	\$3,987,890	\$2,892,211
Total Budgetary Appropriations	\$14,439,492	\$13,424,051
Budgetary Revenues		
Departmental Revenue	\$12,148,000	\$10,755,861
State Aid	\$55,000	\$49,000
Interfund Transfer General Fund	\$1,685,000	\$1,027,000
Total Budgetary Revenues	\$13,888,000	\$11,831,861
County Share	\$551,492	\$1,592,190

Five Year Budget History



2019 Strategy Match

*CBO1 Promotion of tourism and attitude of welcome
CBO4 Increase community and economic development*

Refuse and garbage removal are an important part of keeping our County a safe and clean place to live, encouraging visitors and economic growth all around.

Without the responsible operation of our County transfer stations, Sullivan County would not be the beautiful destination it is today.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
BUILDING MAINTENANCE MECHANIC	1	1	1
DIR SOLID WASTE MGT	1	1	1
LABORER I SEAS	1	1	1
MAINTENANCE ASST	1	1	1
RECYCLING COORD	1	1	1
SOLID WASTE OPERATOR	3	3	3
TRANSFER STATION OPERATOR	11	11	11
	19	19	19

2019 Goals

1. HHW Collection days – 2 in 2019
2. Customer visits – 10 in 2019
3. Medial Engagement – 20 in 2019
4. Professional Development – 4 in 2019
5. Community Engagement – 1 per month – 12 for 2019
6. Air Permitting – Apply to state for exit from federal regulations.



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:

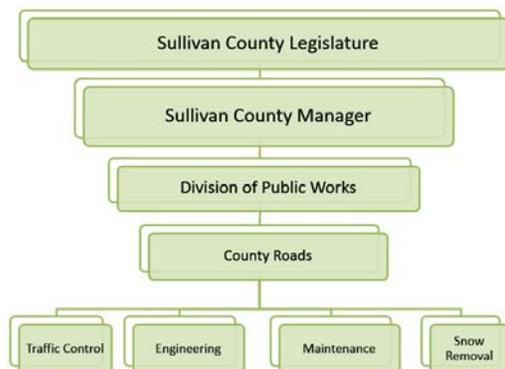
Public Works Snow and Ice Removal consists of snow and ice control on approximately 400 miles of County highway. Approximately one-half of this mileage is maintained by County forces whereas the remaining half is maintained by towns under contract with the County. The Snow and Ice Removal department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

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Bridge Program Bridge 47 Bridge 71 Bridge 425 Bridge 360 Bridge 192 Bridge 82 Bridge 243 Bridge 269 Bridge 471 Bridge Evaluations Bridge Repair	<u>Key Statistics</u> Design & Inspection Work Design & Inspection Work Design & Inspection Work Design Work Design Work Design Work Design Work Design Work Design Work Bridge Inspections & Report Repair Design Projects	<u>Outcome (Note* to be completed shortly)</u> Design 100%, Inspection 98% Completed* Design 100%, Inspection 60% Completed* Design 100%, Inspection 65% Completed* Design 100% Completed Design 90% Completed* Design 85% Completed* Design 75% Completed* Design 75% Completed* Design 75% Completed* Starting October 2018 Designs Completed for CBs 119, 237 & 273
Dam Safety Program Toaspern Dam Spillway Toaspern Dam Toaspern Dam Sunset Lake Dam	<u>Key Statistics</u> Rpts EAS, I&MP, EAP, Alt Rpt Annual Inspection & Reports Annual EAP Review Annual Inspection & Reports	<u>Outcome (Note* to be completed shortly)</u> EAS 100%, 90% I&M, 90%, EAP 90%, Alt85%* Inspections 50%* Reports 50%* 80% Completed* Inspections 50%* Reports 50%*
County Facilities Gov. Ctr/ACC/Court House Landfill	<u>Key Statistics</u> Design & Inspection Work MRF Floor Inspection	<u>Outcome</u> Design 100%, Inspection 98% Completed* October Completion*
Local Emergency Planning SNS Subcommittee Primary CSS Secondary CSS POD Drill	<u>Key Statistic</u> Participation at Meetings Check/Equipment List Updates Check/Equipment List Updates Set Up/Signage/Assistance	<u>Outcome (Note* to be completed shortly)</u> 100% Completed 100% Complete 100% Complete 100% Complete
Pavement Rehabilitation: a combination of partial depth repairs and asphalt overlays (2"-3.5") with striping.	13.8 Miles (\$ 3.717M) 13.8 Miles (\$ 3.188M) 27.6 Miles (\$ 6.905M) Total	Extended the pavement life of County Roads 59, 92, 108, 109, 113, 116, 123, 131, 132, 143 & 149 by 10 to 15 years.
Pavement Preservation: a combination of crack sealing, spot asphalt shimming and chip seal (oil and stone) overlay along with replacement of all pavement markings (striping).	35.6 Miles (\$ 0.978M) Total	Extended the pavement life of County Roads 19, 21, 33, 42, 74, 96, 105, 105A, 105B, 125, 128, 142, 143, 144, 157 & 158 by 3 to 5 years.
Road Safety: replacement of non-standard guiderail systems.	7,450 Ln. Ft. (\$ 0.175M) Total (Material Only)	Improved roadside safety on County Roads 113, 123 & 131.
Embankment Stabilization: installation of self-drilling soil	75 Ln. Ft. long by 20 Ft. high (\$ 0.150M) Total	Repaired failing roadway embankment on County Road 49

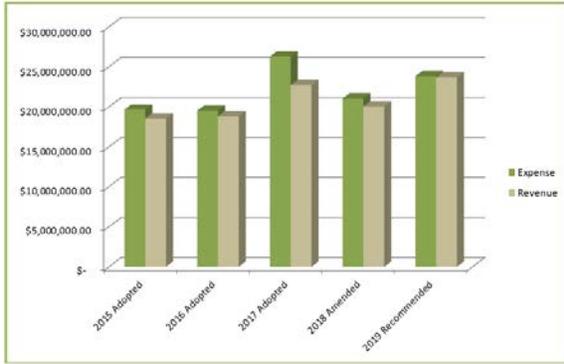
nails and micro-piles.		with a cost effective, efficient solution with limited disruption to the travelling public.
Survey Support: design and field layout services in support of bridge and highway construction projects.	County Bridges 71 & 425 (field layout) County Bridges 268 & 404 (field survey) County Road 109 (drainage topo. survey and design) ACC & Gov. Ctr. parking lots (design survey & layout)	Provided cost-effective, in-house construction layout and design data collection with responsive and timely survey support.
Review of Roadside Development & Highway Work Permitting: site plan and subdivision review, highway access, sight distances and drainage inspections, utility work and oversized loads.	239 Reviews – 50 * Permits Processed – 50 * Field Inspections related to 239's & Permits – 60 *	Provided for safe ingress and egress to and from the county highway system for the benefit of the travelling public. Limited impacts to county infrastructure from proposed development and ensured burden is borne by the developer or mitigated during the review process.
New Equipment Heavy duty loader 2 street sweepers 2 medium duty flat rack Roll-off truck 2 Tandem Sand Trucks Calibration Trailer Overhead hoist system	Scope of Work Sent out quote (received bid) Sent out quote (received bid) Finalized quote Sent out quote (received bid) Sent out quote (received bid) Sent out quote (received bid) Finalized quote (send out for bid)	Outcome Received in September Received in August No delivery date Delivery date December Delivery date December Delivery date November Bid not awarded yet
Snow Equipment Tk-32, 106, 164, 168, 169, 171, 174, 180 Tk- 169, 173, 181, 182, 224, 225, 227, 228 Tk- 105, 111, 112, 170, 172, 226, 229, 230, 231, 232, 233	Scope of Work Remove dump bodies, prep truck and install sander body Remove dump bodies, clean and prep truck Trucks are still in service, most are combination bodies	Outcome Trucks are completed Trucks are about 75% done, should be completed by November 2 nd Mid December completion date
NY State Inspections	Keep inspections current on 339 autos and trucks	90% up to date
Fuel Master and Underground Storage tanks	Keep log books in order at Maplewood, Barryville and the Airport	Records are up to date

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$0	\$0
Personal Services	\$4,306,188	\$4,447,868
Contract Services	\$9,401,731	\$11,864,620
Debt Service	\$0	\$32,281
Employee Benefits	\$3,866,479	\$3,777,144
Interfund Transfer Debt Service	\$3,481,954	\$3,713,230
Total Budgetary Appropriations	\$21,056,362	\$23,835,143
Budgetary Revenues		
Departmental Revenue	\$590,000	\$640,175
State Aid	\$3,376,250	\$4,095,650
Federal Aid	\$1,524,200	\$4,556,600
Interfund Transfer General Fund	\$14,568,481	\$14,371,519
Total Budgetary Revenues	\$20,058,931	\$23,663,944
County Share	\$997,421	\$171,199

Five Year Budget History



2019 Strategy Match

11 Constant road and bridge maintenance to promote safe countywide travel and avoid the need for emergency spending.

CBO5 Updates to buildings and roads for safer living

Position Summary

TRAFFIC CONTROL

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
ASST SIGN INSTALLER	1	1	1
LABORER I	0	1	0
LABORER I SEAS	0	2	2
SIGN FABRICATOR	2	2	2
SIGN INSTALLER	1	1	1
SIGN SHOP SUPVR	1	1	1
	5	8	7

ENGINEERING

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
BRIDGE ENGINEER	1	1	1
BUILDING ENGINEER	1	1	1
CIVIL ENGINEER	1	1	1
ENG AIDE	1	1	1
ENG TECH	2	2	2
JUNIOR BUILDINGS ENGINEER	1	1	1
JUNIOR CIVIL ENGINEER	2	2	2
PERM & ENVIR COMPLIANCE COORD	1	1	1
	10	10	10

DPW - ROAD MAINTENANCE

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
BRIDGE CARPENTER	2	2	2
BRIDGE MAINTAINER I	1	1	1
BRIDGE MAINTAINER II	2	2	2
CONSTRUCTION EQUIPMENT OP I	12	12	12
CONSTRUCTION EQUIPMENT OP II	2	2	2
CONSTRUCTION EQUIPMENT OP III	1	1	1
GENERAL CONSTRUCTION SUPVR	2	2	2
HYDRA EXCA EQUIPMENT OPERATOR	3	3	3
LABORER I	9	9	9
LABORER II	6	6	6
MOTOR EQUIPMENT OPERATOR	10	10	10
ROAD MAINTENANCE SUPERINTENDENT	1	1	1
ROAD MAINTENANCE SUPVR	5	5	5
WELDER II	1	1	1
	57	57	57

Department Total Position Count: 72 75 74

2019 Goals

1. Bridge 360 Construction & Inspection Completion
2. Bridge 192 Construction & Inspection Completion
3. Bridge 82 Construction & Inspection Completion
4. Bridge 243 Construction & Inspection Completion
5. Bridge 269 Construction & Inspection Completion
6. Bridge 183 Design & Construction Inspection Completion
7. Bridge 168 Design & Construction Inspection Completion
8. Bridge 404 Design & Construction Inspection Completion
9. Toaspern Dam Spillway Project Design Contract Work Completion
10. Toaspern & Sunset Lake Dam Inspections
11. Toaspern Dam Review of the Emergency Action Plan and RE-Certification
12. Assess condition of overall 385 miles of county road network. The assessment is completed annually and data is entered into the Road Surface Management System (RSMS) program developed by Cornell Local Roads Program. The data collected and analyzed is then utilized to prepare a proposed pavement rehabilitation and preservation program.
13. The current program is proposed to rehabilitate and resurface approximately 30 to 35 miles of county road and to surface treat an additional 30 to 35 miles depending on final funding availability. Develop detailed bid documents and technical specifications to procure contract paving and surface treating services. Provide daily construction oversight, quantity tracking and coordinate materials testing along with billing review and approval.
14. Repair an embankment failure on County Road 16 utilizing a contractor with specialized equipment to construct an almost vertical retaining wall system reinforced with 20 foot long self-drilling nails and micro-piles that's capped with a concrete facing. County forces will provide excavation support, armoring, guide rail installation and traffic control.
15. Provide survey support services as needed for design, construction and maintenance of highways, bridges and facilities.
16. Review roadside development and highway access as necessary.



DM5130 Road Machinery/Shops

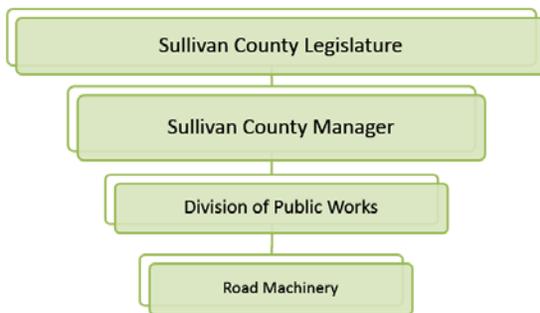
Department Description

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.

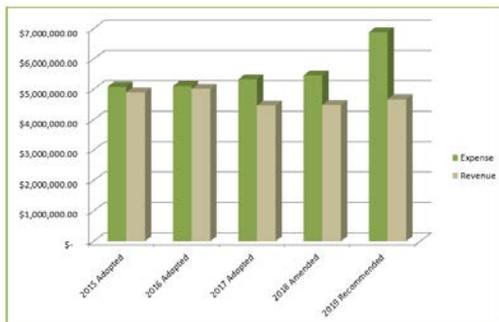
The Road Machinery/Shops department receives no outside funding. It is a non-mandated program.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Fixed Equipment	\$363,731	\$1,760,000
Personal Services	\$1,117,281	\$1,140,256
Contract Services	\$2,069,187	\$2,059,650
Debt Service	\$0	\$140,759
Employee Benefits	\$912,135	\$933,094
Interfund Transfer Debt Service	\$995,029	\$848,790
Total Budgetary Appropriations	\$5,457,363	\$6,882,549
Budgetary Revenues		
Departmental Revenue	\$902,000	\$902,000
Interfund Transfer General Fund	\$3,584,447	\$3,771,051
Total Budgetary Revenues	\$4,486,447	\$4,673,051
County Share	\$970,916	\$2,209,498

Five Year Budget History



2019 Strategy Match

CB02 Responsible use of taxpayer funds

The ongoing maintenance of County owned vehicles and equipment in-house, aids in avoiding costly and unexpected replacements, getting the most use from our resources and allowing for responsible planning when the need to replace vehicles and equipment arises.

Position Summary

	AMENDED 2018	REQUESTED 2019	RECOMMENDED 2019
AUTOMOTIVE BODY REPAIRER	1	1	1
AUTOMOTIVE EQUIPMENT 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
SR MASTER MECHANIC	4	4	4
SR STOCKKEEPER	1	1	1
STOCKKEEPER	1	1	1
WELDER I	1	1	1
	19	19	19



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:

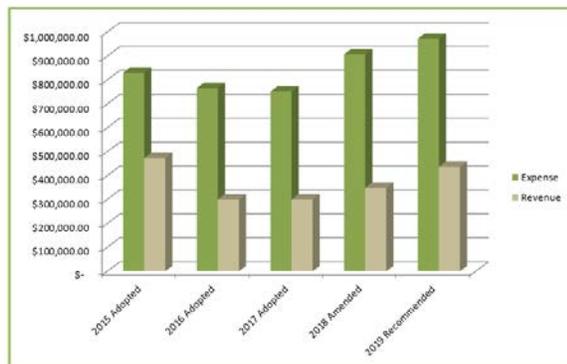
- Property
- Liability
- Inland marine
- Excess property
- Boiler and machinery systems breakdown
- Commercial excess liability policy

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.

Department Resources

Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Contract Services	\$907,278	\$971,900
Total Budgetary Appropriations	\$907,278	\$971,900
Budgetary Revenues		
Departmental Revenue	\$350,000	\$436,739
Total Budgetary Revenues	\$350,000	\$436,739
County Share	\$557,278	\$535,161

2019 Strategy Match

CB02 Responsible use of taxpayer funds

The Unallocated Insurance department is the umbrella under which many important insurance policies fall. Preparing for the need to cover an injury on County property, the breakdown of machinery and any other unexpected issues is an important part of fiscally responsible governing.



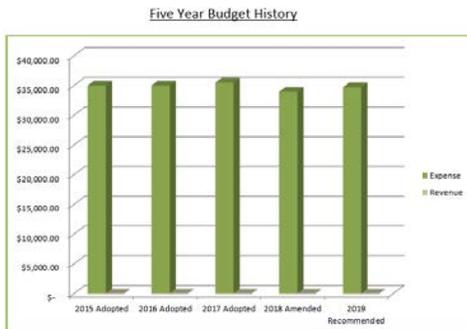
A1920 Municipal Association Dues

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.

Department Resources



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Contract Services	\$33,950	\$34,712
Total Budgetary Appropriations	\$33,950	\$34,712
County Share	\$33,950	\$34,712

2019 Strategy Match

CBO6 Community health and wellness

The Municipal Association Dues department makes an investment into continued efforts to grow and make our community a better place to live, stay informed in regional issues and remain proactive in finding progress with regard to those issues.



A1930 Judgments and Claims

Department Description

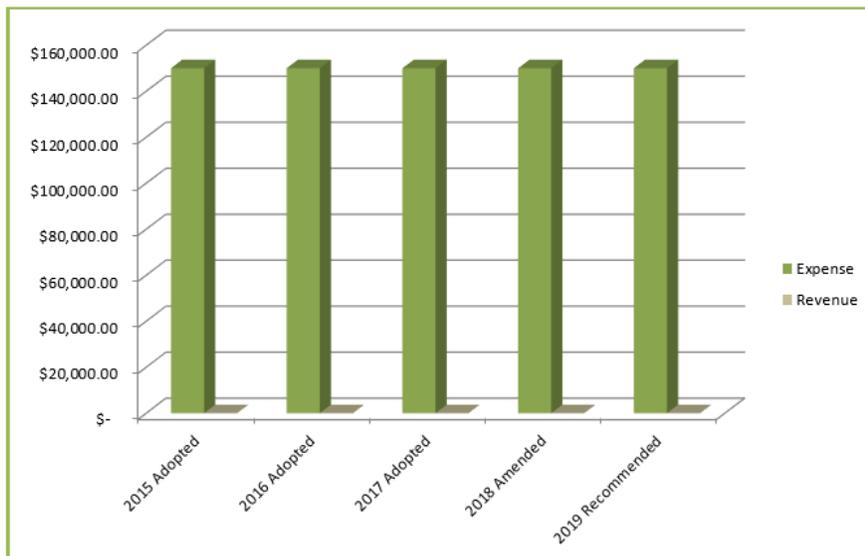
The Judgments and Claims organization is used to record expenses for judgments and settlements against the County.

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.

Department Resources

	<u>2018 Amended</u>	<u>2019 Recommended</u>
Budgetary Appropriations		
Contract Services	\$150,000	\$150,000
Total Budgetary Appropriations	\$150,000	\$150,000
Budgetary Revenues		
Federal Aid	\$0	\$0
Total Budgetary Revenues	\$0	\$0
County Share	\$150,000	\$150,000

Five Year Budget History





A1989-99 Other Government Support- Misc. Expense

Department Description

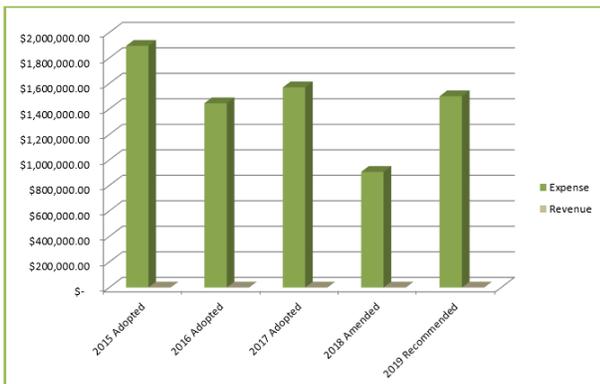
The Miscellaneous Expense organization contains line items for the Refund of Real Property Taxes, Bond and Note Expense, and Contingency Appropriations.

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

Five Year Budget History



	2018 Amended	2019 Recommended
Budgetary Appropriations		
Contract Services	\$906,724	\$1,500,000
Total Budgetary Appropriations	\$906,724	\$1,500,000
County Share	\$906,724	\$1,500,000



A9730 Bond Anticipation Notes

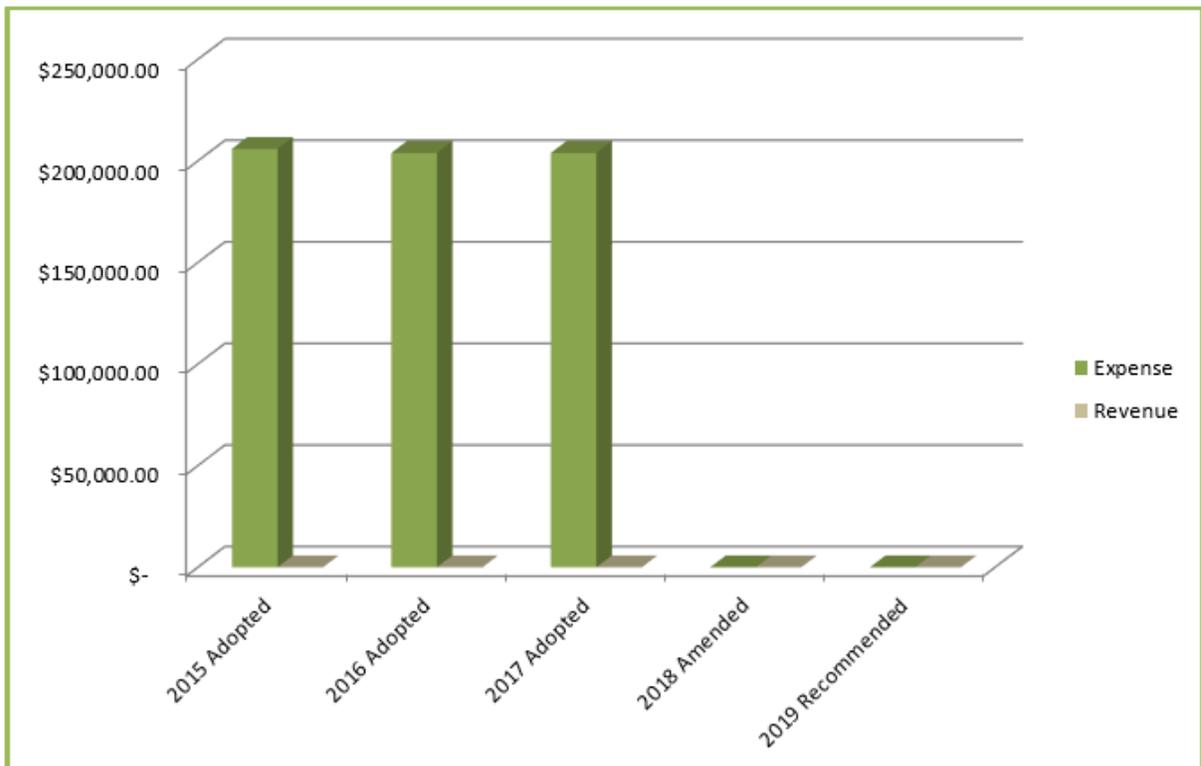
Department Description

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

Department Resources

	<u>2018 Amended</u>	<u>2019 Recommended</u>
Budgetary Appropriations		
Debt Service	\$0	\$0
Total Budgetary Appropriations	\$0	\$0
County Share	\$0	\$0

Five Year Budget History





A9760 Tax Anticipation Notes

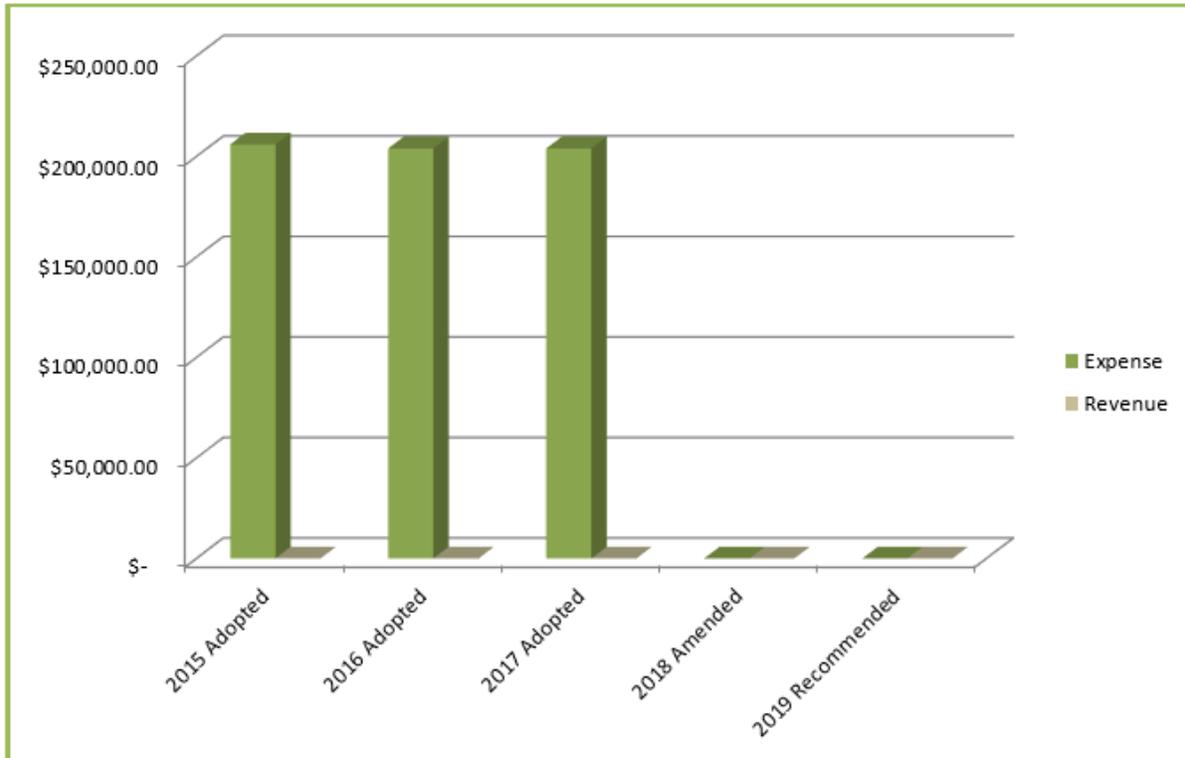
Department Description

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

Department Resources

	<u>2018 Amended</u>	<u>2019 Recommended</u>
Budgetary Appropriations		
Debt Service	\$0	\$0
Total Budgetary Appropriations	\$0	\$0
County Share	\$0	\$0

Five Year Budget History





A9901 Interfund Transfers

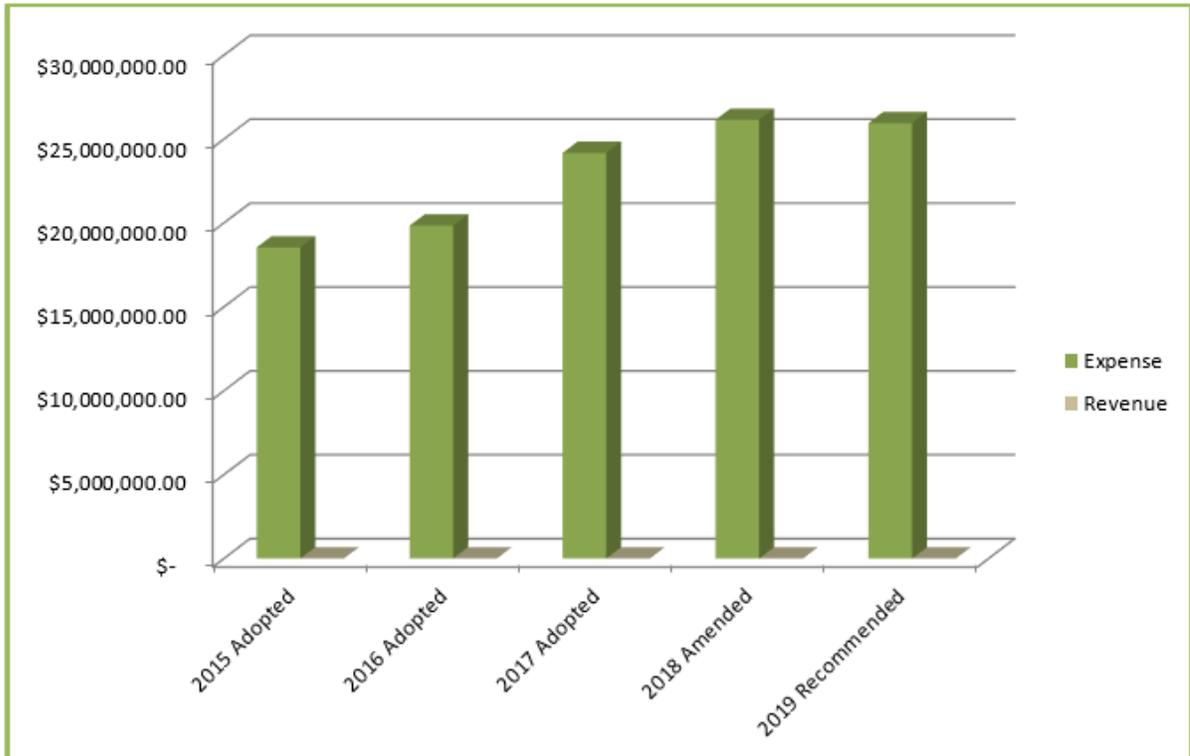
Department Description

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.

Department Resources

	<u>2018 Amended</u>	<u>2019 Recommended</u>
Budgetary Appropriations		
Interfund Transfer Debt Service	\$26,144,819	\$25,952,378
Total Budgetary Appropriations	\$26,144,819	\$25,952,378
County Share	\$26,144,819	\$25,952,378

Five Year Budget History





A9999 General Fund Revenues

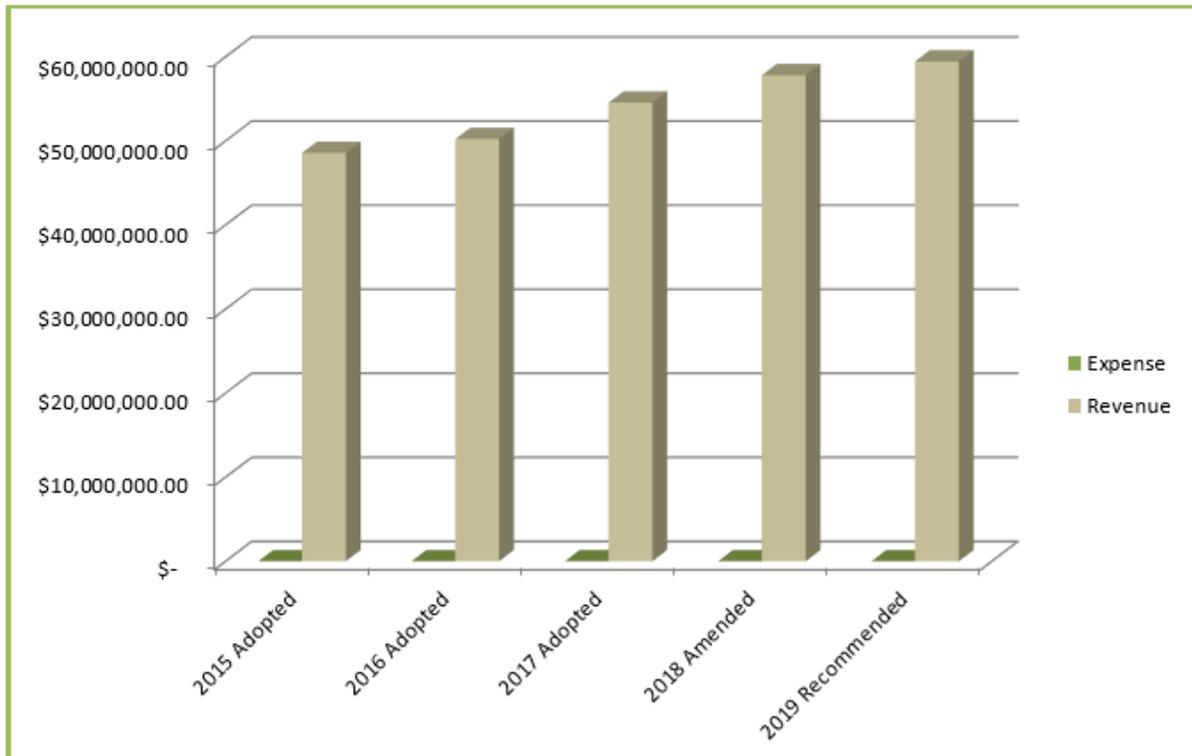
Department Description

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

Department Resources

	<u>2018 Amended</u>	<u>2019 Recommended</u>
Budgetary Revenues		
Departmental Revenue	\$57,814,734	\$59,452,805
State Aid	\$0	\$0
Interfund Transfer General Fund	\$500,000	\$0
Total Budgetary Revenues	\$58,314,734	\$59,452,805
County Share	\$(58,314,734)	\$(59,452,805)

Five Year Budget History





AXX89-98 Post Employment Benefits

Department Description

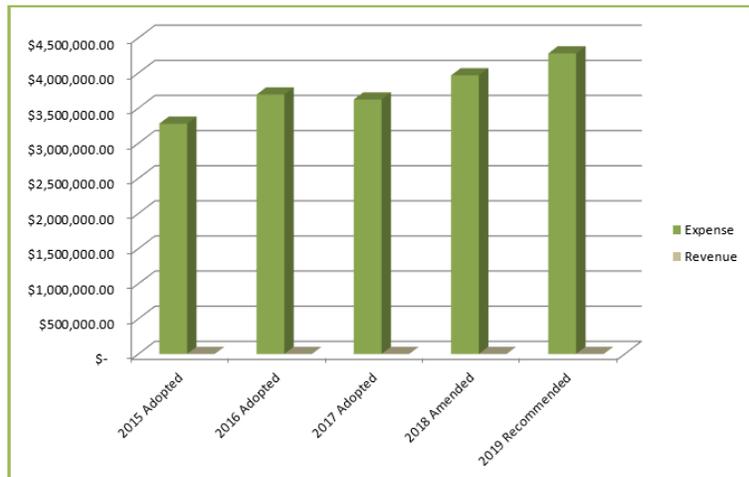
Post Employment Benefits are available to all retired County employees who are eligible based on age and on years of service. These budget organizations also account for expenses related to employees who are separated from employment and are eligible for unemployment benefits. There are seven (7) budget 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

Department Resources

	<u>2018 Amended</u>	<u>2019 Recommended</u>
Budgetary Appropriations		
Employee Benefits	3,965,483	4,277,703
Total Budgetary Appropriations	3,965,483	4,277,703
County Share	3,965,483	4,277,703

Five Year Budget History



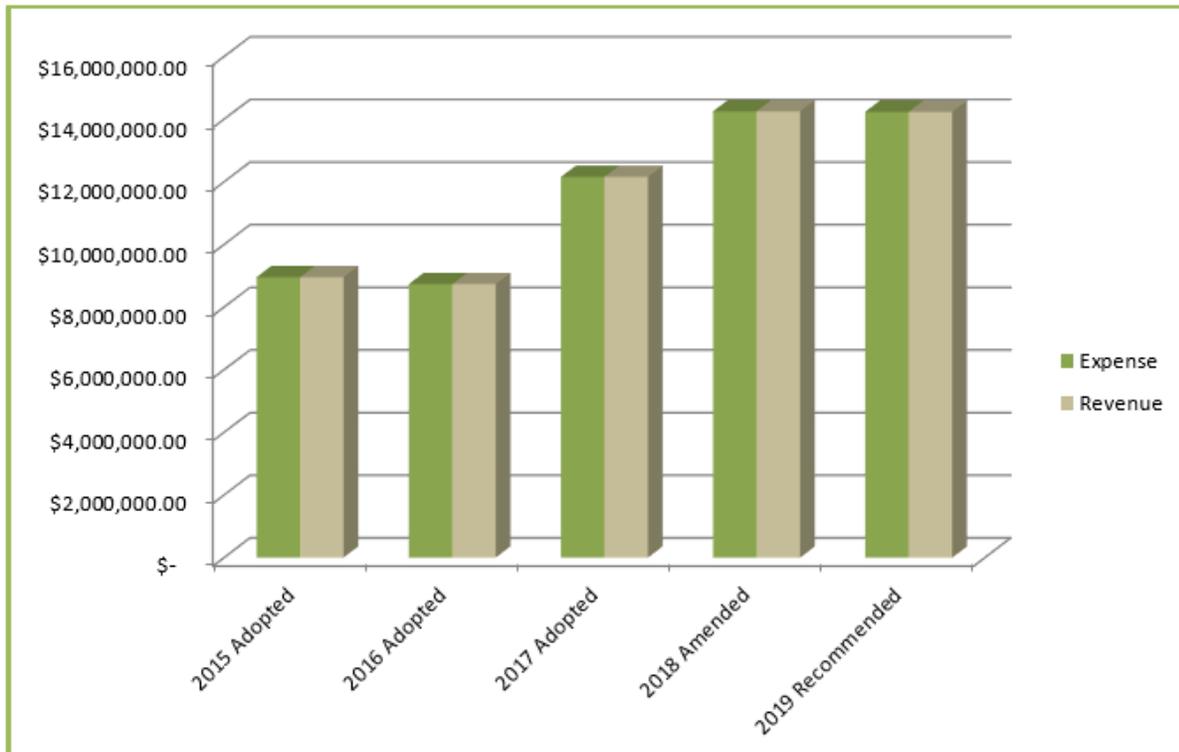


V-Fund: Debt Service

Department Resources

	<u>2018 Amended</u>	<u>2019 Recommended</u>
Budgetary Appropriations		
Debt Service	14,251,167	14,237,039
Total Budgetary Appropriations	14,251,167	14,237,039
Budgetary Revenues		
Interfund Transfer	14,251,167	14,237,039
Total Budgetary Revenues	14,251,167	14,237,039
County Share	-	-

Five Year Budget History





**Sullivan County Tentative
Budget Executive Summary**

2019

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	The revenue generated as a direct consequence of the provision of a

Revenue	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.
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	A business process management software that allows an organization

Resource Planning (ERP) Software	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 Accounting Principles (GAAP)	Governmental Accounting Standards Board established uniform minimum 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 on 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 list 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.
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.