



# 2018 ANNUAL REPORT



## County of Sullivan, NY

Prepared by the Office of the County Manager, March 2019  
Sullivan County Manager Joshua A. Potosek, MBA



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# FROM THE COUNTY MANAGER

## A Year of Growth

An improved economy and our renewed status as a major tourism destination vaulted Sullivan County into the ranks of top-performing counties Statewide and nationally in terms of job growth, tax revenue, and employment opportunities.

## A Year of Change

While County government could have cooled its heels after running hard and fast the past few years to overcome the devastating effects of the 2008 recession, we aimed for even higher ground, melding solid, achievable goals with our budget and capital planning process to better serve our taxpayers.



## A Year of Challenges

Unfunded State mandates, increases in expenses and ongoing labor negotiations threatened to burden taxpayers further, but I am proud to say our team of more than 1,100 public servants and the Legislature worked together to find cost-efficient ways to deliver services.

## And More to Come

As a result, 2019 features essentially a tax decrease, and further skyrocketing growth is at hand. Our future has rarely looked brighter, but I promise you this government, this Legislature, this administration continues to plan prudently and conservatively. We are in the envious position of being ready to nimbly adapt to changing economic conditions, and this 2018 Annual Report illustrates how we got there.

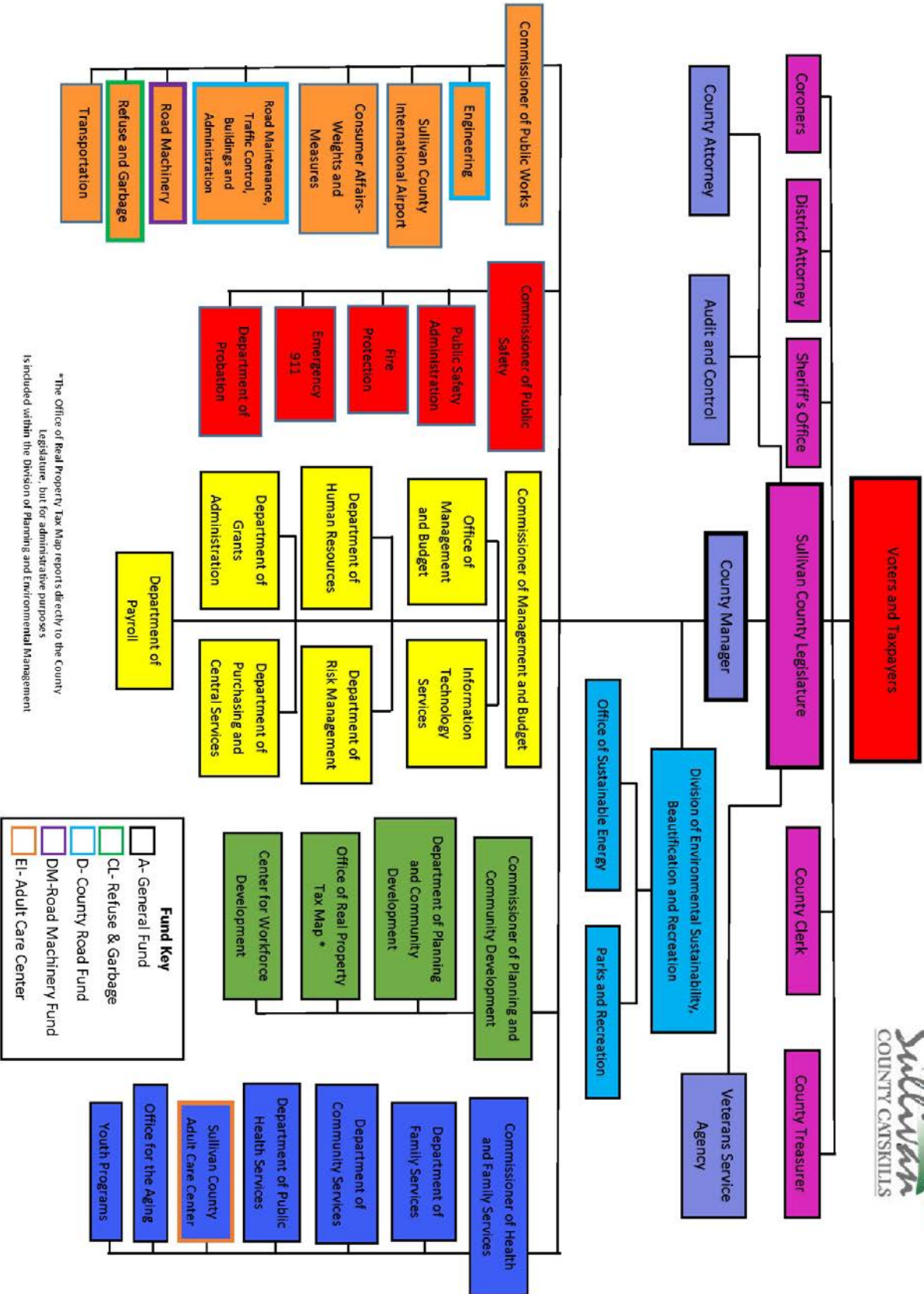
A handwritten signature in blue ink, appearing to read "Joshua A. Potosek".

Joshua A. Potosek, MBA  
Sullivan County Manager  
March 2019



# ORGANIZATIONAL CHART

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

# DIVISION, DEPARTMENT AND UNIT REPORTS

Note that the following reports are presented as submitted to the County Manager's Office. They have been modified only where page formatting requires it.

Unless otherwise noted, statistics and accomplishments relate solely to calendar year 2018. Listed goals represent only those goals set for calendar year 2018 and may or may not reflect whether the goals were achieved or remain to be accomplished.

The 2018 Annual Report is available in its entirety at [www.sullivan.ny.us](http://www.sullivan.ny.us). If a printed copy is desired, contact Director of Communications Dan Hust at 845-807-0450 or [dan.hust@co.sullivan.ny.us](mailto:dan.hust@co.sullivan.ny.us).

# Legislature

Luis Alvarez, Chair; Nadia Rajsasz, Vice Chair; Alan Sorensen, Majority Leader; Ira Steingart, Minority Leader; Scott Samuelson; Mark McCarthy; Catherine Owens; Terri Ward; Joseph Perrello; Annmarie Martin, Clerk

## Accomplishments

### Taxes and Finances

- Approved budget for 2019 that effectively lowers taxes on properties Countywide and slashes Solid Waste Access Fee by a third
- Extended repurchase deadline for tax-foreclosed properties, in order to give homeowners more time to pay what was owed
- Ratified multiple employee union contracts without overburdening taxpayers
- Sullivan County remains free of fiscal stress, as ranked by the NYS Comptroller's Office

### Infrastructure

- Division of Public Works paved 27 miles of roads, chipped and sealed 36 more miles, and rebuilt/repaired 4 bridges
- Allocated nearly \$1 million to construct a new hangar at the Airport to attract more business and rental income
- Authorized design work for the reconstruction of East Broadway in Monticello
- Authorized projects to rebuild sidewalks and parking lots at the Government Center and County Courthouse, improving both safety and aesthetics
- Successfully applied for nearly a million dollars in State funds to permanently reroute damaging floodwaters in Kohlertown
- Acquired 518 Broadway in Monticello to relocate Board of Elections and voting machines
- Began purchase of 26 Hamilton Avenue (behind current County Jail) for District Attorney's Office, which in turn will expand available space in County Courthouse
- Welcomed completely redesigned, innovative County government website, [www.sullivanny.us](http://www.sullivanny.us)

## **Public Health, Welfare and Safety**

- Oversaw completion of the construction of the new County Jail
- Created two new Deputy Sheriff positions and two new Dispatcher positions, along with multiple School Resource Officers for local public school districts
- Retained consulting firm Bonadio Group to continue reviewing and recommending improvements at Division of Health & Family Services
- Helped develop the Sullivan County Opioid Response Network to improve the delivery of healthcare services to those dealing with opioid addiction
- Began work on updating the County's Comprehensive Plan
- Increased pay for contracted nurses and Parks & Rec crew leaders to address staffing shortages
- Oversaw rebranding of Adult Care Center to Care Center at Sunset Lake, including new signage, uniforms and marketing efforts; Center has reached and maintains a 5-star rating
- Boosted support for EMS workers and EMS Advisory Board, including setting aside \$50,000 to study specific ways to improve EMS functions Countywide
- Initiated Overdose Detection Mapping (ODMAP) system to more proactively monitor and address opioid overdoses Countywide
- Continued crackdown on waste, fraud and abuse, with Welfare Fraud Task Force reaching 100 arrests

## **Economic and Workforce Development**

- Continued study on developing Old Route 17 corridor in towns of Liberty and Thompson with multiple shovel-ready parcels
- Began plans to develop Monticello property behind Apollo Mall as a shovel-ready industrial park
- Awarded funds to Liberty and Thompson to undertake business-friendly zoning efforts
- Authorized a County government internship program for local high school students

## **Energy and Cost Efficiencies**

- Adopted a revised Asset Management Policy
- Leased first all-electric vehicle in County fleet
- Allocated funds for the debut of the Electric Vehicle Infrastructure Reimbursement Program



- Shared Parks and IT staff and resources with Town of Liberty
- Continued successful efforts to go paperless, including new electronic signatures

### Community Initiatives

- Successfully petitioned the State Legislature to permanently designate Route 17B “The Woodstock Way”
- Continued the successful Plans & Progress program, distributing \$100,000 to a host of community organizations
- Sponsored the Annual Countywide Litterpluck, Household Hazardous Waste and Municipal Cleanup initiatives
- Successfully advocated for the restoration of funding for the continued operation of the Upper Delaware Council
- Recognized and honored inspiring, hard-working County residents with the Distinguished Citizen Award
- Cooperated with the Center for Discovery to improve walkability of downtown Hurleyville
- Worked with the Town of Fallsburg to enhance its Rail Trail between Woodridge and Mountindale
- Allocated \$250,000 to nearly two dozen nonprofits and community groups to use for worthwhile projects, under the Legislative Discretionary Contract Funding Program
- Authorized funding to promote Sullivan County Farmers’ Markets
- Added more farmland parcels to protected Agricultural Districts
- Set aside \$75,000 to improve and add historical and welcome signage to improve County’s image
- Initiated the RUS<sub>t</sub> (Remove Unsafe Structures) program to address blighted properties

# County Manager

Joshua Potosek

## Accomplishments

- Carried out 2018 Budget as adopted
- Proposed 2019 Budget (adopted by Legislature) that lowered taxes on properties Countywide and reduced Solid Waste Access Fee by a third
- Negotiated multiple employee union contracts while staying within fiscal constraints
- Launched effort to meet and exceed State minimum wage (ultimately bringing all County employees to at least \$15 an hour)
- Led acquisition of 518 Broadway in Monticello to relocate Board of Elections and voting machines
- Began purchase of 26 Hamilton Avenue (behind current County Jail) for District Attorney's Office, which in turn will expand available space in County Courthouse
- Instituted HIPAA policies, procedures and privacy officer
- Oversaw completion of the construction of the new County Jail
- Retained consulting firm Bonadio Group to continue reviewing and recommending improvements at Division of Health & Family Services
- Created the Opioid Response Task Force, bringing together key community participants to tackle prescription opioid abuse
- Began work on updating the County's Comprehensive Plan
- Boosted support for EMS workers and EMS Advisory Board, including setting aside \$50,000 to study specific ways to improve EMS functions Countywide
- In conjunction with Partnership for Economic Development, completed survey of Old Route 17 corridor in Liberty and Thompson to create multiple shovel-ready parcels
- Began plans to develop Monticello property behind Apollo Mall as a shovel-ready industrial park
- Initiated goal-setting meetings and procedures with all divisions
- Revised Asset Management Policy
- Shared Parks and IT staff and resources with Town of Liberty
- Continued successful efforts to go paperless, including new electronic signatures
- Initiated the RUS (Remove Unsafe Structures) program to address blighted properties
- Overseen by Planning, Land Bank has become a Statewide model

# Communications

Dan Hust, Director

## Accomplishments

The Office of Communications completed its first full year of operation in 2018. Highlights included:

- More than 300 mentions and full stories about County government (the majority positive) in local and regional professional news outlets
- Upwards of 165 press releases issued
- Averaged 2,000 unique viewers per post on main Facebook page
- Administered 14 social media channels (10 Facebook, 1 Twitter, 1 Instagram, 1 LinkedIn and 1 YouTube)
- Launched 3 new and highly successful Facebook Pages: Human Rights Commission, Bureau of Fire and Recycling
- During March winter storm, social media posts reached 140,000 users
- Doubled number of fans for main Facebook page, and nearly did the same for 911, Public Health and Fort Delaware
- Tripled number of YouTube subscribers
- Quadrupled Instagram followers
- Wrote and staged State of the County Address
- Coordinated and unveiled Care Center's new name and logo
- Participated in creation and launch of new County website; maintain primary content oversight
- Manned Emergency Operations Center in March and May, followed by further training in emergency communications
- Participated in ongoing Woodstock 50<sup>th</sup> Anniversary planning meetings
- Conceived and obtained County and State approval to designate Route 17B as "The Woodstock Way"
- Photographed over 300 employees for new ID badges
- Took and enlarged photos of County scenery for mounting in Care Center
- Obtained and trained on professional HD camera for County use

# HIPAA Compliance

Michelle Huck, HIPAA Privacy Officer

## Accomplishments

1. The Legislature updated the employee handbook and the Policy on Administrative Oversight
2. Recreated and updated the Notice of Privacy Practices (poster size to be posted around the covered entities).
3. Updated and distributed the Business Associate Agreements between various county departments and the covered entities, each covered entity updated their Business Associate Agreements with outside contracting agencies.
4. Trained 575 employees within the covered entities as well as Business Associate offices
5. We are present to do a general employee orientation at every new employee orientation
6. Responded to 4 complaints in 2018
7. We have no breaches to report for 2018
8. Conducted walk-throughs at 3 of our covered entities and submitted our assessments, each of the department heads submitted a corrective action plan from those assessments and most of the issues have been resolved. Some issues require the assistance of DPW, which they are working on.



# Historian

John Conway, County Historian

## Accomplishments

As 2018 came to a close, the Sullivan County Historian completed his 26<sup>th</sup> year in the position.

In terms of the number of speaking engagements and in the number of interviews requested from film makers, news reporters, authors, and public relations firms, the year was among the busiest of all. A complete list of speaking engagements is attached to this report.

The Historian continued editing the material for his eighth and ninth local history books, both of which are expected to be released in 2019. The books, entitled *In Further Retrospect* and *The Upper Delaware in Retrospect*, are both compilations of material selected from the Historian's weekly newspaper column, *Retrospect*, which he began writing for the *Times Herald-Record* in July of 1987. The column has appeared on Fridays in the *Sullivan County Democrat* since 2004.

In addition the Historian began work on another book, detailing the evolution of the Sullivan County resort industry, a topic about which he has spoken and written extensively over the years. It is hoped that this comprehensive look at the most important industry in the county's history will be ready for publication in 2020.

Even before he was officially appointed in 1993, one of the Historian's main interests has been the reconstruction of the history of tourism in the region. Over the ensuing years, he has developed and refined a timeline that chronicles the evolution of the resort industry, and coined the terms Silver Age and Golden Age in connection with tourism in the County. It seemed logical that a book be written that encompasses this research, and work was begun in earnest about midway through the year.

The Historians previous books about the county's history include *Muskrats, Milkmaids and Mobsters*, published by History Prose in 2016; *Blessed By The Gods: The History of Sullivan County as a Healing Environment* (2011); *Sullivan County: A Bicentennial History in Images* (2009); *Remembering the Sullivan County Catskills* (2008); *Loomis: The Man, The Sanitarium*

*and The Search for the Cure* (2006); *Dutch Schultz and His Lost Catskills Treasure* (2000) and *Retrospect: An Anecdotal History of Sullivan County* (1996).

The Historian also took the initial steps toward the possible creation of a Museum of the American Vacation, to be located on the campus of SUNY Sullivan in Loch Sheldrake. As envisioned, this state-of-the-art museum would chronicle the changes over the years in the way Americans vacationed, including—but not limited to-- the definitive history of the Sullivan County Catskills as a tourist destination. At the Historian’s suggestion, initial meetings have already been conducted with SUNY Sullivan president Jay Quaintance, and an advisory committee is in the process of being set up. This group would include members of the Sullivan County Visitors Association, local government, and national experts on the history of vacations, two of whom have already consented to participate.

Two documentaries that prominently featured interviews with the Historian were released during the year. WSKG public television in Binghamton released its documentary entitled “Seasons at the Lake,” which was about the resorts around Oquaga Lake in Delaware County, but included segments with the Historian speaking about the evolution of vacations and tourism in America. This documentary first aired on WSKG in November of 2017, but was made available to public television stations throughout the country (as well as on DVD) in 2018.

The Historian was also part of the documentary “The Sullivan County Catskills: The Next Act” from Kisco Kid Productions. The film was debuted at the annual Catskills History and Preservation Conference at the Liberty Museum in August, and the company is currently seeking additional funding to finance a broader distribution.

The Historian also began preliminary discussions with the staff at the Hurleyville Arts Centre about hosting a film series featuring movies with a Sullivan County connection in the spring of 2019. The Historian would help select the films and provide a brief introduction prior to the start of each as well as a Q&A at the conclusion. It is hoped that at least six films can be included.

The Historian also continued to provide historical background to numerous production companies from all over the world interested in putting together television series, a theatrical film, or a documentary about the prohibition era gangster Dutch Schultz and his buried

Catskills treasure. Five separate companies contacted the Historian during 2018 with an interest in this subject, and since the publication of his booklet, “Dutch Schultz and His Lost Catskills Treasure” in 2000, hardly a year goes by without at least one inquiry from a production company about this topic. Still, the level of interest in 2018 seemed unusually high.

One of the highlights of the year came in late April when the Historian was chosen to show veteran television news reporter Marvin Scott and a cameraman around the county and discuss with them the history of the resort industry here. This interview and the footage shot on the trip was used as part of two news features aired on WPIX, channel 11 in May, both of which featured the Historian’s taped comments.

The Historian again worked closely with The Delaware Company, the non-profit history group he helped form in 2012, to plan, promote and present a number of educational programs for children and adults throughout the county.

Through that collaboration, the Historian served as one of the judges at the first ever “Living History Oratory Contest” sponsored by The Delaware Company in Honesdale, PA. The contest was open to students in local middle and high schools and featured competition in two divisions. Although there was a great turnout in both age groups, no Sullivan County students participated.

The Historian collaborated with The Delaware Company to once again offer a six-week-long course (one night a week) on Sullivan County history, open to the public. The course was offered on six consecutive Monday nights beginning in April at the Hurleyville Maker’s Lab at 202 Main Street in Hurleyville. More than 50 people participated, and the classes will continue in 2019, with a likely move to the Sullivan County Museum in Hurleyville.

There have also been ongoing discussions with the Narrowsburg Union about the possibility of running classes there about the history of the Upper Delaware River Valley in the future.

In June the Historian collaborated with The Delaware Company on the annual Magical History Tour, a fully narrated bus tour of historical and architectural landmarks in the county. For more than 20 years now, the tour has taken participants on a bus trip to visit different parts of the county, and the 2018 tour started and ended at the Minisink Battleground, travelled through parts of the towns of Highland, Lumberland, and Forestburgh, and for the first time

ever, ventured into Orange County's town of Deerpark, as it highlighted the remains of the D&H Canal. More than 40 people took part in the tour.

The Historian collaborated with The Delaware Company again in July, to plan, promote, and present the annual commemoration of The Battle of Minisink at the county owned Minisink Battleground Park. Orange County Historian Johanna Yaun was the keynote speaker.

In October, the Historian worked with The Delaware Company and the Fort Delaware Museum of Colonial History in Narrowsburg to plan and carry out the Haunted History Lantern Tour at the Fort. More than 400 people took the tour and enjoyed ghost stories taken from local history, along with music and refreshments. There are plans for this to become an annual event.

On a Saturday afternoon in December, the Historian collaborated with The Delaware Company again to host the third annual Hurleyville History Hike at the Milk Train Rail Trail. Despite less than ideal weather, more than 30 participants took part. These History Hikes have proven to be exceptionally popular, and there are plans to continue them at various locations throughout the county, including the Minisink Battleground Park, various sections of the Rail Trail, and along the D&H Canal towpath. Combining history with exercise, these events not only educate participants, but get them outside and walking, helping address the poor overall health of the citizenry, as well.

In October, the Historian attended the annual meeting and conference of the Association of Public Historians of New York State in Rochester, where he was selected to present a program on Revolution to Revolution: Heritage Tourism in Sullivan County and How It Can Apply to NYS." The program was well received, and it is likely the Historian will be asked to present at the 2019 conference, too.

Also in October, the National Parks Conservation Association released a report it commissioned about the Upper Delaware Wild & Scenic River that featured insights from the Historian. The report, entitled, "Making Connections: Roots of Prosperity in New York and Pennsylvania's Upper Delaware River Region," can be downloaded at [www.npca.org/upperdelaware](http://www.npca.org/upperdelaware).

In all, the Historian conducted 50 historical presentations during the year, the same number



as in 2017, and compared with 51 in 2016, 39 in 2015, 28 in both 2014 and 2013, and 22 each in both 2012 and 2011. A complete listing of speaking engagements for the year is attached to this report. The Historian spent 724 hours performing his duties in 2018, compared with 649 hours in 2017, 741 hours in 2016, 719 hours in 2015, 610 hours in 2014 and 566 hours in 2013. He totaled 4336 miles on the job, compared with 3682 miles of travel in 2017, 4177 miles in 2016, 5313 miles in 2015, 4601 miles in 2014 and 4294 miles in 2013. Those totals in other previous years were 423 hours on the job and 3764 miles in 2012 and 479 hours and 3675 miles in 2011.

## 2018 SPEAKING ENGAGEMENTS (50)

**Thursday, January 18, 2018** Crawford Public Library Monticello, NY - 6 PM *Martin Luther King at the Concord - 1968*

**Friday, February 16, 2018** WSUL Radio (Eddie Wilson) Monticello, NY *Interview about the Early Days of the WSUL Heart-a-Thon*

**Thursday, March 1, 2018** Crawford Library Monticello, NY - 6 PM *Outstanding Women in SC History*

**Wednesday, March 14, 2018** NY Times (C.J. Hughes) Telephone Interview *History of SC Hotel Industry*

**Monday, March 19, 2018** SC Teacher's Center Liberty, NY *How Our Past Predicts Our Future*

**Monday, April 9, 2018** The Delaware Company Hurleyville Maker's Lab - 6 PM *History of Sullivan County Class*

**Sunday, April 15, 2018** The Delaware Company Honesdale, PA - 2 PM *Living History Oratory Contest* (M.C. and Judge)

**Monday, April 16, 2018** The Delaware Company Hurleyville Maker's Lab - 6 PM *History of Sullivan County Class*

**Wednesday, April 18, 2018** National Geographic Phone Interview *History of the Upper Delaware*

**Monday, April 23, 2018** The Delaware Company Hurleyville Maker's Lab - 6 PM *History of Sullivan County Class*

**Wednesday, April 25, 2018** WPIX, Channel 11 News (Marvin Scott) Driving Tour and Narration History of SC Hotels

**Monday, April 30, 2018** The Delaware Company Hurleyville Maker's Lab - 6 PM *History of Sullivan County Class*

**Monday, May 7, 2018** The Delaware Company Hurleyville Maker's Lab - 6 PM *History of Sullivan County Class*

**Saturday, May 12, 2018** Town of Liberty Parksville Rail Trail *The Railroad, Sullivan County and Parksville*

**Monday, May 14, 2018** The Delaware Company Hurleyville Maker's Lab - 6 PM *History of Sullivan County Class*

**Saturday, May 19, 2018** WJFF Radio (Radio Chatskill) Jeffersonville, NY - 10 AM *Interview about The Magical History Tour*

**Sunday, May 27, 2018** Village Hall Woodridge, NY - 4 PM *Memorial Day Keynote*

**Saturday, June 2, 2018** O&W Railway Museum Roscoe, NY - 1 PM *Castles of Sullivan County*

**Thursday, June 7, 2018** Catskill Car Club Liberty, NY - 6 PM *Sullivan County and the Civil War*

**Friday, June 15, 2018** D&H Canal Museum Phillipsport, NY - 9 AM *The D&H Canal and Its Impact on SC*

**Saturday, June 16, 2018** The Magical History Tour Cushetunk to Minisink and Back Again  
Co-Planner, Narrator

**Monday, June 25, 2018** Monticello Hadassah Temple Sholom, Monticello - 7 PM *Evolution of Tourism in Sullivan County*

**Wednesday, June 27, 2018** The Catskill Distillery Bethel, NY - 5:30 PM *Murder in Paradise: Organized Crime in the Catskills 1920 - 1940*

**Wednesday, July 11, 2018** Tusten Theatre Narrowsburg, NY - 4 PM *Interview for Documentary on Jocelyn Castellano*

**Saturday, July 14, 2018** The Delaware Company Sullivan County Museum, Hurleyville, NY - 10 AM Highland Senior Center, Eldred, NY - 2 PM *Book Signing (2 events) with former Congressman Chris Gibson (M.C.)*

**Thursday, July 19, 2018** Fallsburg Library South Fallsburg, NY - 7 PM *Sullivan County Libraries*

**Saturday, July 21, 2018** Minisink Battleground Minisink Ford, NY - 4 PM *Annual Commemoration (M.C.)*

**Thursday, July 26, 2018** Mamakating Public Library Wurtsboro, NY - 6:30 PM *The D&H Canal*

**Wednesday, August 8, 2018** Crawford Public Library Monticello, NY - 6 PM *Walking Tour of Liberty Street*

**Thursday, August 16, 2018** Fallsburg Library South Fallsburg, NY - 7 PM *Woodstock Stories Debunked*

**Wednesday, August 22, 2018** Catskill Distillery Bethel, NY - 5:30 PM *Evolution of Tourism in SC*

- Sunday, August 26, 2018** 17th Annual Catskills History and Preservation Conference Liberty Museum & Arts Center - 12:30 PM *Sullivan County's Past and Future*
- Wednesday, August 29, 2018** Hudson River Radio Telephone Interview (Jennifer Lorenzo)  
The Evolution of Tourism in SC
- Saturday, September 1, 2018** Livingston Manor Public Library Livingston Manor, NY - 2 PM  
*Timber, Tanning, and Tourism*
- Saturday, September 8, 2018** Hurleyville, NY - 11:15 AM *Walking Tour of Main Street* (Plan, Narrate)
- Sunday, September 9, 2018** Time & the Valleys Museum Grahamsville, NY - 2 PM *Otto Hillig, Photographer, Aviator, Assemblyman*
- Wednesday, September 12, 2018** Middletown Area Retired Teachers Association  
Middletown, NY - 12 Noon *The Battle of Minisink*
- Saturday, September 22, 2018** O&W Railway Museum Annual Dinner - Rockland House - 6 PM  
*Irving Berlin*
- Tuesday, September 25, 2018** Leadership Sullivan Forestburgh Playhouse Tavern - 9:30 AM  
*An Overview of SC History*
- Tuesday, September 25, 2018** White Sulphur Springs Senior Citizens White Sulphur Springs, NY - 6 PM  
*Loomis: The Man, The Sanitarium, and The Search for the Cure*
- Wednesday, October 3, 2018** Association of Public Historians of New York State Annual Conference, Rochester, NY - 9 AM *Revolution to Revolution*
- Saturday, October 13, 2018** Monticello High School Class of 1963 Monticello, NY - 9 AM *Bus Tour of Sullivan County* (Plan, Narrate)
- Saturday, October 13, 2018** Fort Delaware Museum of Colonial History Narrowsburg, NY - 5 PM  
*Haunted History Lantern Tour*
- Sunday, October 28, 2018** Sunshine Hall Library Eldred, NY - 2 PM *Sullivan County Ghost Stories*
- Tuesday, October 30, 2018** Spectrum News Interview with Caitlyn Landers *Sullivan County Ghost Stories*
- Thursday, November 8, 2018** Fallsburg Library South Fallsburg, NY - 6:30 PM *The Honeymoon Murder and Other Activities of Murder, Inc. in SC*
- Saturday, December 1, 2018** Holiday in Hurleyville Hurleyville, NY - 2 PM *Walking Tour of the Milk Train Trail*
- Friday, December 7, 2018** Daughters of the American Revolution - Beaverkill Chapter  
Sullivan County Museum Hurleyville, NY - 12:30 PM *Pearl Harbor and Its Impact on SC*
- Monday, December 24, 2018** WJFF Radio Farm & Country Show (w/ Stephanie Phillips)

*Taped Interview on Tanning in Sullivan County*

**Friday, December 28, 2018** Jewish Forward Telephone Interview with Britta Locking *The History of Bloomingburg*

# Coroners

Albee Bockman, B. Elton Harris, Alan Kesten, Michael Speer, Coroners

## Accomplishments

- Responded to 231 callouts for the 911 Control Center
- Investigated 31 Drug Overdose Deaths
- Began expansion of their online presence to inform the Community of the responsibilities of the Coroner Office.
- Began Public Service Messages relating to the dangers of drugs.
- Working in conjunction with Jennifer Stone, the Geographic Information System analyst, began planning a story map to track Drug Overdose Deaths.
- Established a new case management system to track data pertaining to Coroner investigated deaths.
- Hosted the Fall Conference of New York State Association of Coroner's and Medical Examiners at the Sullivan in Rock Hill. Coroner Albee Bockman and Dr. Kunjlata Ashar, MD, Chief Medical Examiner of Westchester County did a presentation on the dangers of misdiagnosing flu in children.

# District Attorney

James Farrell, District Attorney

Report available from District Attorney's Office



# Sheriff

Michael Schiff, Sheriff

## Statistics

Incidents reported to Sullivan County Sheriff's Office:	12,464
Cases adopted:	2,474
Arrests:	1,319
Traffic Tickets Issued:	1,785
Motor Vehicle Accidents:	548

# Jail

Harold Smith, Administrator

## Statistics

County Inmates  
Age When Admitted

Table 3

AGE	MALE	FEMALE	TOTALS
< 16	0	0	0
16	5	0	5
17	17	0	17
18	26	1	27
19	24	3	27
20	23	5	28
21	16	5	21
22	21	13	34
23	33	12	45
24	30	12	42
25	34	10	44
26	45	10	55
27	24	18	42
28	40	13	53
29	41	8	49
30	30	10	40
31	44	8	52
32	29	7	36
33	27	10	37
34	35	9	44
35	26	4	30
36	22	8	30
Sub. Tot	592	166	758

AGE	MALE	FEMALE	TOTALS
37	29	16	45
38	16	8	24
39	12	4	16
40	12	7	19
41	21	7	28
42	9	5	14
43	6	2	8
44	12	5	17
45	13	1	14
46	10	3	13
47	10	2	12
48	8	1	9
49	12	4	16
50	12	5	17
51	13	1	14
52	9	2	11
53	9	2	11
54	9	0	9
55	5	0	5
56	4	1	5
57	7	0	7
58>	48	3	51
Sub. Tot	295	79	364

Column 1 Sub. Tot.	592	166	758
<b>TOTAL</b>	<b>877</b>	<b>245</b>	<b>1,122</b>

Table 4  
RACE

RACE	MALE	FEMALE	TOTALS
White	482	180	662
Black	283	41	324
Am. Ind.	2	2	4
Asian	8	1	9
Other	102	21	123
Totals	877	245	1,122

Table 5

ETHNIC ORIGIN	MALE	FEMALE	TOTALS
Hispanic	161	29	190
Non-Hispanic	716	216	932
Totals	877	245	1,122

AGE, LITERACY, RACE, & ETHNIC ORIGIN TOTALS MUST EQUAL ITEM II - E, ON PAGE 1.

# OF TIMES COMMITTED TO THIS FACILITY

Table 6

	MALE		FEMALE		TOTALS	
	Sen.	Unsen.	Sen.	Unsen.	Sen.	Unsen.
1st	113	652	28	185	141	837
2nd	9	114	1	33	10	147
3rd	0	30	0	9	0	39
4th	0	7	0	2	0	9
5th	0	2	0	0	0	2
6th	0	0	0	0	0	0
7th	0	0	0	0	0	0
8th	0	0	0	0	0	0
9th	0	0	0	0	0	0
10+	0	0	0	0	0	0
Total	122	805	29	229	151	1034

# Legal Aid Panel

Tim Havas, Executive Director

## Overview

### 1. Mission Statement

Pursuant to federal and state law, county municipalities are mandated to provide free legal assistance for indigent people who are accused of crimes and for indigent people in specified family court cases including, but not limited to, neglect and custody proceedings. The Sullivan Legal Aid Panel, Inc. is a not-for-profit corporation that has existed since 2003 and has served as the primary indigent defense provider on behalf of Sullivan County pursuant to federal and state mandate.

### 2. Day-to-Day Operation

- This agency faithfully defends those accused of serious violent felonies, non-violent felony offenses, misdemeanors, and in some instances, violations.
- Our entity has handled in the range of 3,000 cases annually since its inception.
- We are presently handling three homicide cases and have handled a total of six homicide cases since 2017.
- On a daily basis, our attorneys appear in front of two Superior Court judges in criminal matters, two Superior Court judges in Family Court, and one support magistrate. Additionally, we appear regularly in approximately 25 town courts which meet at different times during business hours and, in many instances, during the evening. Many of these courts meet at the same time and on the same evening requiring sufficient staff to make sure coverage is available pursuant to state mandate. Many of the town courts exist on the outskirts of Sullivan County and some do not convene until 7:30 p.m. and oftentimes end at 10 p.m.
- We handle administrative proceedings in front of parole magistrates at least twice a month.
- In order to provide competent representation, we have a dedicated staff of attorneys all of whom have substantial experience handling complicated litigation in criminal and family court. Tim Havas, the present Executive Director of the Sullivan Legal

Aid Panel, Inc., has 30 years of indigent defense experience. Each attorney on staff has at least 10 years of criminal defense experience.

- Additionally, our agency exists with highly experienced support staff handling secretarial work, reception work, intake work, and investigation.

### 3. Caseloads

- In 2018, the Sullivan Legal Aid Panel, Inc. opened approximately 3,024 files. Of that number, 2,623 matters were criminal cases.
- Of that number, 449 of those cases were felonies.
- Our agency handled 1,530 misdemeanor cases.
- Our agency handled 265 non-criminal offenses.
- Our agency also handled 379 administrative proceedings relating to probation matters, parole matters, proceedings under the Corrections Law, and general advice.
- Our agency handled 401 family court related and civil matters.

### 4. Budget/Indigent Legal Services/State Grants

- The Sullivan Legal Aid Panel, Inc. has operated under the same county budgetary disbursement without increase for the last seven years.
- Indigent Legal Services (ILS) is an entity dedicated to the improvement of legal representation for the indigent. This entity is funded by the state and has provided this agency with grant opportunities for purposes of supplementing and enhancing the level of service that is already provided.
- In a collaborative effort between the County Manager's office and the Sullivan Legal Aid Panel, we have been able to obtain state grants from ILS which allow us to continue, supplement, and enhance the level of legal service without increased costs to the local taxpaying constituency.
- Indigent Legal Services is lobbying for legislation which, if passed, will result in the state taking over the responsibility for the expense of indigent legal services which will remove that expenditure from the County's municipal budget. It is hoped that this legislation passes at some point in the next couple of years.

## 5. Future Goals

- This agency will continue to strive to provide zealous representation pursuant to state and federal mandate.
- We will continue to work diligently to obtain state grants in order to minimize the County's responsibility for funding as much as possible.

# Conflict Legal Aid

Joel Proyect, President

## Overview

The Sullivan County Conflict Legal Aid, Inc. was formed and exists under the Not-for-Profit Law and comply with §722 (2) of the County Law as a private Legal Aid Bureau. We have been providing services under contracts with the County of Sullivan for some 15 years.

The Sullivan County Conflict Legal Aid, Inc. entity was formed and exists in order to provide legal and related services to indigent criminal defendants and parties in Family Court proceedings under circumstances in which the Legal Aid Panel encounters a conflict in interest.

This often occurs when more than one person is accused under a single accusatory instrument or are adversaries in a Family Court proceeding. It also occurs when a member of the Legal Aid Panel has previously represented one who has a conflict in interest with a party to the proceeding or action. Frequently, we represent one who is charged with selling a controlled substance to one who is represented by the Legal Aid Panel and who is involved in the transaction by virtue of his or her “cooperation” with the prosecution.

We are funded by the County of Sullivan under an annual contractual relationship obligating our entity to provide the afore described services.

Our mission and goal is to provide these services in a manner that reflects competence, professionalism, compassion and zeal. We have contracted with attorneys who are experienced and who specialize in the respective fields in which they work. We’ve contracted with the very best and committed of the Sullivan County bar, attorneys who are successful and excellent in their fields of endeavor. Of the six, three are former prosecutors, one is a former judge and one is a former, highly respected, member of the Sullivan County Legal Aid Bureau. All have been practicing no less than 15 years and maintain fully staffed and equipped law offices.

There are some six attorneys who are subcontractors of Sullivan County Conflict Legal Aid, Inc. This is designed to maintain a manageable workload for each attorney so that superb representation can be provided to our clients.

We frequently seek evaluations from our clients and the various judges in Sullivan County in order to assure that we are providing the very best representation possible. This is done both formally and informally, both in written and in verbal form.

We have meetings so that lines of communication between our subcontractors are open and available. This enables us to discuss mutual and common problems and relevant changes in the law.

We also do our best to assure that additional cost to the County is avoided.

Our mission includes funding, from our budget, of investigative, translating and other related services to our clients.

To sum up, we seek to operate as a high level law firm does, as though our clients are compensating us at the high rates consistent therewith.

## Accomplishments

Although our budget remained the same, we were able to handle some 15% more cases in 2018 than we did in 2017. This was done by, again, within the same budget, we contracted with a sixth attorney. And so, we represented some 847 defendants and parties in 2017, which manifested itself in over 2,000 criminal charges and petitions, we represented just under 1,000 defendants and parties in 2018. This represents a cost to the County of about \$350.00 per case. I suggest that without our contract, under the present legal fee requirements of New York State, the County would have spent some \$1,000.00 per defendant or party, or close to \$1,000,000.00 for the services we provided.



# County Clerk

Daniel Briggs, County Clerk

## CLERKS REPORT TO THE LEGISLATURE OF THE COUNTY

In accordance with Section 406 of the County Law, I herewith transmit statement of all monies received by this office during the fiscal year ending December 31, 2018.

	2018	State Revenue	County Revenue	Town Revenue	Difference 2017
<b>2018 MORTGAGE TAX</b>					
Mortgages Recorded-1679					(56.00)
Town Mortgage Tax				\$1,552,490.88	10.74%
County Mortgage tax			\$776,769.30		10.78%
SONYMA Mortgage Tax		\$727,564.63		\$79,268.40	12.23%
<b>Total</b>		\$727,564.63	\$776,769.30	\$1,552,490.88	11.10%
<b>CLERK FEES</b>					
Documents Recorded-9257					(623)
Clerks Fees			\$882,349.75		-6.31%
Passports			\$25,470.00		-3.42%
Pistol Permits			\$23,647.25		38.88%
County Court Fines			\$10,208.11		-14.17%
County Court Stop DWI Fines			\$21,085.00		-11.23%
<b>Total</b>			\$962,760.11		17.77%
<b>STATE TAXES/FEES</b>					
Deeds Recorded-4091					(53)
NYS DTF-Real Estate Transfer Tax Unit		\$1,552,073.19			-1.28%
NYS Unified Court System		\$536,754.00			-29.44%
NYS Education Dept.		\$214,891.50			3.94%
NYS DTF-Office of Real Property Tax Services		\$582,941.00			-3.61%
NYS Department of State (Notary fees)		\$14,040.00			-1.56%
<b>Total</b>		\$2,900,699.69			51.29%
					-18.07%

I, Daniel L. Briggs, being duly sworn, says that I am the Clerk of Sullivan County; That the foregoing statement is in all respects a full and true statement of all monies received by him as Clerk to the best of his knowledge and belief.

Dated: January 22, 2019  
 State of New York

# Motor Vehicles

Judith Kelly, Director

2018  
DEPARTMENT OF MOTOR VEHICLES  
PLATE ISSUANCE

Passenger/County Clerk.....	5,733
Commercial.....	467
Farm/Agriculture.....	38
LUA/Handicap.....	16
Sp. Purpose Comm./Tow.....	32
Tractor.....	19
Trailer.....	801
Moped A.B.C./Motorcycle/ATV.....	400
Snowmobile.....	59
Regional/Sports/DLR.....	27
Historical.....	44
Omnibus.....	271

**TOTAL PLATES..... 7,907**

**TOTAL STICKERS.....81,782**

Miscellaneous.....	\$	.00
County Bad Ck Fees.....	\$	160.00
	69NF	
Voluntary Surrenders.....	\$	8,809.00
	88,150	
Terminal Issuance.....	\$	5,825,721.00
<b>TOTAL DMV FEES.....</b>	<b>\$</b>	<b>5,834,690.00</b>

**SALES TAX**

Sullivan Co. Residents	6,490	\$ 1,192,256.54
Out of Co. Residents	1,503	\$ 839,962.86
<b>TOTAL</b>		<b>\$ 2,032,219.40</b>

**TOTAL FEES COLLECTED.....\$ 7,866,909.40**

**DISBURSEMENTS**

Paid Commissioner.....	\$2,939,927.45	
+bad checks.....	\$ 3,778.75	
+credit cards.....	\$2,195,976.53 =	5,139,682.73
Paid County Clerk.....	\$ 694,922.64	
NYS Tax/Finance Retention...	\$ 7,069.00 =	701,991.64
Paid NYS Taxation/Finance.....	\$	2,025,150.40
<b>TOTAL DISBURSEMENTS.....</b>	<b>\$</b>	<b>7,866,824.77</b>
	Cashier over/ <u>short</u> .....	\$ -84.63

**TOTAL ONLINE/PARTNER REVENUE SHARING \$ 30,444.26**

**INTEREST**

Sullivan Co. Treasurer.....	\$ 132.94
NYS Taxation/Finance.....	\$ 133.00

**DOCUMENTS**

Registrations.....	42,920
License.....	13,234
Permits.....	2,785

# County Attorney

Cheryl McCausland

## Accomplishments

The 2018 calendar year proved to be a busy, exciting year for the County, and consequently, the County Attorney's Office. There were many updates to policies and procedures and new projects explored. Our attorneys were challenged to ensure the provision of accurate, timely advice and counsel while remaining in compliance with Federal, State and local laws.

Our office worked very closely with that of the Legislature and County Manager. With regard to the Legislature as a whole, we prepared legal opinions, memos, resolutions and local laws, and worked with the Legislative Clerk to update the Legislative Rules as well.

For this office, "accomplishment" is best viewed in terms of the assistance we provided to every internal department to accomplish their particular goals. Therefore, this summary is more of a reflection on how we helped the government, as a whole, address the myriad issues faced as an organization while also helping it move forward. Topics are in no particular order.

PLANNING: Our office worked very closely with Planning staff to ensure the success of legislative and County Manager economic-development related endeavors.

Plans & Progress, Sullivan Signs, RUS, and Municipal zoning programs were so successful, they continue into 2019. We continued our efforts on the Main Street Program, Revolving Loan Fund, O&W rail trail and many other matters, including contracts and MOUs.

In addition, our office assisted the Land Bank.

HIPAA / AOC: The County, like many other municipalities, finally confronted the long-overdue review and update of our HIPAA policies. This office participated in the review and analysis, preparation of necessary forms, changes to contract language, Administrative Oversight Committee and ongoing legal advice on HIPAA matters to various department heads.

PROCUREMENT: This office worked very closely with the Director of Purchasing on numerous procurement issues throughout the year. In addition, we worked with the Director, Commissioner of Public Works and County Manager to update (modernize and streamline) the County's Purchasing Manual. The work is ongoing.

PUBLIC SAFETY: We worked with the Commissioner and department heads on numerous public safety issues, projects, regulations and updates. This included proposed revisions to the Electrical Licensing Law. Those revisions are currently under review by the ELB.

AIRPORT: We worked closely with the County Manager's office and Commissioner of Public Works to explore projects at the airport, including the fixed base operator, hangar options, and overall administration. We assisted in grant analyses for hangars, hangar lease overhauls, operations review and coordination with outside entities for beautification and signage efforts.

SUSTAINABILITY: The County has shown its dedication to pursuing all available and manageable options when it comes to sustainability projects. We worked closely with Office of Sustainable Energy and various departments to assist them in attaining their goals.

PARKS and RECREATION: We worked closely with Parks Director to update the County Parks Rules and Regulations, to provide expanded opportunities within County properties and to provide legal guidance with respect to proposed uses of County facilities.

NEW JAIL: Intimate involvement in the ongoing issues to bring this project to fruition. We worked very closely with Public Works, ITS, and Purchasing.

POLICIES: Our office has assisted many departments with the drafting or updating of Countywide and intra-department policies and procedures. We worked closely with the County Legislature, County Manager, Audit, Purchasing, Public Health, Public Works, DFS, Care Center, Risk Management, and Planning.

PERSONNEL MATTERS: Human resource issues are very complicated. While there are 'black letter' laws and rules, personalities, life situations, and employment histories complicate every analysis required.

REAL PROPERTY: We spent significant time on projects such as the lease of space for temporary storage for the BOE and District Attorney's office, the proposed site for a new visitor's center, purchase of 518 Broadway, in Monticello, proposed purchase of 26 Hamilton Avenue, Monticello, and new cell tower by the Care Center.

We also provided ongoing legal advice to our Real Property Tax Services on miscellaneous issues that arose throughout the year.

REAL PROPERTY TAX LIEN FORECLOSURES: Our office defended all challenges to the annual foreclosure proceeding. We coordinated with the Treasurer's Office on every aspect of the process through auction.

ROOM TAX: We worked with Treasurer's Office to review operator obligations. Successfully obtained certificates and tax collection.

GRANTS: We worked closely with our Grants department to coordinate grant review, counsel individual departments, and provide administrative guidance on these highly detailed matters.

RAISE THE AGE: We worked closely with County and Court officials and defense counsel to establish a Plan to submit to NYS.

FOIL: We provided ongoing assistance with respect to numerous FOIL inquiries and appeals.

COUNTY CLERK: Our office maintains regular contact with the clerks. Every week, they are confronted with many complex, procedural issues. In addition to legal research on particular real estate filings, judgments, court orders, confidentiality issues, coordination with State court requirements, statutes of limitations, corporate filings and fee related questions.

HUMAN RIGHTS: We provided the Human Rights Commission with ongoing advice as requested.

SUNY Sullivan: We are available every time the College has reached out for legal assistance. We have been working with President Quaintance on complicated student-based (Excelsior) and economic (STARTUP-NY) projects.

SOIL AND WATER DISTRICT. Our office reviewed amendments to the longstanding Watershed Stakeholders Agreement and provided legal counsel to the District.

LITIGATION. When it comes to litigation, no summary can accurately reflect the hours, research and writing involved to protect the County's interest.

Federal litigation. Very complicated. Each Federal District and Federal Judge has its own rules to follow in addition to general Federal Rules of Civil Procedure. Our office is obligated to provide legal counsel to the County, its officials and employees who cooperate with counsel. We analyzed claims, strategized on how best to defend the County's interests, and arranged for and coordinated proper legal representation of County representatives.

In 2018, we represented the County in six complicated federal litigations, some of which involve more than twenty County employees. Litigations are ongoing.

Federal Bankruptcies. Bankruptcies are filed as a way to stall or avoid foreclosure of real property due to failure to remit taxes. They are also filed as a way to stall or avoid payment of legal obligations. Our office represented the County's interests throughout the year.

State Litigations: The County is served with numerous Notices of Claim in the course of a year. These are claims against the County for road conditions, slips and falls, accidents with County vehicles, and the like. When they ripen into lawsuits, we coordinate a successful defense strategy with tort counsel. With enormous assistance from Risk Management, we actively engaged in defense, settlement or successful trial preparation.

Juvenile Delinquent petitions. These petitions are heard in State family court. Our office is responsible for prosecuting all JD petitions.

Pharmaceutical litigation: This office coordinated, reviewed, and prepared a comprehensive, Court ordered Fact Sheet. The effort involved communication with, and guidance to, every County department.



E-911 litigation: We worked with the Treasurer's Office and outside counsel to submit receipts from numerous vendors to enable full review of reimbursements due.

Tax Certioraris. These are litigations by taxpayers to reduce the value of property for tax purposes. In 2018, we were involved in four certiorari petitions.

Poor Person Applications: Residents can apply to the Supreme Court for Poor Person Status so their litigation court costs and filing fees are waived. Forty-nine (49) applications were reviewed.

Assisted Outpatient Treatment. We prosecuted three (3) petitions for AOTs on behalf of the Director of Community Services.

Writs of Habeas Corpus. These are requests to the court to bring a person before a judge. Inmates file writs when they believe they are being held in our jail for too long or without legal justification. We defend these writs and abide the court orders.

In 2018, of six Writs filed, four (4) Writs were successfully defended. Two have not been determined by the Court at this time.

Subpoenas. County Officials and employees are served with subpoenas for either testimony or document production on a regular basis. Our office represents the County, its Officials and employees on every subpoena served.

CONTRACTS. Our office handles over 800 contracts each year. In 2018, we assisted in ensuring compliance with the ever-expanding regulatory process. Not only federal regulations, but also state laws and regulations were amended in a manner that affected government in a way that had not been experienced previously. We resolved dozens of complex contract issues / questions on behalf of multiple departments, including Public Works, Health and Family Services, Information Technology Services, Planning, Purchasing and Audit. This involved negotiating with vendors, drafting contracts and modifications, and interpreting existing contract language.

We also helped departments with resolutions and reviewed or drafted resolutions when requested.

## CONCLUSION

As previously noted, our accomplishments are realized when the goals set by the Legislature and County Manager are achieved. They also are realized when we affirmatively act to successfully prevent litigation, or, where necessary, to defend the County's interests. We believe our success is reflected in the numerous accomplishments of each department within County Government.

# County Treasurer

Nancy Buck

## Goals

### GENERAL DEPARTMENT GOALS ACHIEVED:

- The Treasurer's Department was awarded the prestigious Financial Reporting Achievement Award and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- Created master calendar of important dates by each sub-department to ensure that important dates and deadlines are not missed due to one person being out of the office.
- As new office procedures are created, they are put in writing and contained in a notebook centrally located for reference.
- Continued cross-training of staff to ensure that most tasks can be handled by more than one person to avoid unnecessary delay.
- Reviewed hundreds of boxes in Liberty permanent storage and reduced the amount being stored by half.
- Set formal procedures and have drills for office evacuations for fire, emergency, etc.
- Updated the Treasurer's section of the website with FAQ, links to taxlookup.net, important notices (such as unclaimed funds), procedures for obtaining bail, court and trust funds, etc. This is done regularly.
- Continued team building lunches, coffee breaks and office thank you events.

### TAX DEPARTMENT GOALS ACHIEVED:

- The front desk is currently being renovated and safety measures are being taken to improve the safety and security of tax department staff.
- Instituted strict default guidelines and procedures for taxpayers in installment agreements.
- Instituted more proactive measures with respect to contact information for new owners of Sullivan County parcels to ensure that tax bills and other correspondence are forwarded to owners promptly. Also worked with Town Assessors to obtain address changes and contact information for owners. This has greatly reduced the number of letters returned and has reduced the number of parcels which remain delinquent at the commencement of the foreclosure proceeding.

### **TAX DEPARTMENT GOALS NOT YET REALIZED:**

- Tax Collection Software replacement: Our current software is over eleven years old and will soon be unsupported by Windows. Treasurer has already started the process by reaching out to colleagues to inquire as to what software they use, how they implement the Article 11 foreclosure procedure using the software and if they are willing to share (if it was created in-house).

### **ACCOUNTING DEPARTMENT GOALS ACHIEVED:**

- Set up DFS Positive Pay to protect the County from fraudulent transactions.
- Continued to increase number of revenue collections transactions and backup scanned into New World.
- Expanded Project Accounting in New World to track revenue and expenses for individual County projects and programs within the General Ledger.
- Worked with ITS to set up formal, organization-wide New World training (with New World). This endeavor is ongoing.
- Established a New World Securities Team which meets weekly to ensure users of New World have appropriate access to items within New World.

### **ACCOUNTING DEPARTMENT GOALS NOT YET REALIZED:**

- Institute ACH payments, starting with payroll account.

### **ROOM TAX GOALS ACHIEVED:**

- Work with operators to obtain more accurate room rental information, especially those establishments who rent primarily through AirBnB.
- Work with the Sullivan County Visitor's Association to ensure that all lodging businesses who are members of SCVA are registered with Sullivan County for room tax purposes.

### **ROOM TAX GOALS NOT YET REALIZED:**

- Work with Audit Department to conduct audits of two operators/providers.

# Audit and Control

Angela Chevalier, County Auditor

## Accomplishments

### ACCOUNTS PAYABLE

-During 2018 the Office of Audit & Control worked diligently on transitioning the departments housed within the government center from submitting claims for payment on paper to electronic submissions within our financial software. In the spring of 2019, we will begin this process with other departments that are not located within the Government Center. An average of 50,000 invoices are processed each year.

- My office is responsible for new vendor creation and maintenance in financial software which includes requesting of I.R.S. Form W-9 from vendors for proper business entity information. Over 17,000 outdated vendors were manually removed from our financial software. During the spring of 2019 it is our plan to complete a vendor merge project.

-Issuance of I.R.S. Form Misc-1099 to vendors- includes manual entry of ACC data and importation of State BICS system to properly issue County Wide.

### AUCTIONS

-Monitor Real Property Tax Auction- Verify all contract calculations and tie out to amount collected on day of auction (Cash, Check and/or Credit Card)

-Coordinate the County's Surplus Auction as it relates to physically inventorying the items for sale, photographing, title authorizations (when necessary), ensure Bill of Sale is signed as received from buyer as well as signing on behalf of the County on the Bill of Sale for the buyer.

### ASSETS

-Compile source documents for the recording of and/or tracking of Fixed Assets including tagging and photographing. Complete the asset reporting for GASB reporting requirements. During 2018 over 1000 assets were physically verified at multiple County locations. This

process will continue through 2019 until a complete reconciliation of our fixed assets is complete.

## CONTRACTS

- My office is the repository for all contracts. As such all contracts are analyzed to ensure they are fully and properly executed. ie. signatures, insurance, legislative authority etc. Once complete, each contract is entered into the database, scanned and attached. Most parts of the contracts are now available to view by the public.

## AUDIT FUNCTION

County wide risk assessment was completed. Corrective actions were implemented to mitigate several concerns regarding petty cash.

## OTHER RESPONSIBILITIES OF THE COUNTY AUDITOR

- Prepare the calculation of the Tax Levy
- Hearing officer

# Veterans Service Agency

John Crotty, Director

## Accomplishments

- 2,027 veterans transported to VA medical center
- 61 Veterans transported by joint coordination with Veterans Coalition
- 195 Home or hospital visits to Veterans
- 1,926 Contacts requiring services by veterans or family
- Conducted programs at Sullivan County Veterans Cemetery for Memorial Day and Government Center for POW/MIA Day
- 2,500 Valentines for Vets received and distributed to VA Medical Centers, Adult Facilities and shut-ins
- Hosted Second VA Town Hall at Government Center
- Coordinated with Garden Club of Liberty to place Blue Star Memorial at Gov't Center
- Manned information tables at Grahamsville Fair, Vintage Tractor Show, Monster Run, Bagel Fest, and Liberty Job Fair
- 110 Veteran and family contacts at new location of Veterans Stand Down At Ted Strobel Center
- Initiated new program to obtain indigent burial reimbursement from NYSDVA

## Goals

### Realized

- Strengthened relationships with VA, Federal Representatives, County and bordering county entities
- Strengthened working relationship with BATS transitional housing program
- Established dialog with SCCC Vice President and Veteran Club Advisor
- Transitioned to new VetApp record keeping program
- Established Veteran records LaserFiche program in office

### Not Realized

- Secure funding for PTSD/TBI Peer2Peer support program
- Develop a secure storage place for donated and surplus material
- Adopt Marketing Plan to reach Veterans and families





*Garden Club's Blue Star Memorial*



*Color Guard and John Lacey dedication at Blue Star Memorial*



*VA Medical Town Hall at Government Center 4/26/18*



*Town of Fallsburg Clerk's Office dedication of retired flag drop box.*





*Veterans Stand Down volunteers under the rain*



Veterans Stand Down volunteers unloading military surplus goods.

# Parks, Recreation and Beautification

Brian Scardefield, Director

## Accomplishments

- Refurbished the restrooms at the Stone Arch Bridge Historical Parks and Minisink Battleground Park.
- New road signage was installed along Route 209 designating the D&H linear park and D&H Interpretive Center.
- Developed a new brochure featuring all of the County Parks and Museums.
- Workforce for Development Summer Youth Crew completed the walking trail at the Liberty Human Service Complex in Liberty.
- Replaced a large portion of the deteriorating split rail fencing at the Livingston Manor Covered Bridge Park.
- Replaced a portion of the deteriorating split rail fencing with large rocks and repaired the entrance booth at Lake Superior State Park.
- Promoted the County museums, programs and parks with the Director of Communications.
- A new sidewalk and exterior lighting was installed at the Sullivan County Cultural Center.
- Sponsored a successful County Wide Litter Pluck event.
- Incorporated weekly events at Fort Delaware Museum of Colonial History.
- Developing a RFP with the County Planning Department to come up with a County Park Master Plan.

- Completed a shared service agreement with the Town of Liberty Parks and Recreation Department.

## Attendance Figures

### Lake Superior State Park:

- 10,955 patrons entered the park during open hours Memorial Day Weekend - Labor Day
- 237 Season Passes sold

### Fort Delaware Museum of Colonial History:

- 2,507 patrons visited Fort Delaware
- Of the 2,507 patrons 956 were local school students who attended during the Fort Delaware Student Days program

### D&H Canal Interpretive Center/ Trail Head:

- 412 Patrons visited the D&H Interpretive Center

## Goals

### Stone Arch Bridge Park

- Renovate the restrooms. - **Completed**
- Restore the hiking trail that runs along the creek. **Partially completed - continuing in 2019**

### Minisink Battleground Park

- Renovate the restrooms. - **Completed**
- Develop and Install Trail Head Map. - **Currently GPS'ing trails**

## Livingston Manor Covered Bridge

- Replace and install sections of split rail fencing. **Completed - Finishing remainder of fence in 2019**

## D&H Canal

- Add road signage and trail directional signage for the D&H Canal Interpretive Center and Linear Park. - **Completed**
- Develop and Install Trail Head Maps. **Currently GPS'ing trails**

## Sullivan County Cultural Center

- Resurface the walkway - **Completed**
- Increase advertising and visitor usage of the facility. - **Completed**

## Fort Delaware

- Develop a plan with DPW to replace infrastructure. - **Currently developing**
- Replace wooden shingle roof on pavilion and any buildings inside Fort that are in need. - **Currently developing plan**
- Begin re-staining buildings and walkways - **2019**
- Come up with more programming ideas to increase usage.

## Lake Superior State Park

- Begin exploring the possibility of developing a hiking trail system. - **Working with Palisades Interstate Park Commission**
- Build a more secure entrance booth if funds remain at end of season. **Re-furbished booth**
- Continue replacing the split rail with rocks. - **Completed**

## Office

- Continue developing the trail system by the Liberty Human Service Complex and connect it into the Town of Liberty Hanofee Park trail system - Workforce for Development. - **Completed**
- Develop an All-In-One Parks Brochure to promote the facilities with a focus on trails around the county. - **Completed**
- Work on developing a “Hike the Lights” event. - **Researching**
- Look into creating a full-time recreation position. - **Changed to Park Maintenance Person for 2019**

# Sustainable Energy

Heather Brown, Sustainability Coordinator

## Accomplishments

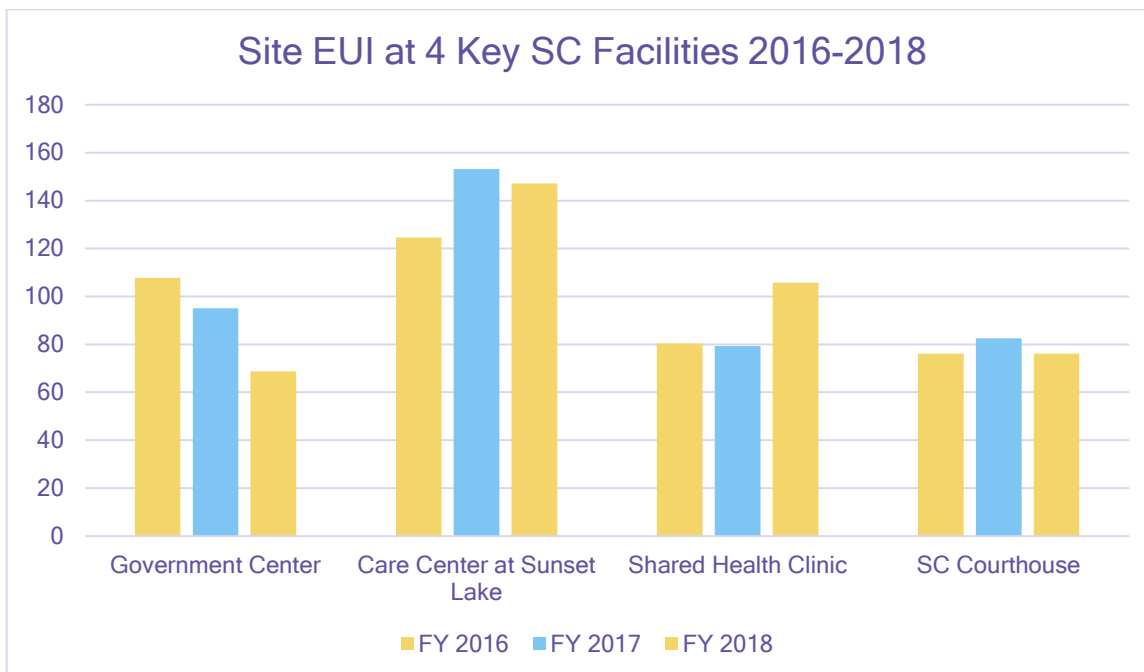
- The Sullivan County Office of Sustainable Energy (OSE) launched an expanded web site in 2018
- OSE published *Powering Sullivan*, a resource guide for County residents and businesses.
- Staff advised town and village officials and civic groups in a number of municipalities and worked with Cornell Cooperative Extension, Catskill Mountainkeeper and the Sullivan County IDA to advance renewable energy and energy efficiency initiatives, such as the Ulster Sullivan Heat Smart Campaign.
- Worked with SC Planning to arrange several training sessions for local town planning and zoning board members, as well as code enforcement officials and assessors. Training focused on planning, permitted, inspection, and assessment of community scale solar projects.
- Hosted an informational meeting for town and village officials in which NYSERDA provided an overview of Community Choice Aggregation.
- Updated the Commercial Property Assessed Clean Energy (C-PACE) program to improve accessibility to financing for local businesses and not for profits.
- A travel blog published by the SC Visitors' Association highlighted the availability of publicly accessible electric vehicle charging stations (EVSE) around Sullivan County.
- The County secured its first plug-in hybrid fleet vehicle and secured a \$2,500 rebate through the NYSD DEC
- Secured funding and began work on EVSE at the Government Center. \$22,800 was awarded through the DEC's Zero Energy Vehicle (ZEV) grant initiative for the installation of 2 Level II charging stations.
- OSE built off of our 2017 success in becoming a designated Clean Energy Community and secured \$150,000 in Clean Energy Communities grant funding for facilities improvements at the Care Center at Sunset Lake
- Worked with SC DPW to secure \$934,084 in Climate Smart Community funds for its Hamlet of Kohlertown Flood Risk Reduction Project.



- The County is now a bronze-certified Climate Smart Community (CSC). In addition, 7 of Sullivan County’s towns are now registered Climate Smart Communities and 2 of those towns have achieved Bronze certification as well.
- NYPA completed its retrofit of the Government Center, which is estimate to save the County \$115,000 in annual energy costs.
- OSE identified a NYPA program for LED replacement for all County-owned street and parking lot lighting and has moved this project to the final design stage.
- The department completed the County’s 2017 energy benchmarking data collection and report and maintained 2018 data, allowing the OSE and allied departments to analyze energy use at County facilities, identify capital needs for upgrades to buildings and systems, research funding sources and achieve operational cost savings.
- Discussion and community outreach efforts began with regard to a potential ban on carryout plastic bags.

### Site Energy Use Intensity

The following graph provides a year- to-year comparison of the site energy use intensity (Site EUI) at major County facilities, and provides a snapshot of the reduction of Site EUI (and thus, energy costs and GHG emissions) resulting from the retrofit recently completed at the SC Government Center (*insert from Excel File*)



The Government Center underwent an energy retrofit for HVAC and lighting in 2017-2018, which resulted in significant improvement in Site EUI. Similar retrofit initiatives are in the planning stage for the Care Center, Shared Health Clinic and SC Courthouse.

## Goals

1. Increase community outreach through literature, website, social media and special events. Work with local economic development partners, not for profit agencies and municipalities to improve opportunities for residents, businesses and not for profits to reduce operational costs/home expenses and greenhouse gas emissions.
2. Capitalize on existing and upcoming programs to establish a robust network of electric vehicle charging stations throughout the county, and promote increasingly affordable and practical electric vehicle technology to consumers.
3. Achieve bronze certification as a Climate Smart Community and increase to 50% the number of Sullivan County municipalities participating in the Climate Smart Communities Program.
4. Complete interconnection of hydro-electric project to receive higher percentage of electricity from renewable resources.
5. Monitor and promote progress in reducing greenhouse gas emissions based on established baseline data for Sullivan County operations.
6. Continue benchmarking of facility performance to track improvements and efficiency of all County buildings in excess of 1,000 square feet (certain exemptions may apply).
7. Begin update of Sullivan County Climate Action Plan.

## Accomplishments

PROGRAM	KEY STATISTICS	OUTCOME
Benchmarking	Completed 2018 Benchmarking 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. Provided feedback for program improvements at the request of DEC.	Secured \$150,000 no-match grant for DHW upgrade at CCASL. Burnished SC's reputation for 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.	Secured the County's first plug-in hybrid vehicle. Began site preparation for installation of EVSE at GC.
Grants	County deemed eligible for Clean Energy Communities large community grant; Worked with DPW on rewrite for Kohlertown.	Secured \$150k for Clean Energy Communities to make needed facilities improvements. Secured \$25,300 funding for EVs and EV charging stations.

	Developed ZEV grant proposal.	
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.

# Public Works

Edward McAndrew, Commissioner

## Executive Summary

The challenges faced by the Division of Public Works include limited funding which carried over from previous years still impacts the County infrastructure. The winter of 2017-2018 was a typical winter including snow and ice events with expenditures for overtime, salt and sand, materials, fuel and similar expenses contributing to DPW's budgetary challenges.

The use of one person plowing continues to give DPW more flexibility in its snow and ice operations while saving money at the same time.

The County continues the exportation of all waste to Seneca Meadows Landfill through a contract with IESI. The County utilizes the centralized MRF/Transfer Station at the Landfill site in Monticello as the location where all MSW and recyclables are exported from. The County is currently considering the possibility of joining a tri-county solid waste authority. At the same time the agreement with IESI is nearing expiration and a new RFP will be prepared and issued for long haul and disposal services.

There were no federally declared disaster events in Sullivan County during the year 2018. The last official federal declaration was for the winter storm event designated as Stella in 2017, for which DPW received funds for a three-day period of snow removal operations.

While not officially declared events, there were significant events in 2018 including event Riley, the blizzard of March 2nd where southern Sullivan (FOR-LUM-HIG) received two (2) feet of snow and high winds resulting significant tree damage and extended power outages, two (2) weeks in places. Following this event an additional storm dropped another foot on March 7th hampering recovery efforts. DPW provided major resources and crews to the affected area (Barryville storm station district) including on town roads for several weeks afterwards, inclusive of clearing and tree removal and ultimately the grinding of the trees and stumps.

As we look forward to 2019, once again the County's economic situation has resulted in a DPW budget wherein the funded work falls short of the actual needs. Our 2019 goals reflect

this situation in our limited in-house bridge construction, in-house paving programs, and minimal building projects in the operating budget.

The limitations on funding cannot continue to be sustained without significant negative impacts on our infrastructure and escalated repair costs.

### **Sullivan County International Airport - James Arnott, Administrator**

In a year marked by difficult Aeronautical Weather patterns of rain, snow, fog and more rain; SCIA still managed to provide Sullivan County and the Aviation Community many positive experiences detailed below:

- A15.8 % increase in utilization of the Airport by Chartered "Air Taxi" services from 217 to 258 annually. This increase is noted by the FAA in the official 5010 Airport Master Airport Record. While at the same time maintaining General Aviation Flights the FAA calculated daily flights tabulation of 59 daily flight activities.



- Improvement to the professional Airport Rescue Fire Fighting training for Staff through training at the Binghamton Airport with savings and cost reduction of previous overnight accommodation and travel.



- Staff planned and obtained grants for major capital improvements to infrastructure with replacement of runway and taxiway lights as well as directional signage. Additional grants were obtained for the next two years whereby nearly the entire aviation infrastructure will be up-graded or replaced with Federal and State Grants. These projects include 2019 Rehab of the entire Runway, a new 9,000 square ft. commercial hangar, a new above ground fuel storage and another transient aircraft parking apron. These projects will bring approximately 8 million dollars of construction.
- A major accomplishment has been two consecutive commendation letters from the FAA during our annual certification inspections recognizing the work keeping the facility in compliance with the FAA standards.

### Bridge Unit

- Completed the inspection of construction work performed by DPW Forces for the Bridges 47 (FAL), and 425 (FAL) rehabilitation projects .and Bridge 71 (MAM) replacement project.
- Addressed sixteen NYSDOT bridge flags by making field inspections, calculations, reviewing load ratings and providing design work for the construction of repairs.
- Completed plans and details for fourteen (14) projects of varying size and complexities.
- Started design work for the replacement of Bridge 471 (TUS) and the replacement of Bridge 183 (MAM) for 2019 construction.
- Inspected 160 bridges and culverts, prepared an inspection report and prioritized work needs based on the inspections.
- Completed project management and administration work for consultant engineering design services for the rehabilitation of Bridge 360 (MAM) and prepared an inspection contract for the 2019 bridge construction. Submitted reimbursement requests to NYSDOT for the Bridge 360 project.
- Completed project management, quality control construction inspections and administration work for the Bridge 247 (ROC)

rehabilitation project.

- Submitted two (2) BRIDGENY applications to NYSDOT for Bridges 198 (HIG) and 301 (NEV) and was awarded \$905,299.00 for the replacement of Bridge 198 which will be designed in 2019 and constructed in 2020.
- Completed project management and administration work for consultant engineering design services to replace Bridges 82 (FOR), 192 (NEV), 243 (MAM), 269 (MAM) and subsurface geotechnical investigations contract for nine (9) bridges.
- Completed plans, specifications and contract management for the Government Center, Care Center at Sunset Lake, and Courthouse; Parking Lot, Sidewalk and Curb Rehabilitation Project.
- Completed work with Grants Administration and Office of Sustainable Energy to submit applications for the Kohlertown flood mitigation project and was awarded \$934,084.00.
- Inspected Bridge 55 (FOR) railing system for determining repair work needs, and inspected railing repairs made for Bridge 408 (FOR) due to storm damage.
- Completed an inspection of 26 Hamilton Avenue and prepared an inspection report jointly with the Building Unit with respect to the condition of the building.
- Inspected the loading ramp at the Landfill's Single Stream Recycling Area and determined the needs for replacement.
- Provided assistance for the preparation of seventeen (17) overweight permits for the use of County bridges.
- Completed semi-annual inspections for the Toaspem (RIG) and Sunset Lake (LIB) dams, prepared inspection reports, and the Annual Dam Safety Certification
- Reviewed and provided comments with respect to the Toaspem Dam updated Emergency Action Plan, Inspection & Maintenance Plan, and Engineering Assessment, and continued project management for the Toaspem Dam Engineering Study to Mitigate Dam Overtopping through increasing spillway capacity.
- Completed the preparation of a draft inter-municipal agreement/renewal contract for the maintenance of the Beaverkill Covered Bridge (Bridge 304 (ROC)).



- Updated the five-year recommended capital bridge program.
- Completed testing of ice control materials and concrete.
- Prepared four (4) sets of plans and details needed to obtain stream disturbance permits from the NYSDEC for our bridge projects.
- Completed the inspection and certification of the condition of the Sullivan County Materials Recovery Facility and Transfer Station tipping area floor as required by NYSDEC.
- Completed the review and rating of qualifications from twenty-nine (29) consultants and recommended the top ranked consultants for the County's prequalified list of consultants for Federal Aid and non-Federal Aid project work.
- Participated in coordinating the updating of the Check Lists and Equipment Lists for the Primary and Secondary County Strategic National Stockpile (CSS) receiving facilities.
- Participated and completed assistance to the LEPC SNS subcommittee's Full Scale Emergency Point of Dispensing (POD) drill, completed for emergency signage needs and assisted in the procurement of emergency signage and ancillary equipment.

### Goals and Accomplishments Summary

PROGRAM	GOAL	OUTCOME
<u>Bridge Program</u> Bridge 47, 71, 425 Bridge 360, 192, 82, 243, 269 Bridge Evaluations Bridge Repair	<u>Key Statistics</u> Design & Inspection Work Design Work Bridge Inspections & Report Repair Design Projects	<u>Outcome</u> Design & Inspection 100% Complete Design 100% Complete Complete Designs Completed for CBs 119, 237 & 273
<u>Dam Safety Program</u> 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 Distribution Annual Inspection & Reports	<u>Outcome</u> EAS 100%, I&M 100%, EAP 100%, Alt 85% Inspections & Reports 100% 100% Completed Inspections 100% Reports 100%
<u>County Facilities</u> Gov. Ctr/ACC/Court House Landfill	<u>Key Statistics</u> Design & Inspection Work MRF Floor Inspection	<u>Outcome</u> Design & Inspection 100% Complete Completed
<u>Local Emergency Planning</u> SNS Subcommittee Primary CSS	<u>Key Statistics</u> Participation at Meetings Check/Equipment List Updates	<u>Outcome</u> 100% Complete 100% Complete

Secondary CSS POD Drill	Check/Equipment List Updates Set Up/Signage/ Assistance	100% Complete 100% Complete
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**2018 Goals Not Completed**

PROGRAM	GOAL	PROJECTION
Bridge 471 Toasperm Dam Spillway	Design Work Alternative Report	Design 100% Complete in 2019 Report 100% Complete in 2019

**2018 Statistics**

PROGRAM	2018 total
Annual Bridge Inspection Program	159
Plan sets generated	14
Bridges Replaced or Rehab	4
NYSDOT Flags Received	16
Red Flags Received	4
Number of Posted Bridges	35

**Buildings & Environmental Compliance**

**2018 Accomplishments:**

- Designed and constructed Various Office Renovations at Government Center
- Replaced many light fixtures with LED Countywide generating significant savings
- Worked out Cooling system replacement for ITS Server room
- Provided NYS Code Enforcement & Inspection, and weekly Meeting Participation for New Jail Project
- Conducted Mandated Annual and Triennial NYS Code Inspections of County Owned Buildings
- Maintained Cooling Towers to DOH Protocols for Legionella Prevention
- Successfully Operated Two Public Water Supplies
- Successfully Operated Petroleum Bulk Storage Program Countywide
- Provided updated MILOR information
- Provided Support for FCC Radio License Renewal and Acquisitions
- Designed Plans for Building Renovations, including Various Offices, Community Services, Emergency Services Training

Facility, and 518 Broadway Facility

- Developed space layout and product specification for BOE and DA storage space at ARC Building on Cimmaron Road
- Worked with engineer on Government Center Emergency Generator project
- Continued working with engineer on design phase of NYPA Energy Efficiency Project at GC Annex, Courthouse, CCASL, and Shared Health Clinic
- Worked with OSE to develop project for Clean Energy Communities Grant
- Worked with OSE on Electric Vehicle Charging Station Grant
- Developed and awarded RFP for CCASL Fire Alarm upgrades
- Continued to coordinate SCIA Wayfinding project
- Continued to conduct weekly Foster Home inspections for DFS
- Developed RFQ and awarded contract for predemolition survey and testing
- Coordinated closure and removal of various petroleum tanks
- Successfully completed annual MS4 Program requirements
- Performed inspections of Micropool Extended Detention Basins at Maplewood and Transportation Facilities
- Coordinated work of HVAC maintenance contractor at New Jail
- Participated in KRONOS training and began utilizing program

#### **Recurring Activities:**

- Daily/Weekly
  - Garbage and Recycling Collection and Disposal
  - HVAC Maintenance and Repairs throughout various County Buildings
  - DOH Mandated Inspection and Reporting at ACC
  - Water Testing and Reporting
  - Lighting Maintenance
  - Spackle and Painting Repairs
  - Cleaning at ACC & Travis Buildings
  - Generator Maintenance and Testing at ACC & Jail
  - Veteran's Cemetery Maintenance

- Kitchen Maintenance and Repairs at ACC & Jail
- Foster Home Inspections and Reporting to DFS
- New Jail Meetings & Site Visits for Inspections
- Code Reviews & Interpretations
- Facilities Staff Meeting Preparation and Participation
- Environmental Compliance Staff Oversight and Support
- Review and Signoff Packing Slips, Invoices, and Vouchers
- Monthly
  - Cooling Tower Maintenance, Testing, and Reporting to DOH
  - Public Water System Maintenance, Testing, and Reporting to DOH
  - Petroleum Bulk Storage Maintenance and Reporting
  - Chlorine Crock Maintenance for Public Water Supplies
  - Radio Tower Building Maintenance and Generator Testing and Maintenance
  - Building Interior and Exterior Lighting Maintenance Countywide
  - Fuel Pump Maintenance
  - HazMat Disposal Registration and Reporting to DEC and EPA
  - Department Reporting and Resolution/Cover Preparation
- Seasonally
  - Open and Close Parks and Provide Continuous Maintenance Support
  - HVAC Filter Replacement and Maintenance
  - Oil Burner Maintenance
  - Summer Grounds Maintenance -Raking, Limbs, Flowers, Seed & Mulch
  - Garbage Collection in Parks
  - Mowing at Transfer Stations and Various County Facilities
  - Winter Grounds Maintenance -Snow & Ice
  - Window Cleaning
  - Floor Stripping and Waxing
  - Interior Office Renovation Work
- Annually
  - NYS Code Inspections & Reporting to DOS -All County Buildings

- Traffic Light Maintenance
- Fire Extinguisher Testing and Certification
- Overhead Door Maintenance
- Parking Lot Lighting Maintenance
- Annual Bid Specs for Contractors such as Water Testing Lab Services, etc.
- FCC License Renewal & Coordination
- Petroleum Bulk Storage Renewal & Certifications with DEC
- Oil Spill Prevention Controls and Countermeasure Program Coordination
- Public Water Supply Water Quality Reporting to DOH
- Prepare Capital Plan and Participate in Budget Planning
- Mandated Code Enforcement Official Continuing Education Hours
- Mandated Certified Water Operator Continuing Education Hours

#### **Goals and accomplishments summary (Major Building Projects):**

##### Government Center Roof and Skylight Replacement

- Prepare Bid Package (Plans & Specifications)
- Out to Bid – Well attended site visit produced questions and concerns
- Incomplete – Will rebid in 2019 due to unforeseen existing conditions which required additional investigation

##### ACC Shower Renovation

- LaBella Project -no progress as New Jail project took priority

##### Fire Alarm Panel Upgrade RFP (Various Sites)

- Prepare Request For Proposals (RFP) for Project
- Issue RFP
- Review Proposals
- Award Contract
- Execute Contract
- Begin Project

- Substantial Completion
- 100% Complete at Care Center at Sunset Lake; Various other sites still in need of Attention, but no current funding

#### BOE/DA -ARC Leased Space Renovation

- Meet with BOE in Space for Needs Assessment
- Conceptual Design
- Final Design
- DPW Review Design & Procure Materials & Install
- 100% Complete

#### ESTF Renovation

- Prepare Design Documents
- Review with DPW Operations
- Incomplete -DPW Operations has begun demolition work and is currently ordering materials

#### **Additional Projects - (Unplanned in original Goals)**

##### Government Center Emergency Generator

- Prepare RFQ to select Engineering Design Professionals
- Issue RFQ
- Review responses and negotiate fee
- Award Contract
- Execute Contract
- Begin Project w/ Kickoff meeting & information gathering
- Incomplete - Preliminary data phase complete; anticipate moving to design, bid, construction in 2019

##### NYPA Projects

- Completed and closed out Government Center HVAC/Lighting Project
- Met with engineers and NYPA through several design

phases for Courthouse/CCASL/GC Annex/Public Health project

- Currently at 60% design; Bidding and Construction anticipated in 2019

### EV Charging Stations

- Prepared various items for grant
- Finalized siting at Government Center
- Requested underground utilities mark outs
- Incomplete – snow prevented installation to be complete. Intended to be installed in spring 2019

### **Highways**

In 2018 the SCDPW Engineering Highway Unit continued to work closely and cooperatively with the other Engineering Units and DPW field operations by providing surveying and engineering design work, construction support services, inspection work and related project management. The Highway Unit also oversaw the 2018 pavement rehabilitation and preservation resurfacing programs. The unit has also been tasked with integrating specific functions of the former Traffic Safety Unit including sign and speed zone requests along with maintaining Town Highway maps and inventories and the certification of local mileages to NYSDOT. In addition, the unit continued to provide right-of-way and historical mapping research assistance to the public and other departments as needed.

### **Pavement Rehabilitation and Preservation Programs (Resurfacing):**

- Completed proposed 2018 tentative work program with estimated costs including contract paving candidates along with surface treatment & crack sealing candidates.
- Generated reports and prepared overall condition of the County highway network
- Contract Paving (28.4 miles); prepared bid documents, reviewed bids, recommended awards, held preconstruction meetings, performed daily inspection

work and reporting, provided contractor oversight in addition to quantity tracking and billing review

- Surface Treating (35.6 miles); marked truing and leveling limits, overall coordination, materials testing, quantity adjustments, cost tracking and final invoicing approval
  - o Crack Sealing (41.3 miles – includes 35.6 from above); provided inspection oversight for the crack sealing of roads in advance of the 2018 surface treating program
- Completed the annual Road Surface Management System (RSMS) pavement assessment field work and data entry to assist in determining required road maintenance work for the 2019 program
- Completed annual Resurfacing Report documenting all asphalt materials placed
- Compiled necessary cost backup and prepared and submitted several CHIPs reimbursement requests to NYSDOT
- Sullivan County Government Center (SCGC) and Care Center at Sunset Lake (CCSL) Parking Lot Rehabilitation Projects; Provided on-site inspection and project administration of construction activities and material testing related to the pavement rehabilitation of multiple parking lots

#### **Traffic Safety:**

- Reviewed and determined if warranted multiple sign and speed zone requests on County Roads. Submitted speed zone requests to NYSDOT for determination
- Coordinated with operations on tracking of striping progress on county, town and village roads versus contract roads
- Reviewed the NYSDOT annual local roads listings for the County highway and town highway systems to reconcile the State's and County's local highway mileages for certification as part of the Consolidated Local Street and Highway Improvement Program (CHIPS)
- Updated and maintained the official County highway map and all fifteen (15) official town highway maps and their related inventories
- Assisted the permit unit with highway access and 'D' and 'M' permit requests



### **Embankment Stabilization:**

- Completed the stabilization of a portion of County Road 49 embankment (75 feet long by 20 feet high). Undermining and subsequent structure loss threatened a road closure. A fast, innovative and cost effective solution was sought. A soil-nailing contractor (Geo- Stabilization, Inc.) was procured by "piggy-backing" off an existing, adjacent County bid. The contractor utilized specialized equipment to construct an almost vertical retaining wall system reinforced with 20 foot long self-drilling nails and micropiles then capped with a concrete facing. County forces provided excavation support, guide rail installation and significant traffic control (one-lane with traffic light). The outcome was a cost effective, stabilized embankment with a reduced footprint that required less stream disturbance and limited disruption to the travelling public. The combination of county forces and a specialized contractor proved to be an efficient solution.

### **Survey Support:**

- Collected as-built location, completed staking calculations and performed finite field construction layout of centerline alignment and approaches, abutments, wing walls, beams and bearing pads to assist in the reconstruction and/or rehabilitation of County Bridges 71 and 425
- Completed field survey and topographic base mapping for County Bridges 268 and 404 for the 2019 bridge design program
- Completed field survey, topographic base mapping, right-of-way limits and prepared design options for various drainage improvement, embankment repair and road rehabilitation projects either under design or under construction on County Roads 16, 22 and 109
- Sullivan County Government Center (SCGC) and Care Center at Sunset Lake (CCSL) Parking Lot Rehabilitation Projects; Collected topographic survey data and provided survey grade control and layout

### **Project Oversight and Consultant Management:**

- County Road 173 / East Broadway reconstruction project; Coordinated and attended meetings with the design consultant (Stantec) - ongoing

right-of-way acquisition review related to redesign for new sidewalks and ADA requirements – NEPA reevaluation and cultural resources - Provided overall contract administration, invoice approvals and County reimbursements to NYSDOT

- County Road 173/Exit 106 (NYS Route 17); - Reviewed and approved new diagrammatic signage to be installed at the roundabout related to improving routing to and from the casino  
– finalized maintenance jurisdiction limits and responsibilities of County/NYSDOT and the Town of Thompson

**Miscellaneous Activities:**

- Investigated and responded to drainage and road complaints as needed
- Provided right-of-way and general information to the public as requested
- Coordinated municipal separate storm system (MS4) inspections and county facility detention pond inspections and repairs
- Reviewed subdivisions and proposed developments along County Roads for potential impacts to and conflicts with the County's right-of-way, drainage, infrastructure and maintenance
- Provided all requested reporting including but not limited to monthly and annual reports, quarterly performance measures, 2017 GASB capital improvements, 2019 highway budget, 2019-2024 highway capital plan, 2018 miles per jurisdiction and 2018/2019

**Program Statistics**

PROGRAM	KEY STATISTICS	OUTCOME
Pavement Rehabilitation: a combination of partial depth repairs and asphalt overlays (2"- 3.5") along with replacement of all pavement markings (striping).	28.4 Miles (\$ 6.912 M)  Contractor: Sullivan County Paving Inc.	Extended the pavement life of County Roads 59, 92, 108, 109, 113, 116, 123, 131, 132, 143 & 149 by 10 to 12 years. (2.64 miles of CR 132 to be completed in spring of 2019)

Pavement Preservation: a combination of crack sealing, spot asphalt shimming and chip seal	35.6 Miles (\$ 0.983 M) Contractor: Peckham Road Corp.	Extended the pavement life of County Roads 19, 21, 33, 42, 47, 74, 96, 105,
(oil and stone) overlay along with replacement of all pvmt marking		105A, 105B, 125, 128, 142, 143, 144, 157 & 158 by 2 to 5 years.
Total 2018 Resurfacing Programs (Rehab. & Pres.)	(\$ 7.895 M)	
Traffic Safety: replacement of non-standard guiderail (G/R) systems – reviewed and processed speed zone (S/Z) requests – reviewed and coordinated installation of road signs with sign shop	G/R: 5,300 Ln. Ft. (\$ 0.125 M) (Material Only) S/Z Requests: 6 Sign Requests: 14 locs. (specifically handled by engineering)	G/R improved roadside safety on County Roads 113 & 123. S/Z requests on multiple Town and County Roads Sign requests on various County Roads
Embankment Stabilization: installation of self-drilling soil nails and micro-piles by contractor in cooperation with DPW forces	75 Ln. Ft. long by 20 Ft. high (\$ 0.150 M) Contractor: Geo-stabilization Inc. (GSI)	Repaired failing roadway embankment on County Road 49 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 reconstruction projects.	Co. Bridges 71 & 425 (field layout) Co. Bridges 268 & 404 (field survey for design) Co. Rds. 16, 22 & 109 (drainage topo. surveys, grades and design) ACC & Gov. Ctr. parking lots (design survey & field layout)	Provided cost-effective, in-house construction layout and design data collection with responsive and timely survey support.
Provide record ROW research services to public and other departments: deed and right-of-way mapping along with historical county highway construction plans	Total No. of requests: 65 (mainly to surveyors and engineers in addition to Co. Real Property personnel and town officials)	SCDPW maintains an extensive record ROW mapping and construction plan set system along with town highway historic records and inventories
Review of Roadside Development & Highway Work Permitting: site plan and subdivision review, highway access, sight distances, drainage inspections and utility work	239 Reviews – 51 Permits Processed – 42 (D-Dig, M-Misc./Access, 0-0versize & U-Utility) Field Inspections related to 239's & Permits – 72	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.

## Mechanics Shop

- Install new Bendpack Medium duty Truck lift at the Maplewood Shop.
- Remove old car lift from Maplewood shop and prep floor, wiring and au lines for installation or new 18,000 lb drive on alignment lift.
- Receive quote for installation of new garage door at Maplewood

- Installed a new overhead electric chain hoist and relocate old overhead hoist at the Barryville Facility, also install a new high pressure water blaster and sandblast cabinet at the same location.
- Small equipment purchases inclusive of: one 18 foot and one 16 foot 7000lb landscape trailers, one 12 foot 7000lb tilt bed trailer, one 18 foot enclosed trailer, two Bomag BW900- 50 drive on asphalt rollers, 5 new mechanic tool boxes, two 3200 psi electric pressure washers. One new A/C Machine to recover current Freon on new vehicles.
- Perform annual overhead Crain inspections at Maplewood, Barryville and the Landfill.
- Perform 6 annual lift inspections at the Maplewood Facility.
- Retain American Petroleum to perform annual underground tank inspections at Maplewood, Barryville and the Airport.
- Manage a 79 Car fleet of Enterprise vehicles, with an additional 16 vehicles on order to be delivered during 2019.
- Service and maintain generators at all County Facilities and Tower sites.
- Maintain the Fuel Master program to track all fuel deliveries.
- Bill each County Agency monthly for all service and repair work performed. Maintain records on all county vehicles and equipment.
- Work with Sheriff dept. to maintain the impound yard.
- Held a County surplus vehicle and equipment auction at the Maplewood Facility with the help of Absolute Auctions. Sold over a 100 surplus vehicles and equipment for a net gain of about \$230,000 dollars.

**Goals and Accomplishments**

<b>PROGRAM</b>	<b>KEY STATISTICS</b>	<b>OUTCOME</b>
<b>New Equipment Purchase</b>	<u>Scope of work</u>	<u>Outcome</u>
Heavy duty loader 2 Street sweepers 2 Medium duty flat rack Roll-off Truck 2 Tandem sand Trucks Calibration Trailer Overhead hoist system Fork Lift Bucket Truck (Electric shop)	Issued PO to Vendor Issued PO to Vendor Issued PO to Vendor Issued PO to Vendor Issued PO to Vendor Issued PO to Vendor Issued PO to Vendor Issued PO to Vendor Issued PO to Vendor	Received in September Received in August Delivery in March 2019 Delivery in March 2019 Delivery in February 2019 Received in November Bid awarded, work Started Deliver in February 2019 Deliver in April 2019
<b>Annual Maintenance</b>	<u>Scope of work</u>	<u>Outcome</u>
January-March	Prepare Road Mowers and Sweepers for service	Completed on Schedule
March-May	Convert Sand Trucks to Dump Trucks	Completed on Schedule
June-August	Maintain and Repair Equip. on Job Sites	Completed on Schedule
September-December	Convert Sand Trucks to Dump Trucks	Completed on Schedule
<u>New York State Inspections</u>	<u>Scope of work</u>	<u>Outcome</u>
Auto, Medium and Heavy Duty Trucks	Keep New York State Inspections current on 339 Autos and Trucks	95% up to date
Inspection Stickers	Order inspection stickers from the State that are needed for the year.	Order is Completed
<u>Above and Underground Fuel Storage Tanks</u>	<u>Scope Of Work</u>	<u>Outcome</u>
Airport, Maplewood, Barryville	Perform Monthly Tank Inspections and Keep log books in order and up to date at the three Facilities	Log Books are current

**Sign Shop - Charles Kocher, Superintendent**

- Fabricated and replaced all the Adopt-a-Exit signs on SR 17
- Fabricated and installed new signage at all the Solid Waste facilities
- Fabricated and installed all signage at the Liberty complex and Care Center at Sunset Lake
- Fabricated and replaced parking signs at Government Center

- Fabricated and Installed new signs for DMV CDL Road Test at the SCSL
- Fabricated and Installed new signage at all the D&H Canal Access's
- Printed and Installed New County Logo's at County Buildings
- Fabricated and installed new signage at the Hurleyville Cultural Center
- Printed and installed new signage in Sullivan County Probation Office
- Fabricated and installed new signage at Sullivan County International Airport
- Fabricated and installed new signage at the Emergency Services Training Facility
- Fabricated and installed new signage at the Beaverkill Covered Bridge
- Printed Signage for Human Rights Commission
- Printed Solid Waste Placards for Sullivan County Treasurers Office
- Printed Legislative Parking Passes
- Printed and installed Infrastructure Signage at all Construction Zones
- Installed Historical School House signs in the Town of Thompson-  
Joint effort by SCDPW and NYSDOT
- Printed and fabricated Land Bank Signage
- Installed "Taste of New York" way finding signs in Roscoe
- Printed Decals for Public Health for the new "Smoking Law"
- Fabricated and installed directional signs at Court House
- Upgraded CR 149 School Zone
- Fabricated new signage for all the Sullivan County Radio Towers for 911
- Installed and removed all POD signage for drill
- Installed Detour signage for CB 71, CB 47, CB 425 and CR 49 during construction
- Fabricated and installed detour for CR 133 Railroad Project-Joint Project with  
Town of Delaware
- Installed detour signage in Town of Lumberland for Pond Eddy Bridge Closure
- Fabricated and installed "No Parking Zones" on CR 81 Town of Rockland, CR  
161 and CR 58 Town of Fallsburg
- Addressed 45 Complaints received
- Maintained Holiday Closure signage at Solid Waste Facilities
- Upgraded CR 133 Intersection, Crosswalks, Signage and Parking

- Installed Thermoplastic RXR in Callicoon
- Striped 288.68 miles of County Roads
- Striped 15 miles of Town Roads
- Striped 4 miles of road for NYCDEP
- Painted X-Walks at Villa Roma for Town of Delaware
- Painted all X-Walks in Village of Wurtsboro
- Painted various School Zones in County
- Painted Parking stall stripes in Livingston Manor
- Painted parking lots at Court House and Sheriff's Patrol
- Painted Stop Bars
- Installed Thermoplastic Stop Bars
- Painted "No Parking" at Sullivan County International Airport
- Painted Airport Runway markings as per FAA Requirements
- Decaled All new County Vehicles
- Installed New decals on all S.C. Transportation Buses and Vans
- Assisted with Storm Damage Clean-up for 2 Major Storms in March and May
- Produced 3651 New Signs in 2018
- Completed sign Inventory for 2018

### **Solid Waste and Recycling - Donna Egan, Director**

- Economic Indicator – Sullivan County took in and processed 10% more municipal solid waste in 2018 over 2017, which is an indicator of strong economic growth.
- Quality Improvement - Implemented a successful recycling quality improvement initiative which included working with customers and haulers to reduce the contamination rates in the single stream recycling program. This included conducting over 100 load inspections at the Monticello transfer station and educating individual customers at the remote drop off locations.
- Household Hazardous Waste (HHW) -Offered 3 HHW events in 2018 collecting 7.25 tons of hazardous material that otherwise may have been disposed of in the environment or

landfilled.

- Paper Shred Event – Held first County wide paper shredding event.
- Litter Pluck and Storm Damage Clean up -Worked with Parks and Recreation Department to manage springtime litter pluck event to clean up Sullivan County roads and assisted with storm clean up debris from the March storm event. Also worked cooperatively with the NYSDOT on their roadside clean-up program.
- Municipal Clean-up -Under the Legislatures sponsored clean-up program Sullivan County Towns and Villages cleaned up almost 1000 tons of bulky garbage that might have otherwise been left in residential backyards and buildings.
- Earth Day -Save a Tree – Get a Tree – Several member of the Legislature chipped in to hand out 550 seedling trees to customers in celebration of Earth Day 2018.
- Organics Management – Began a yearlong initiative to determine how the County will manage the organic fraction of our garbage in 2020 and beyond. Engaged county-wide stakeholder group. Set up a working demonstration compost bin at the Monticello transfer station.
- Media/Public Relations -Began an aggressive media campaign in 2018 starting with a new Facebook Page and many posts and press releases with support from the Communications Director.
- Recycling Education – Offered 10 off site recycling education programs to schools, senior citizens and other civic groups. Kicked off a new Friday "Teach-In" program where current events are covered each week at the Monticello Transfer Station.
- Accounts Receivable - Lead a team which included the Treasurer's Office who met quarterly to correct aged outstanding debits and credits on the Department of Solid Waste balance sheet, and keep aged accounts receivable 'in check'.
- Business Outreach - Visited 26 businesses in the County to review their recycling compliance, educate them about their recycling obligations and assist by demonstrating the cost savings available thru recycling.
- Groundwater Monitoring Improvement/ Cost Savings – Worked with NYSDEC to modify and rebid various groundwater monitoring requirements that will save the County approximately \$65,000 per year going forward.
  - Landfill Gas Control Improvement/Cost Savings – Began landfill gas consultants and permit modification project that will save the County about \$85,000 per year going forward.
  - Secondary Containment Repair/ Bulk Storage/ Cost Savings - Saved the County



approximately \$250,000 by completing a secondary containment system refurbishment project in-house using DPW operations staff rather than outsourcing.

- Recycling Brochure – Developed a new professional color/glossy recycling brochure and distributed County-wide to all residents and business thru a bulk mail program.
- Employee Safety – No lost time injuries for solid waste staff in 2018. Ongoing safety training continues.
- Thermostat and Rechargeable Battery Recycling – Added 2 new items to our offering of items recyclable in Sullivan County – mercury thermostats and rechargeable batteries. These items are offered thru a product stewardship program at no cost to customers/taxpayers.
- Operational Improvements – Sign shop installed additional transfer station signage. Began using new safe collection containers. Upgraded the Landfill gas flare and worked with DPW operations staff to repair a landfill drainage condition.
- Staff Professional Development – Revitalized staff professional development to keep current on industry trends and initiatives.
- Gas Station Initiative – Corresponded via mass mailing to all gas stations in the County to advise of small business recycling requirements.
- Educational Programs for senior groups, libraries, schools, camps, scout troops, and other community group.
- Facility Tours
- Business Waste cost savings assessments
- Recycling Compliance assessments

### Program Statistics

- Municipal Solid Waste - 69,000 tons
- Recycling - 5,300 tons
- Household Hazardous Waste - 7.25 tons
- Used Oil & Antifreeze - 10,000 gallons

## County Bridge 71

*Tempaloni Rd. over Sandburg Creek, Town of Mamakating, Designed by DPW Engineering,  
Constructed by DPW Operations*



## County Bridge 425

*Silver Lake Rd. over Sandburg Creek, Town of Fallsburg, Designed by DPW Engineering,  
Constructed by DPW Operations*





Sullivan County DPW  
Highway Unit  
Pavement Rehabilitation-Contract Paving (Sull. Co. Paving Inc.)



*CR 143-Milling for Partial Depth Repair Sections*



*CR 143-Tack Coat*



*CR 109-Traffic Light Loop Installation*



*CR 109-Finished Top Coat*

Sullivan County DPW

Highway Unit

Pavement Preservation-Contract Crack Sealing and Chip Sealing (Peckham Road Corp.)



*CR 19-Crack Sealing prior to Chip Sealing*



*CR 96-Crack Sealing prior to Chip Seal*



*CR42-Chip Sealing (Oil and Stone)*



*CR 74-Chip Sealing (Oil and Stone)*



Sullivan County DPW  
Highway Unit  
Contract Pavement Markings (Striping) - Straight Line



*CR 109-Road Striping*



*CR 59-Road Striping*



*CR 59-Road Striping*



*CR 92-Marking*

Sullivan County DPW  
Highway Unit  
County Road 49 Embankment  
Stabilization - Soil Nailing (OSI)



*Soil Nailing*



*Shotcrete Facing*



*Shotcrete Facing*



*Shotcrete Finishing*



**Sullivan County DPW  
Highway Unit  
Survey Support  
Construction Layout &  
Grading**



*CB 71-Survey Layout*



*Care Center at Sunset Lake - Survey Layout*



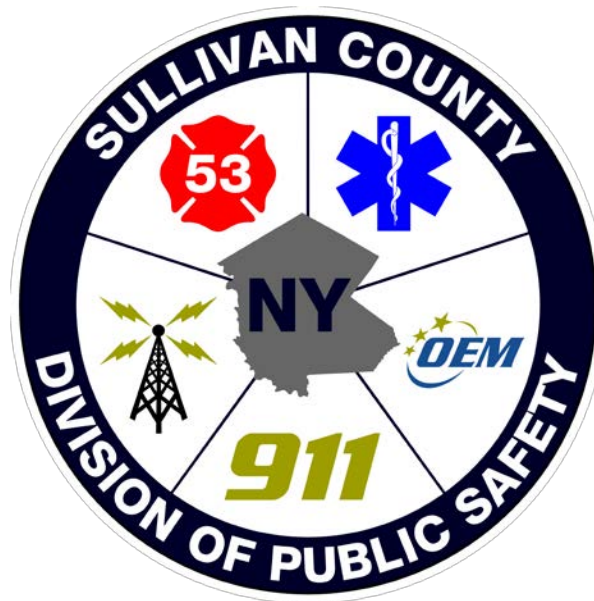
*Robotic Total Station & Controller*

# Public Safety

Rick Sauer, Commissioner

## Accomplishments

- Created new logo to represent the entire Division of Public Safety (see below)



## Emergency Management

- Offered training programs for citizen and first responders
- National Weather Service Skywarn courses
- Citizen Preparedness Corps Program courses
- Emergency Management training course for Local Public Officials, First Responder Leadership and Other Partners
- Incident Command System (ICS) Overview for Executives and Senior Officials
- Purchased and put into service six portable light towers for use at emergency scenes
- Adopted building Emergency Action Plan and conducted awareness training for county employees
- Weathered (pun intended!) two powerful storms - one in March and one in May - where over 24,000 customers were without power, some for over a week.
  - Sullivan County recognized by the National Weather Service as a Storm Ready county for exceeding the requirements for hazardous warnings and community preparedness
  - Updated computers and projectors in the Emergency Operations Center



# Bureau of Fire

John Hauschild, Fire Coordinator

## Accomplishments

Established a new Battalion 6 to help better serve the Fire Departments of Sullivan County

Updated 3 standard operations procedures

Revitalization of the Fire Chiefs Academy Training

New equipment for the Fire Coordinator and Deputies

Refresher Haz-Mat Radiation training for the Bureau of Fire.

SULLIVAN COUNTY BUREAU OF FIRE  
2018 CALL FOR SERVICE REPORT

UNIT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTAL
5301	2	2	0	7	5	1	4	2	0	1	5	1	30
5362	1	0	0	0	0	0	0	0	0	0	0	0	1
53DIVE	0	0	0	0	1	0	0	0	0	1	0	0	2
53FI	2	5	10	3	6	6	9	2	2	4	4	3	61
53SAR	0	0	0	0	0	0	1	0	0	0	0	0	1
BC1	19	9	23	14	16	14	29	7	7	13	15	5	181
BC2	11	4	13	8	5	7	6	5	5	8	5	8	90
BC3	8	11	10	8	11	21	20	8	8	10	10	9	136
BC4	3	5	13	12	6	11	23	3	3	16	3	2	113
BC5	5	7	9	10	11	9	11	4	8	5	4	2	83
BC6	0	2	2	6	2	3	6	4	3	3	7	6	44
FI3	0	1	1	0	0	2	0	1	0	1	0	1	7
FI5	1	1	1	0	2	0	2	1	0	1	0	0	9
FI7	2	4	10	3	3	6	7	6	0	3	4	3	51
FI12	0	2	7	3	3	2	9	4	2	2	2	2	38
FI15	0	0	0	0	0	0	0	0	0	0	0	0	0
FI16	0	1	2	1	2	3	2	1	0	0	1	0	13
FI17	0	2	4	0	0	2	1	0	0	0	0	0	9
FI18	0	2	1	0	3	1	2	2	1	1	0	0	13
TOTALS	54	58	106	75	75	88	132	87	36	69	60	42	882

SULLIVN COUNTY BUREAU OF FIRE  
DEPUTY FIRE COORDINATOR 2018 RESPONSE

	BC-1	BC-2	BC-3	BC-4	BC-5	BC-6	TOTAL		
JANUARY	19	11	8	3	5	0	46		
FEBRUARY	9	4	11	5	7	2	38		
MARCH	23	13	10	13	9	2	70		
APRIL	14	8	8	12	10	6	58		
MAY	16	5	11	6	10	2	50		
JUNE	14	7	21	11	9	3	65		
JULY	29	6	20	23	11	6	95		
AUGUST	17	10	10	16	7	3	63		
SEPTEMBER	7	5	8	3	4	4	31		
OCTOBER	13	8	10	16	5	3	55		
NOVEMBER	15	5	10	3	4	7	44		
DECEMBER	5	8	9	2	2	6	32		
							0		
<b>TOTAL</b>	<b>181</b>	<b>90</b>	<b>136</b>	<b>113</b>	<b>83</b>	<b>44</b>	<b>647</b>		

Fire Investigators

MONTH	FIRES INV	STRUCT	VEHICLE	OTHER	INCEND	ACCIDENTL	UNDETERM	FATAL	SERIOUS INJ	PD ARREST	JUV
January	2	1	1	0	0	1	1	0	0	0	0
February	5	5	0	0	0	4	1	0	0	0	0
March	10	8	2	0	0	5	5	0	0	0	0
April	4	4	0	0	0	2	2	0	0	0	0
May	7	5	1	1	0	3	4	0	1	0	0
June	6	6	0	0	0	3	2	0	0	0	0
July	9	7	2	0	0	6	3	0	0	0	0

August	7	6	1	0	4	2	1	0	0	2	1
September	2	1	1	0	1	1	0	0	0	0	0
October	4	4	0	0	1	1	2	0	0	0	1
November	4	4	0	0	0	2	2	1	0	0	0
December	3	2	0	1	0	1	2	0	0	0	0
<b>YTD</b>	<b>63</b>	<b>53</b>	<b>8</b>	<b>2</b>	<b>6</b>	<b>31</b>	<b>25</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>

**SULLIVAN COUNTY BUREAU OF FIRE  
FIRE INVESTIGATORS 2018 RESPONSE**

	<b>FI-3 JM</b>	<b>FI-5 TD</b>	<b>FI-7 AH</b>	<b>FI-12 TF</b>	<b>FI-16 EM</b>	<b>FI-17 JW</b>	<b>FI-18 KB</b>	<b>TOTAL</b>
<b>JANUARY</b>	0	1	2	0	0	0	0	3
<b>FEBRUARY</b>	1	1	4	2	1	2	2	13
<b>MARCH</b>	1	1	10	7	2	4	1	26
<b>APRIL</b>	0	0	3	3	1	0	0	7
<b>MAY</b>	0	2	3	3	2	0	3	13
<b>JUNE</b>	2	0	6	2	3	2	1	16
<b>JULY</b>	0	2	7	9	2	1	2	23
<b>AUGUST</b>	1	1	6	4	1	-	2	15
<b>SEPTEMBER</b>	0	0	0	2	0	-	1	3
<b>OCTOBER</b>	1	1	3	2	0	-	1	8
<b>NOVEMBER</b>	0	0	4	2	1	-	0	7
<b>DECEMBER</b>	1	0	3	2	0	-	0	6
<b>TOTAL</b>	<b>7</b>	<b>9</b>	<b>51</b>	<b>38</b>	<b>13</b>	<b>9</b>	<b>13</b>	<b>140</b>

**Emergency Services Training Center**

Received from NYS Office of Fire Prevention and Control 1 new State Fire Instructor

Computers and AV equipment updates

Provided 40 State Fire Training courses for the Fire Service of Sullivan County

**COMPLETED COURSES 39**







SULLIVAN COUNTY EMERGENCY SERVICES TRAINING CENTER  
2018 ACTIVITY REPORT FOR CLASSROOMS

GROUP	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTAL
FIRE	21	17	13	12	20	17	14	15	24	31	6	8	198
EREG. MGNT.	1	3	9	3	7	1	0	1	1	3	1	0	30
E-911	0	1	0	1	0	2	0	0	0	1	2	0	7
EMS	0	1	0	0	1	1	0	0	0	0	0		3
SHERIFF	0	1	0	5	15	7	1	3	0	2	0	1	35
NYSP	0	0	0	0	1	2	0	0	1	2	0	0	6
NYS PARKS	0	0	0	0	0	1	1	0	0	0	0	0	2
NYS CORRECTIONS	0	0	0	0	0	0	0	0	0	5	0	0	5
SCDPW	0	0	0	0	1	0	0	0	0	0	0	0	1
SC PUBLIC HEALTH	0	0	0	0	1	0	0	0	0	0	0	0	1
TOTALS	22	23	22	21	46	31	16	19	26	44	9	9	288

2018 SULLIVAN COUNTY FIRE TRAINING CLASSES

Course	Class	Date	Instructor	Class	Location	Hrs	Reg	Comp	Total	Add	
#				Status					Hrs	Hrs	
01-04-0007 01-01-03-006	Basic Structural Collapse	1/9/2018	Adams	Completed	SCESTC	8	18	15	120	0	
01-09-0074 01-01-03-063	Haz-Mat Refresher	1/11/2018	Lupardo	Completed	Hortonville	4	27	27	108	0	
01-09-0074 01-01-03-064	Haz-Mat Refresher	1/15/2018	Lupardo	Completed	Roscoe	4	21	21	84	0	
01-09-0074 01-01-03-066	Haz-Mat Refresher	1/22/2018	Gerrard	Completed	Highland Lake	4	37	37	148	0	
01-05-0003 01-01-03-024	Apparatus Operator Aerial	1/23/2018	Gerrard	Completed	SCESTC	24	16	16	384	12	
01-09-0010 01-01-03-001	Weapons of Mass Destruction	1/24/2018	Lupardo	Completed	SCESTC	4	14	12	48	0	
01-05-0079 01-01-03-014	Live Fire Training	1/24/2018	Lupardo	Completed	SCESTC	4	22	22	88	0	
01-09-0074 01-01-03-068	Haz-Mat Refresher	1/29/2018	Dempsey Sr.	Completed	SCESTC	4	24	17	68	0	
01-11-0143 01-01-03-028	Starteghy & Tactics	1/29/2018	Sauer	Canceled	SCESTC	0	0	0	0	0	
01-04-00008 01-01-03-010	Trench Rescue Awareness	1/30/2018	Adams	Completed	SCESTC	8	16	15	120	0	
01-11-0086 01-01-03-034	Principles of Instruction	2/1/2018	Dempsey Sr.	Completed	SCESTC	15	22	14	210	0	
01-15-0007 01-01-03-026	Incident Safety Officer	2/13/2018	Adams	Completed	SCESTC	15	10	10	150		
01-09-0074 01-01-03-079	Haz-Mat Refresher	2/21/2018	Dempsey Jr.	Completed	Bloomingburg	4	35	35	140	0	
01-14-0002 01-01-03-072	SFI Meeting	2/28/2018	OFPC	Completed	SCESTC	3	6	6	18	0	
01-05-0084 01-01-03-097	BEFO/HMFRO	3/1/2018	Dempsey Sr.	Completed	SCESTC	79	24	15	1185	71	
01-04-0032 01-01-03-032	Rescue Tech Basic	3/6/2018	Soller	Completed	SCESTC	24	14	14	336	9	
01-09-0074 01-01-03-073	Haz-Mat Refresher	3/14/2018	Gerrard	Completed	Loch Shedrake	4	37	37	148	0	
01-09-0074 01-01-03-107	Haz-Mat Refresher	3/14/2018	Sauer	Completed	Grahamsville	4	22	22	88	0	
01-05-0071 01-01-03-025	Light weight Wood	3/14/2018	Dempsey Jr.	Canceled	SCESTC	0	0	0	0	0	
01-03-0025 01-01-03-010	Public Wellness & Fitness	3/22/2018	Dempsey Jr.	Completed	SCESTC	4	18	16	64	0	
	ICS-402	4/3/2018	SEMO	Completed		4	26	23	92	0	
01-04-0052 01-01-03-005	Water Rescue Awareness	4/3/2018	Soller	Completed	SCESTC	4	56	56	224	0	
01-05-0004 01-01-03-020	EVOG	4/23/2018	Sauer	Completed	SCESTC	18	15	14	252	9	
01-05-0007 07-01-03-004	Wildland Fire Suppression	4/30/2018	Forest Ranger	Completed	SCESTC	12	12	8	96	0	
	Teir 3	5/23/2018	SEMO	Completed	SCESTC	4	20	20	80	0	
01-05-0084 01-0103-012	BEFO/HMFRO	5/30/2018	Dempsey Sr.	Completed	SCESTC	79	23	19	1501	71	
01-09-0033 06-01-05-004	Haz-Mat Incident Command	6/5/2018	OFPC	Completed	SCESTC	24	12	12	288	0	
01-15-002 01-01-03-010	Fire Police	7/16/2018	Sauer	Completed	SCESTC	21	12	9	189	6	
01-09-0074 01-01-03-009	Haz-Mat Refresher	7/17/2018	Dempsey Jr.	Completed	SCESTC	4	10	10	40	0	
01-05-0084 01-01-03-038	BEFO/HMFRO	8/29/2018	Dempsey Sr.	Completed	SCESTC	79	22	12	948	71	
01-05-0085 01-01-03-057	SCBA/IFO	9/4/2018	Soller	Completed	SCESTC	50	22	20	1000		
01-11-0033 01-01-03-005	ICS-300	9/13/2018	Sauer	Completed	SCESTC	24	15	15	360	0	
01-11-0033 01-01-03-005	ICS-300 Daytime	9/18/2018	OFPC	Completed	SCESTC	24	12	12	288	0	
01-05-0005 01-01-03-062	Apparatus Operator Pump	9/25/2018	Adams	Completed	SCESTC	18	10	10	180	9	
01-05-0008 07-01-03-013	Wildland Search & Rescue	10/3/2018	Forest Ranger	Completed	SCESTC	9	23	21	189	0	
01-14-0002 01-01-03-042	SFI Meeting	10/23/2018	OFPC	Completed	SCESTC	3	6	6	18	0	
96-2531	HM Operaions	11/1/2018	Dempsey Sr.	Completed	SCESTC	16		4	64	0	
01-03-0025 01-01-03-003	Public Wellness & Fitness	12/6/2018	Dempsey Jr.	Completed	SCESTC	4	30	30	120	0	
01-09-0053 02-01-03-001	Recong. Clandestine Drug Lab	12/11/2018	Sauer	Completed	SCESTC	3	48	37	111	0	
01-09-0053 02-01-05-001	Recong. Clandestine Drug Lab	12/12/2018	Sauer	Completed	SCESTC	3	71	53	159	0	
01-04-0052 01-01-03-028	Water Rescue Awareness	12/18/2018	Soller	Completed	SCESTC	4	38	27	108	0	
							623	866	769	9814	258

**SULLIVAN COUNTY EMERGENCY SERVICES TRAINING CENTER  
2018 ACTIVITY REPORT FOR TOWER GROUNDS**

GROUP	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTAL
FIRE	0	0	0	5	3	2	4	5	9	19	1	0	48
SHERIFF	0	0	0	1	3	1	0	0	0	0	0	0	5
NYS CORRECTIONS	0	0	0	0	0	0	0	0	0	5	0	0	5
TOTALS	0	0	0	6	6	3	4	5	9	24	1	0	58

**SULLIVAN COUNTY EMERGENCY SERVICES TRAINING CENTER  
TRAINING SUMMARY**

YEAR	CLASSES COMPLETE	CLASSES CANCEL	INST. HOURS	SFI HOURS	STUDENTS	STUDENT HOURS	STUDENT HOURS AVERAGE	CLASS SIZE AVERAGE
2000	27	8	392	298	658	7364	11.2	24.2
2001	26	4	463	367	442	8220	18.6	17
2002	33	3	530	408	703	11483	16.3	21.3
2003	31	1	463	348	567	8553	15.1	18.3
2004	27	3	779	684	460	8642	18.8	17
2005	28	4	1001	966	390	9120	23.4	13.9
2006	40	4	1107	1061	703	11170	15.9	17.6
2007	33	9	1157	1117	483	10355	21.4	14.6
2008	49	8	779	1377	932	13053	14	19.02
2009	48	2	851	1357	942	14,538	15	19.62
2010	42	1	760	1,265	756	13,258	17.5	18
2011	46	1	869	1,502	862	14,087	16.3	18.7
2012	40	0	845	1,481	722	13,273	18.3	18
2013	39	0	737	1,209	755	13,360	17.7	19.3
2014	61	1	1015	1,913	1,102	16,296	15	18
2015	42	6	635	995	754	9,267	12	18
2016	39	8	636	939	736	10,789	14.6	18.8
2017	43	3	656	1010	824	10,429	12.6	19
2018	39	2	623	881	769	9814	12.7	19.7

Instructor hours includes hours taught by State Police, Forest Rangers and OFPC. SFI hours are the State Fire Instructors  
 Students hours are the number who completed a class times the class hours.

# E-911

Alex Rau, E-911 Coordinator

## Executive Summary

In 2018 our department continued on its mission of providing residents and visitors to Sullivan County with professional, expedient and efficient emergency dispatch for Fire, Police and Ambulance services. In their roles as the “true first responders”, our dedicated staff of (15) full-time, (1) part-time and (2) per-diem dispatcher(s) processed 10% more phone calls in 2018 as compared to 2017. Some notable 2018 events which contributed to that statistic was the March 2018 snow event which brought nearly 3 feet of snow in addition to the May rain/wind event; both of which caused wide-spread power outages and other significant infrastructure damage.

We continue to focus our spending on true operational needs which will streamline our operations and enhance our services to public & first responder safety. Sullivan County 911 has been fortunate to realize several formula based grant reimbursement programs for 911 related expenses administered by the NYS Department of Homeland Security and Emergency Services (DHSES) as part of the monies NYS collects under the 911 wireless surcharge. These grant reimbursements have played a significant role in absorbing the estimated \$250,000 annual maintenance costs associated with the new radio system which is used by 911, DPW, Fire Departments, EMS agencies, Sheriff’s Office, Town Highway Departments, and NYS and local police agencies.

Another area of success in our department has been the hiring of qualified and proficient 911 dispatchers over the past 18-24 months. Historically, finding and retaining of staff has long been a struggle for our department due to the hours, schedule, and salary. With the help of a competitive salary schedule, improved vacancy advertising through social media, and attracting a younger pool of candidates we’ve been able to find dispatchers capable of multi-tasking, who are able to learn quickly and do the job well.

In closing I’d like to thank our Public Safety Commissioner, our County Legislators, and County Manager for their continued support and commitment to 911 projects. Our dedicated staff of men and woman remains focused and committed to the efficient and professional delivery of dispatching service to anyone who may call for emergency assistance. We look forward to an equally challenging and productive 2019.



## Accomplishments

### Participated in the following meetings and Public Events:

- Sullivan County Fire Advisory Board
- Sullivan County EMS Advisory Board
- Sullivan County EMS Council
- School Superintendents school safety symposium
- Local Emergency Planning Committee Meeting
- Adult home and healthcare facilities safety tabletop exercise
- All Legislative Public Safety & Law Enforcement Committee Meetings
- NYS 911 Coordinators Conference
- Hudson Valley, Catskills and Tri-State Interoperable communications consortiums
- Numerous Fire & EMS Department Meetings and Dinners
- Bethel Woods Disaster Preparedness Exercise
- Public Health SNS planning sessions
- Overdose Mapping (ODMAP) planning meetings
- Hatzalah summer community operations meetings
- FEMA Communications rally and exercise at MetLife Stadium
- NYS DHSES grants workshop(s)
- Supported communications for the Public Health POD exercise at SCCC

### Department Accomplishments 2018:

- Completed implementation of text-to-911 with all wireless carriers
- Implemented the High Intensity Drug Trafficking Area (HIDTA) overdose mapping system (ODMAP) program to assist our public health department with improved overdose data collection, having 911 being the central repository for entering overdose cases. Sullivan County being one of the early adopters of this model of case entry, HIDTA had asked Deputy Public Health Director and 911 Coordinator to host a national webinar discussing the success of this model. Further strides are underway to improve data collection from our coroner's office and local hospitals
- Supervisor Mike Kelly completed his certification as a communications leader (COM-L), the first in our agency, which will allow for seamless technical integration and assistance when/if NYS or federal communications resources are deployed to assist

Sullivan County. Given the number of natural disasters and multi-county events that we are affected by, this credential will be an asset to our team.

- Procured, programmed and deployed tri-band radios to key command staff within the division of public safety which will allow for improved interoperability with disparate radio systems. This includes all deputy fire and ems coordinators, OEM, etc.
- Handled a 10% increase in call volume, without the need to hire additional personnel.
- Collaborated with several fire departments to implement temporary solutions to improve paging within their fire districts.
- Contracted with Motorola for design and implementation of a long-term solution to improve paging countywide. This includes adding an improved channel, new equipment and more powerful antennae equipment.
- Together with our public safety commissioner and top school officials developed an agreement to improve interoperability with school radio and video camera systems. This will help improve communications and situational awareness in the event of school incidents.
- Updated the NY-ALERT/EVERBRIDGE system with county staff contact information to be used for emergency notification. Likewise, completed setup and training with Office of the Aging staff so that they may utilize the Everbridge notification platform for their department's needs.
- Our staff completed over 450 hours of continuing dispatch education, a standard required by NYS.
- Provided field emergency communications support for Resort World grand opening and large bungalow colony fire in Fallsburg Fire District.

**The following departments are dispatched by the Sullivan County 911 Center:**

Fire Service:

- Sullivan County Bureau of Fire
- Sullivan County Dive Taskforce
- Sullivan County Search & Rescue
- Sullivan County Fire Investigation
- Beaverkill Valley Fire Dept
- Bloomingburg Fire Dept
- Callicoon Fire Dept

- Callicoon Center Fire Dept
- Claryville Fire Dept
- Fallsburg Fire Dept
- Forestburgh Fire Dept
- Grahamsville Fire Dept
- Hankins - Fremont Fire Dept
- Highland Lake Fire Dept
- Hortonville Fire Dept
- Hurleyville Fire Dept
- Jeffersonville Fire Dept
- Kauneonga Lake Fire Dept
- Kenoza Lake Fire Dept
- Lake Huntington Fire Dept
- Lava Fire Dept
- Liberty Fire Dept
- Livingston Manor Fire Dept
- Loch Sheldrake Fire Dept
- Long Eddy Fire Dept
- Lumberland Fire Dept
- Monticello Fire Dept
- Mountaindale Fire Dept
- Narrowsburg Fire Dept
- Neversink Fire Dept
- North Branch Fire Dept
- Rock Hill Fire Dept
- Roscoe Fire Dept
- Smallwood Fire Dept
- Summitville Fire Dept
- Swan Lake Fire Dept
- Westbrookville Fire Dept
- White Lake Fire Dept
- White Sulphur Spring Fire Dept
- Woodbourne Fire Dept

- Woodridge Fire Dept
- Wurtsboro Fire Dept
- Youngsville Fire Dept
- Yulan Fire Dept

Ambulance Service:

- American Legion Ambulance
- Bethel Ambulance
- Cohecton Ambulance
- Grahamsville Ambulance
- Hatzalah Ambulance
- Jeffersonville Ambulance
- Livingston Manor Ambulance
- Lumberland Ambulance
- Mamakating Ambulance
- Mobilemedic EMS
- Mountindale Ambulance
- Neversink Ambulance
- Rock Hill Ambulance
- Roscoe Ambulance
- Tusten Ambulance
- Upper Delaware Ambulance
- Woodbourne Ambulance
- Sullivan County Bureau of EMS
- Mobile Life Support

Police Agencies:

- New York State Police
- Sullivan County Sheriff's Office
- Liberty Police
- Monticello Police
- Fallsburg Police
- Woodridge Police

- DEP Police
- Bethel Constable
- Lumberland Constable
- Highland Constable

Adjunct Agencies we dispatch as requested:

- Sullivan County Coroners
- Sullivan County DPW
- NYS DOT
- Town Code Enforcement
- Town Animal Control
- Town DPW's (Trees and Snow)
- Medevac Services
- NYS DEC - Forest Ranger
- Utility Companies (NYSEG/Verizon)

**Translation Service Usage:** Through the use of our Interpretation service, our 911 dispatchers can interface with callers in over 200 different languages. Foreign language breakdown for 2018:

Language	Minutes
Spanish	571
Russian	22
Mandarin	29
Polish	11
Total:	633

**Coroner Dispatch:** A total of 209 dispatches occurred for coroners in 2018

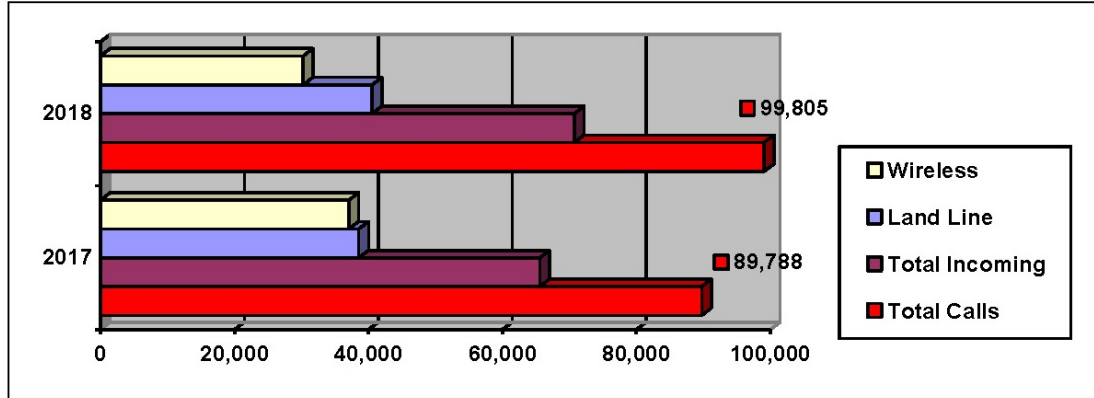
Year	Total
2017	220
2018	209

**ODMAP Cases Entered:** Cases entered Sept 1 – Dec 31, 2018

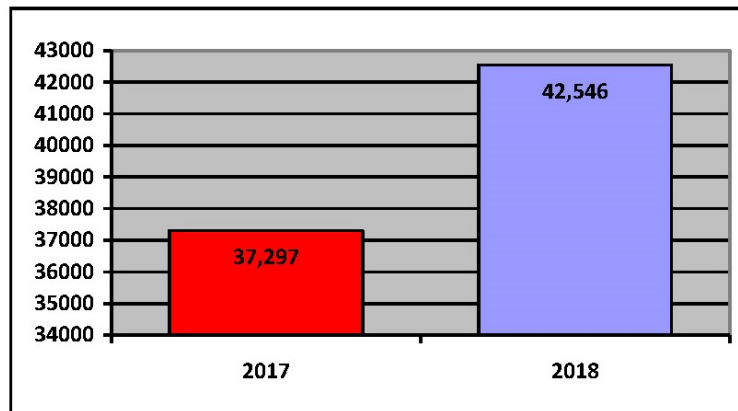
Total overdose cases entered	64
Total instances of Narcan Administration	37
Total fatalities as a result of overdoses	N/A

### 2018 - 911 CENTER STATISTICS

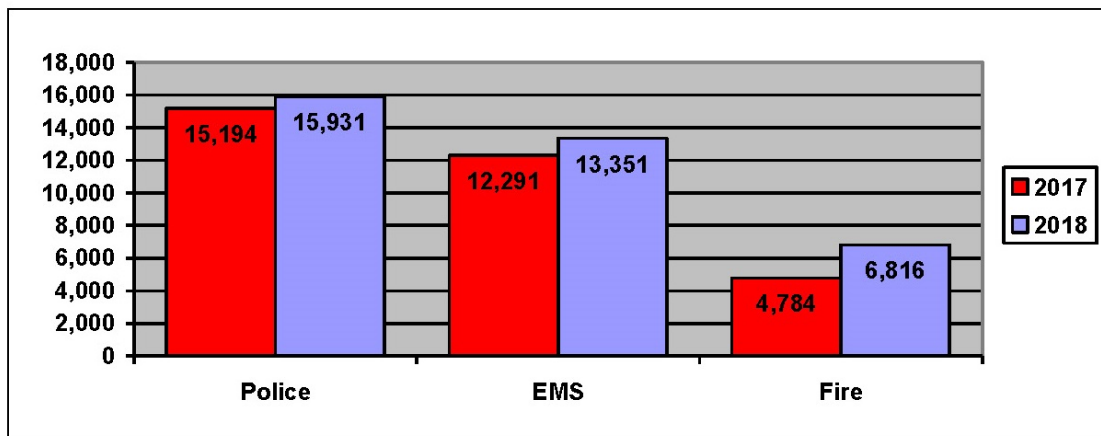
**Telephone Statistics:** Represents breakdown of phone calls processed by 9-1-1.



**Incidents Created:** Represents total number of calls for service (CFS) created:



**Agency Dispatch Statistics:** Represents the number of dispatches per discipline





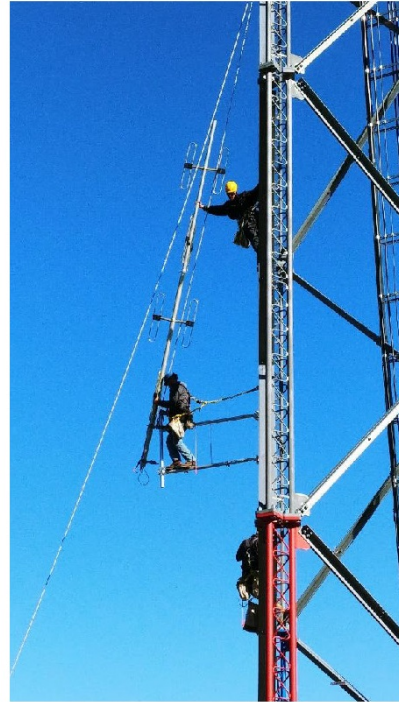
2018 Photo Album



9-1-1 dispatchers completing their annual CPR refresher class at the Emergency Services Training Center



911 staff supporting communication functions for public health nursing point-of-distribution exercise at SCCC

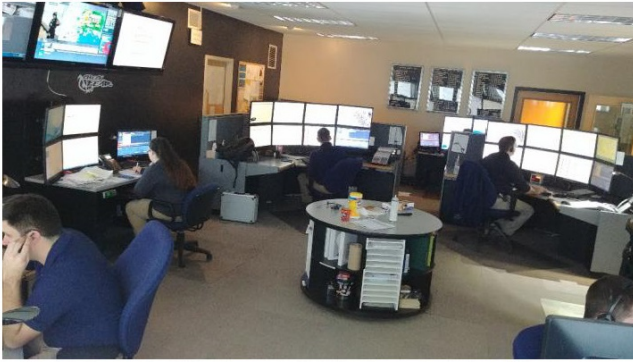


Tower climbers completing antennae installation to improve paging

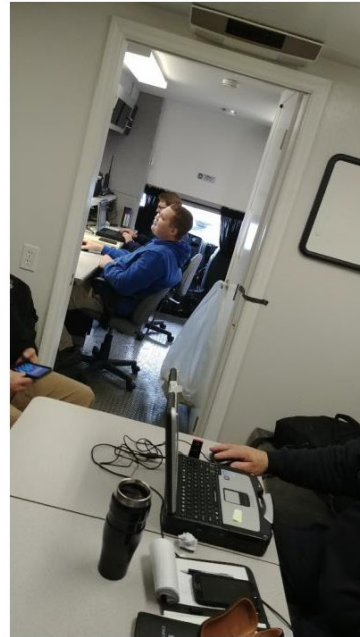


911 dispatchers assisting with communications on-scene at Fallsburg Bungalow Fire





**Extra staff is brought in to assist with the May 2018 wind/rain event which struck the southern portions of Sullivan County**



**911 dispatchers staff the mobile command unit to aid with field communications at the grand opening of Resort World Casino**





# Sullivan County 911 Communications



## Fire Dispatch Report Year End 2018



Call Types	61	62	63	64	65	66	67	68	69	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	29	30	31	32	33	34	35	36	37	38	39	40	42	Total					
Activated Alarm	21	34	9	2	3	24	16	4	7	7	55	26	15	9	6	10	146	23	4	47	26	386	4	11	5	7	75	25	34	48	5	15	7	37	5	30	31	45	4	351	1303					
Aircraft Emergency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Bomb Threat/Found	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Brush Fire	0	4	0	0	1	0	1	2	1	2	4	1	1	0	2	6	6	2	3	2	16	3	0	1	1	0	1	1	3	2	1	1	3	2	1	1	1	0	5	1	7	84	0			
Cellar Pump Out	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
CO Detector	4	15	0	0	0	4	1	0	2	3	5	1	4	0	4	10	18	7	1	8	5	45	2	2	0	5	12	5	7	20	5	9	2	18	3	8	16	12	4	4	277	0				
Drowning/Water Rescue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Dumpster/Trash Fire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Explosion	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
HAZMAT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Investigation	0	8	1	1	0	3	0	0	0	1	0	2	2	0	1	8	2	0	3	1	13	1	2	0	1	2	0	1	6	1	2	7	2	0	2	4	2	2	7	2	1	92	0			
LZ	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Medical	1	89	25	6	3	34	8	0	0	11	3	9	3	2	2	0	10	14	0	13	91	430	2	1	12	11	23	15	1	7	46	1	19	2	47	14	22	24	28	8	1037	0				
Miscellaneous	0	3	1	0	2	2	1	0	0	0	0	1	2	2	0	6	3	0	2	1	24	1	1	24	1	2	1	4	1	3	2	1	1	2	0	1	0	8	1	1	78	0				
MVA	1	61	6	7	3	13	12	2	4	8	15	9	6	5	25	14	24	22	1	27	20	177	5	4	9	2	39	28	14	19	10	13	11	20	17	27	11	65	9	21	776	0				
Mutual Aid	3	20	35	13	2	22	25	13	33	25	28	30	33	9	13	32	10	9	1	38	33	33	6	64	28	5	22	21	13	17	17	4	19	21	12	17	22	21	10	25	870	0				
Odor of Gas/Gas Leak	0	15	1	0	0	1	0	1	0	0	1	1	4	0	0	2	20	2	0	2	0	30	1	0	0	0	0	7	1	1	3	3	2	0	1	2	2	15	0	1	119	0				
Public Service Call	0	7	1	0	0	6	1	0	2	2	0	3	6	0	1	1	1	1	0	1	3	5	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Rescue	0	0	1	0	1	3	1	0	0	5	0	0	0	0	1	1	2	0	0	1	9	0	2	0	2	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Search for Lost Person	0	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Structure Fire	0	29	1	4	2	1	5	1	6	5	4	5	3	2	1	5	32	2	0	14	6	95	4	5	3	1	18	2	4	21	4	3	0	8	4	15	5	14	9	5	348	0				
Traffic/Fire Police	0	0	1	0	0	2	0	0	0	1	0	2	0	0	1	0	0	0	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Tree/Wire/Pole	4	31	3	8	2	12	10	12	6	15	9	17	16	9	20	14	33	24	6	13	31	107	8	7	10	15	21	7	14	16	17	11	11	23	13	19	8	38	3	27	670	0				
Unknown	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Vehicle Fire	0	15	0	0	0	0	0	0	1	5	1	0	2	1	0	3	0	2	1	15	0	0	1	15	0	0	1	10	1	4	3	1	0	2	0	6	5	1	22	2	3	126	0			
Total Fire Dispatches	34	332	85	41	20	128	85	40	68	78	130	113	98	41	85	92	335	124	17	175	232	1393	41	102	70	51	250	112	103	164	121	71	75	143	114	153	126	274	75	143	5934	0				

All data accurate +/- 2%



# Sullivan County 911 Communications Law Enforcement Activity Report Year End 2018



	Sheriff	NYSP	LPD	MPD	FPD	MPD	WPD	EnCon	DEC	NYC DEP	NPS	Totals
Assist EMS	260	732	201	342	212	26	2	3	0	22	2	1798
Assist Fire	73	201	19	56	36	10	3	0	0	5	11	413
P-101 Abduction	1	0	0	0	0	0	0	0	0	0	0	2
P-102 Abuse/Abandonment/Neglect	0	0	0	0	2	0	0	0	0	0	0	2
P-103 Administrative	0	0	0	0	0	0	0	0	0	0	0	0
P-104 Alarms	19	46	6	11	4	0	0	0	0	1	1	87
P-105 Animal	52	106	5	13	11	7	4	0	0	0	0	197
P-106 Assault/Sexual Assault	15	39	11	30	10	4	0	0	0	0	0	109
P-107 Assist Other Agency	13	16	1	2	6	2	1	0	0	1	2	43
P-108 Bomb Found/Susp Package	1	0	0	0	0	0	0	0	0	0	0	2
P-109 Bomb Threat	0	0	0	0	0	0	0	0	0	0	0	0
P-110 Burglary	34	58	4	19	6	3	0	0	0	0	0	124
P-111 Damage/and alism/Mis chief	6	6	0	4	1	1	0	0	0	0	0	18
P-112 Deceased Person	1	1	0	0	0	0	0	0	0	0	0	2
P-113 Disturbance	208	388	65	269	105	7	1	0	0	3	0	1036
P-114 Domestic Violence	201	477	58	197	134	11	0	0	0	18	1	1097
P-115 Driving Impaired	4	8	0	2	2	0	0	0	0	0	0	17
P-116 Drugs	0	4	0	0	1	0	0	0	0	0	0	6
P-117 Explosion	0	5	0	0	2	0	0	0	0	0	0	7
P-118 Fraud/Deception	0	0	0	0	0	0	0	0	0	0	0	0
P-119 Harassment/Stalking/Threat	4	14	2	7	3	3	0	0	0	1	0	34
P-120 Indecency/Lewdness	0	0	1	3	1	0	0	0	0	0	0	6
P-121 Mental Disorder	112	303	66	101	70	10	1	0	0	8	5	676
P-122 Miscellaneous	32	106	11	19	15	9	0	0	0	2	3	197
P-123 Missing/Found Person	15	29	1	5	4	1	0	0	0	0	0	55
P-124 Officer Needs Assistance	19	31	2	5	4	1	0	0	0	3	0	65
P-125 Public Svc	36	108	16	17	17	7	0	0	0	2	1	204
P-126 Robbery/Carjacking	2	4	0	3	0	0	0	0	0	0	0	9
P-127 Suicidal Persn/Att Suicide	9	28	2	7	6	2	0	0	0	0	1	55
P-128 Supplemental	0	4	0	0	0	0	0	0	0	0	0	4
P-129 Susp./Wanted Pers./Veh	44	80	7	25	12	2	1	0	0	1	0	172
P-130 Theft (Larceny)	20	28	9	16	7	0	0	0	0	0	0	80
P-131 MVA	437	1110	38	117	154	16	3	0	0	24	4	1903
P-132 Traffic Violation/Hazard	163	750	26	28	56	6	1	0	0	4	4	1037
P-133 Trespassing/Unwanted	41	86	12	27	18	2	0	0	0	3	0	198
P-134 Unknown Problem	59	124	20	61	47	5	0	0	0	0	2	318
P-135 Weapons/Firearms	40	79	2	16	12	1	2	0	0	1	0	153
P-Abandoned Call	329	812	161	400	343	42	3	0	0	2	2	2094
P-Responder Safety	9	59	0	4	1	0	0	0	0	0	0	73
Transfers	861	1456	235	614	472	N/A	N/A	N/A	N/A	N/A	N/A	3638
Totals	3120	7307	981	2409	1772	177	22	22	0	102	41	15931

# Call For Service By Unit Report

Print Date/Time: 01/28/2019 20:24  
 Location: rampec  
 Unit: All  
 From Date: 01/01/2018 00:00  
 To Date: 12/31/2018 23:59  
 Sullivan County Bureau of Fire  
 ORI Number: All

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTALS
ORI: 53SC													
5301	2	2	0	0	7	5	1	4	2	0	1	5	30
5302	1	0	0	0	0	0	0	0	0	0	0	0	1
530VE	0	0	0	0	0	1	0	0	0	0	1	0	2
53FI	2	5	10	3	6	6	9	7	2	4	4	3	61
53SAR	0	0	0	0	0	0	1	0	0	0	0	0	1
EC1	19	9	23	14	14	14	29	17	7	13	15	5	181
EC2	11	4	13	8	7	7	6	10	5	8	5	8	90
EC3	8	11	10	8	11	21	20	10	8	10	10	9	136
EC4	3	5	13	12	6	11	23	16	3	16	3	2	113
EC5	5	7	9	10	10	9	11	7	4	5	4	2	83
EC6	0	2	2	6	2	3	6	3	4	3	7	6	44
RT12	0	2	7	3	3	2	9	4	2	2	2	2	38
RT15	0	0	1	0	0	0	0	0	0	0	0	0	1
RT16	0	1	1	1	2	3	2	1	0	0	1	0	12
RT17	0	2	4	0	0	2	1	0	0	0	0	0	9
RT18	0	2	1	0	0	1	2	2	1	1	0	0	13
RS	0	1	1	0	0	2	0	1	0	1	0	1	7
RS5	1	1	1	1	2	0	2	1	0	1	0	0	9
RT7	2	4	10	3	3	6	7	6	0	3	4	3	51
<b>Totals for 53SC</b>	<b>54</b>	<b>58</b>	<b>106</b>	<b>75</b>	<b>75</b>	<b>88</b>	<b>132</b>	<b>87</b>	<b>36</b>	<b>69</b>	<b>80</b>	<b>42</b>	<b>882</b>
<b>Totals</b>	<b>54</b>	<b>58</b>	<b>106</b>	<b>75</b>	<b>75</b>	<b>88</b>	<b>132</b>	<b>87</b>	<b>36</b>	<b>69</b>	<b>80</b>	<b>42</b>	<b>882</b>



# Sullivan County 911 Communications



## EMS Dispatch Report Year End 2018

Call Type	Ambulance Agencies														Total		
	12	15	18	21	23	24	25	27	29	35	37	39	43	63		67	51
Abdominal Pain	16	3	8	4	5	3	15	8	5	3	8	38	5	1	10	267	399
Allergic Reaction	8	1	2	5	2	2	3	1	1	1	2	9	2	0	2	56	96
Animal Bite	1	0	2	2	0	0	2	1	0	0	1	1	2	0	1	23	36
Assault/Sexual Assault	4	2	4	3	0	0	2	5	0	2	1	8	0	1	2	120	154
Back Pain	9	0	1	4	0	6	2	3	1	0	2	9	3	2	1	79	122
Breathing Problems	50	3	30	16	23	16	29	7	11	8	13	80	18	12	13	817	1146
Burns / Electrical	0	0	2	0	2	0	3	0	0	0	2	0	0	0	3	18	30
Cardiac Arrest	5	1	6	2	4	1	9	5	8	1	2	19	4	8	7	155	237
Chest Pain	37	7	13	14	13	7	17	16	11	1	11	59	20	8	12	801	847
Choking	2	0	2	0	0	1	0	1	0	0	0	3	1	0	0	26	36
Diabetic	4	1	5	2	1	6	2	6	4	1	0	13	2	3	2	124	176
Drowning/Water Related	0	1	1	4	0	3	0	3	0	0	0	0	4	0	0	8	24
Eye Problems	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17	18
Fall	81	20	36	27	25	30	41	56	28	16	20	110	40	21	26	753	1328
Headache	1	1	1	1	2	2	4	2	1	0	3	2	0	1	2	31	54
Heat/Cold Emergencies	2	0	1	0	0	1	0	1	0	0	0	2	0	0	0	7	14
Hemorrhage/Laceration	21	0	10	8	5	11	5	8	5	6	5	26	12	6	6	254	387
Inaccessible/Entrapment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Medical Facilities	1	0	28	0	1	1	2	5	56	0	2	6	1	0	0	783	886
Mental Emergencies	42	13	7	7	6	29	14	11	11	10	5	43	8	7	10	407	630
MVA	28	14	25	22	9	27	25	34	50	27	28	122	27	13	37	583	1071
Overdose	12	0	13	8	1	4	7	1	4	7	6	26	8	1	5	245	348
Poisoning/HAZMAT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pregnancy	4	1	1	2	0	0	0	1	2	0	0	3	2	0	1	68	85
Seizures	10	7	6	11	5	10	4	7	3	3	6	24	7	3	2	266	374
Sick Person (Gen. Ill)	100	15	50	38	17	56	41	48	31	13	22	144	52	23	27	1226	1903
Stab/GSW	0	0	2	1	1	1	0	0	0	1	0	4	1	1	0	21	33
Stroke(CVA)	6	1	2	2	0	8	6	3	1	3	4	12	7	2	4	130	191
Trauma	8	1	6	2	4	3	7	10	10	4	3	12	6	1	14	131	222
Unconscious/Fainting	23	3	8	10	14	17	12	11	17	9	6	45	19	13	9	453	669
Unknown Medical	17	9	6	15	5	130	13	17	16	6	11	43	11	16	14	221	550
Mutual Aid	1	35	53	2	143	13	13	104	53	200	84	176	15	44	60	22	1018
Standby	9	9	8	30	4	15	14	8	29	4	9	14	11	12	26	65	267
Agency Totals	502	148	338	242	292	404	292	383	358	325	256	1052	288	199	296	7976	13351

# Probation

Barbara Martin, Director

## Accomplishments

- Completion of annual State Aid Plan
- Validation of Peace Officer Registry and Certification
- Implementation of Raise the Age Legislation
- 100% compliance with annual training requirements
  - Executive Leadership training (for directors) Nov 15-16, 2018
  - Minimum 21 clock hours of continuing education hours annually
  - 2 probation Officer trainees completed 160 hours Fundamentals of Probation Practice
- 100% compliance of quarterly sex offender residence checks.
- Exceeded state established milestones for Alternative to Incarceration / Pre-trial release programs.
- Participation on multiple committees
  - Public Safety- Law Enforcement Committee
  - Sullivan County Drug Treatment Court
  - Sullivan County Youth Board
  - Sullivan County Designated Assessment Committee
  - Single Point of Access (mental health program)
  - Opioid Epidemic Task force
  - Participation in STOP DWI-Victim impact Panel
  - Mid-Hudson Regional Youth Justice Team
- Polygraph examination of sex offenders-completed in 2018 15
- Probation / Community relations presentations.
  - Presentation to Monticello Senior Citizens April 19, 2018
  - Monticello Kiawanis- July 2018
  - Liberty Senior Citizens December 3, 2018
  - National Night out - August 7, 2018- Callicoon and Fallsburg
  - Youth Board Halloween Party-- October 31, 2018
- Continuation of home visits during non-traditional work hours.

## Goals

- Completion of the annual State Aid Plan
- Annual validation of Peace Officer Registry and Certification-accomplished
- Implementation of Raise the Age Legislation--a multi-year work in progress.
- Filling of departmental vacancies- accomplished
- 100% compliance with annual training requirements - exceeded requirements
- 100% compliance of quarterly sex offender residence checks-accomplished
- Exceed state established milestones to the Alternatives to Incarceration, and Pre-trial Release programs.
- Reduction of files stored.- progress made
- Department moving towards going paperless-progress made.

## Statistics

### Investigations

The Sullivan County Probation Department services 14 Courts, including the Sullivan County Court, the Sullivan County Family Court and various Justice Courts. Pre-sentence and Pre-dispositional reports are comprehensive documents which include demographic information on a face sheet, a defendant's legal history with an analysis of that legal history, the defendant's statements of the present offense, the police version and victim information and statements, the defendant's family life from birth to the present, education, employment financial information, military service, physical and mental health issues, addictions and treatment, etc. The information is evaluated and recommendations consistent with state laws are made to the court. Each report is from 10 to 15 pages each with as much information as possible be verified.

#### Presentence Investigations:

• Felony Investigations total	210		
• Misdemeanor Investigations	72	Total:	287
• Other	5		

#### Pre-Dispositional Investigations:

• Juvenile Delinquency	8		
• Person in Need of Supervision	5	Total	15
• Other	2		

## Remote Video Interviews

Assisting the probation department is the use of technology in the form of remote real time, video conferences. This enables probation officers to interview detained or incarcerated offenders without additional security measures and time savings.

- Total number interviews conducted 172
  - Pre-sentence investigations 74
  - ATI/ Pre-trial Release 93
  - Supervision related 5

## Alternatives to Incarceration

### Pre-trial Release

The Pre-trial release program allows detained persons who have been accused of a crime but not convicted to be released back into the community (without posting bail) under supervision. This represents a savings to the county in that it costs approximately \$200 per day to house one person in jail per day. It allows the offender the opportunity to remain employed, support his/her family, seek treatment, etc. There are offenders who are ordered to perform community service, (work for the public good) as a condition of their sentence.

- Total number of interviews/screening conducted in 2018 77
- Total number of persons released (currently on pre-trial release) 140

### Community Service:

(note: subjects may have several years to complete the community service.)

- Number community service hours ordered in 2018- 9622
- Number community service hours completed in 2018- 2254
- Number of persons performing community service-- 77

### Supervision of Offenders:

Average Number of Adult Persons Sentenced to Probation: Plus number of new Felony or Misdemeanor cases added



Month	Felony	Misd.	Totals	NEW Felony	New Misd	Total
January	269	248	517	8	18	26
February	266	255	521	5	13	18
March	263	245	508	13	11	24
April	265	252	517	9	17	26
May	239	225	464	10	19	29
June	233	224	457	10	13	23
July	238	227	465	9	27	36
August	241	226	467	17	19	36
September	244	232	476	14	18	32
October	248	228	476	11	15	26
November	253	225	478	15	18	33
December	260	233	493	18	16	34
AVERAGES	251	235	487	139	204	343

Month	Felony Discharges/ TOD			Misdemeanor Discharges			TOTALS
	Early	Max	Revoked	Early	Max	Revoked	
January	3	1	2	5	2	3	16
February	2	2	1	3	3	4	15
March	7	1	1	5	1	3	18
April	0	1	4	4	1	2	12
May	1	0	4	2	2	0	9
June	2	3	5	10	2	6	28
July	2	2	0	4	0	2	15
August	0	4	0	3	1	2	10
September	2	1	1	3	3	2	12
October	1	2	0	1	2	2	8
November	1	1	2	6	3	6	19
December	0	1	2	0	4	2	9
Totals	21	19	22	46	24	39	171



Specialized caseloads:

Sex Offenders:

- Each quarter the Sullivan County Probation Department is required to report to the NYS Division of Criminal Justice Services (DCJS) and Office of Probation and Correctional Alternatives, a Sex Offender Registry confirmation summary form. The Sullivan County Probation Department has had and maintains a 100% compliance rate for confirming addresses in 2018.

Number of sex offenders/ SORA level

Quarter	Level 3	Level 2	Level 1	Pending	Total
1 <sup>st</sup> Jan-Mar 18	3	14	27	0	44
2 <sup>nd</sup> Apr-Jun 18	3	13	25	0	41
3 <sup>rd</sup> Jul- Sep 18	2	13	24	0	39
4 <sup>th</sup> Oct-Dec18	2	12	25	0	39

DWI caseload: Average 150 person on probation for DWI or related offenses.

Interlock Quarter	Number ordered	LENS Registration	Vehicle Registration checks	Notes
1 <sup>st</sup> Oct 1-Dec 31, 18	17	14	85	Required monthly.
2 <sup>nd</sup> Jan 1-Mar31, 18	9	10	63	Must be reg LENS
3 <sup>rd</sup> Apr 1-Jun 30, 18	16	10	71	
4 <sup>th</sup> Jul 1-Sep30, 18	212	13	72	

Domestic Violence caseload: 15 participants a year

Drug Treatment Court Participants. 15

Restitution- See attached

Family Court Supervision 2018

- Supervised 18 Juvenile Delinquent on Probation
- Supervised 5 Persons in Need of Supervision on Probation
- Supervised 6 Adults for Non payment of Child Support
- Supervised 1 Adult Family Offense

- Conducted a total of 73 Youth Assessment and Screening instruments on all juvenile department dealt with.

### **Miscellaneous Information:**

- The department executed 27 warrants on probationers
- Perform random drug testing days at probation for the Drug Treatment Court
- Average 2 times a month of home visits at night.

### **Training / Continuing Education:**

- New Probation Officer Trainees are required to complete 160 hours of Fundamentals of Probation Practice (Fundamentals of Probation Practice , Officer safety and Survival, Peace Officer qualification.) in their first year of employment. They must then undergo 47 hours of firearms / Aerosol Subject Restraint training plus and addition 11 hours of Peace Officer/ Use of Force training.
- There after all Probation officers, senior probation officers, probation supervisors and director are required to complete 21 hours of continuing education hours, which includes mandatory 8 hours of firearm recertification, 2 hours of ASR and now 11 hours of Peace Officer /use of force.

During 2018- 26 different staff members attended a total of 316 trainings for a grand total of 1,296.75 hours of training attended. Each staff member attended an average of 12 training of various length and averaged 37.5 hours of training per officer.

# Management & Budget

Janet Young, Commissioner

## Accomplishments

- For the third consecutive year the County received the Government Finance Officers Association Distinguished Budget Presentation Award for the 2018 Adopted Budget. This is the highest recognized budgeting award for government agencies.
- Submitted the County's six year Capital Plan - 2019-2024 timely
- Developed and filed the County's 2019 Operating Budget timely and within the tax cap
- Finalized the transition of the County's Employee Change Form (428) process from paper submission to an electronic workflow for every county department
- Accomplished online application process that has reduced the use of paper and improved the County's recruitment efforts
- Improved the County's knowledge of New World. We had several on site trainings with New World trainers to improve our knowledge of digital documents, purchasing workflows, Accounts Payable invoice workflows, support vendor clean-up, items clean-up, improve employee securities and facilitate training to employees on how to better use the system.
- Nearly completed implementation of new countywide timekeeping software, Kronos. All departments are live except for the Care Center at Sunset Lake. It is anticipated that this department will also be live by the middle of 2019. This new timekeeping system enables employees to request time off within the module eliminating the need for paper time off requests. Other adjustments, including request for punch adjustments, can also be done through the system instead of paper. Other features of this software include Payroll Based Journals (reporting required for the Care Center at Sunset Lake) and Enhanced Scheduling that will be used by all 24/7 facilities.
- Completed transition of Employee Benefits Administration from Paradox to New World and Risk nFinity. Risk nFinity is a sequel database created by the County's IT Department that works in conjunction with the data in New World to provide enhanced access to information and reporting capabilities to be used by Risk Management.
- Completed the Cost Allocation Plan and Space Allocation Report (Maintenance in Lieu of Rent) for 2017 data and educated the departments on reporting requirements.

- Kicked off an Employee Wellness Calendar of events and had over 600 county employees participate in one of the wellness events in 2018.
- Served on the negotiation committee for various collective bargaining units. Provided budgetary impacts and payroll guidance on various proposals. Resulted in four bargaining units' contracts settled.
- In conjunction with the Audit Department, Clerk to the Legislature and local municipalities completed the 2019 tax levy timely
- Assisted Department of Family Services and Probation on the Raise the Age budget
- Reviewed all County resolutions for budgetary accuracy
- Increased the number of Purchasing Cards (Pcard) issued to employees. Trained the affected departments on Pcard policy and procedures
- Reviewed and monitored all requested 2018 budget modifications for accuracy and compliance with the County's Budget Modification Policy

# Information Technology Services

Lorne Green, Chief Information Officer

## Accomplishments

### Operations

- DFS, DCS and DPW large format monitors have been set up in shared meeting spaces.
- D&H Canal and Fort Delaware brought online for the season.
- Public Kiosk in Personnel for job openings/applications/postings
- Kronos application secure web access established for off-network access.
  - Kiosks deployed to Airport and Transportation for non-network access employees to log on and access their own timecards and make paperless requests for accrual usage. More to come.
- All old Smartlinx time clocks have been removed (except ACC and 1 in GC)
- PHS full scale POD (Point of Dispensing) exercise @ College with various County agencies with no IT communication issues.
- Configured and deployed 11 replacement laptop at the DA's Office.
- 4 cell enabled tablet deployments for the Coroners
- Finalizing various aspects of the Building security project for implementation.
- Video recording of HIPPA trainings
- Worked with WIC Coordinator and staff to get Wurtsboro and Jeffersonville remote sites operational well ahead of December deadline.
- New replacement backup solution from Veeam installed.
- 10 new laptops acquired, configured and deployed to the 4 units at the CC@SL.
- CWD @ 50 North Street - nearing completion of implementing workstation accommodations for recruits with varying disabilities: i.e.: CapTel phone, visual magnifiers, headsets, etc.
- New public internet access solution nearing completion at 50 North Street for CWD patrons and businesses to utilize in the course of finding work and recruiting employees.
- Major internal version upgrade to the AVL solution in use by 911, DPW, Transportation and the SCSO.

- Secure web access to same has been established for remote access off-network.
- FatPipe implementation at the 3 of 4 core network sites. Internet access hardware/software technology that provides the highest levels of redundancy, reliability, speed, dynamic load balancing, and additional security of IP traffic between multiple internet connections over our entire network.
- Working with Cummins we brought network-based automated remote monitoring of our generator at the production data center online. At a minimum, this will allow us to be notified directly when power is lost and the generator is engaged so we can actively monitor its status, the status of the data center and fuel supply levels to the generator.
- New Jail site connected to network via fiber - core switches configured and installed.
- Began installation of equipment and fiber for point-to-point wireless between the Government Center and Monticello radio tower.
- Procurement of IDS/IPS via DarkTrace.
- DHSES Cyber Assessment - Network penetration and vulnerability testing - completed in June.
- BOE RTM Remote Site uploading of votes - 4 laptops set up with FTP client that communicate with SCG-FTP.
- Dual large format monitor set up in the Government Center Legislative Hearing Room.
- 2<sup>nd</sup> County Internet connection at the Airport Data Center.
- GFI Server replacement and application upgrade.
- Deployment of Smart Phones for DFS CPS and PHS staff.
- Deployment of tablet mobile devices for DFS CPS staff.
- New public Internet access solution at the Airport ARFF building - allows for pilots to submit flight plans in a timely fashion per FAA requirements.
- Installation of a second Kronos time clock at the Maplewood facility to handle the high volume of employees.
- Created Public Safety call handler/menu system - includes Bureau of Fire, Emergency Management, and 911.
- Replaced the Jail RICI workstation for LiveScan.
- Replaced PC's in the EOC training rooms.

## Applications

- NYSBOE Cybersecurity Tabletop Exercise in Goshen - 2 staff attended.



- LaserFiche document management kick off
  - Laserfiche deployment for Veterans Service Agency - including training, application installation, application customization, and Laserfiche VetCop interface.
  - Laserfiche deployment for the Coroner's office - including training, application installation, and desktop scanner interface.
  - Laserfiche deployment for the County Attorney - including training and application installation.
  - Laserfiche deployment for Information Technology Services - including training, application installation, application customization, and mass electronic document migration.
  - Development and testing of four IssueTrak user change request forms and access management forms using Laserfiche Forms.
  - Created form launching helper app to assist in use of Laserfiche forms for new user requests, terminations, and password resets.
- Completed the development and deployment of Veterans Application to replace Vetcop
- GML239 App redesign and deployment
  - Redesign the user interface for the system.
  - improved speed of the application
  - resolved error message of a missing ocx file due to a windows update
- Moved to new system for reporting live elections results by showing Dominion Systems output directly on our website.
- Virtual Desktop Environment for new endpoint and Windows 10 migration continues
- Live trial deployments are underway with refinements to deployments ongoing.
  - AppStack Development plan complete - Excel spreadsheet of all applications for every department and the best way to create AppStacks
- Developed and deployed "Risk nFinity" for the Risk Management Department - a lookup and database for health/dental/vision benefit information for retirees not contained in New World financial system. This replaced a 2-decade-old Paradox app, as Paradox will no longer function in our new Windows 10 environment.
  - Efforts include the creation of various SQL views for the application to pull data.
  - Created various SQL scripts for data comparison between Paradox and Logos.

- Redesigned all Crystal Reports for Risk nFinity and created in SSRS along with several new reports.
- Created new Option Forms for Open enrollment using SQL Data
- Continue to analyze and change tables and scripts to support last minute union contract changes as needed.
- NYS BICS Converter Update for more automated check processing through Treasurer's from DFS Accounting.
- Began implementation of NetSmart (aka McKesson) Hosting Solution. Currently testing with Go-Live scheduled for early February 2019
- Launched redesigned county website SullivanNY.us
  - Website Post Go-Live
    - Departmental user (22) setup/security and backend layout development for self-managed content updating. Working closely with the Director of Communications in these efforts.
- Tyler Technologies (New World) "Tyler Content Management" TCM, Forms and Contract modules acquired.
  - County has had first major introduction/consultation/training on TCM with staff from ITS, Audit, Purchasing, OMB, Treasurer's and Payroll.
  - Installed/tested and live with TCM
- Sheriff's Office application updates/upgrades to SJS, Tracs at the server level and software updates installed in all marked vehicles accessing these apps remotely.
- Major version upgrade to BOE's voter registration software. New server and data migration completed. Preparing for the upcoming desktop upgrade and go-live in Q1 2019.
- Finalized upgrade path for significant upgrade to New World LOGOS ERP solution. Logos 2018.1 currently installed in test. Go-Live planned for end of first Quarter
- Probation - major version update preparation for Caseload Explorer (Probationer case and financial management software), new servers built and migration/upgrade path finalized and upgrade completed.
- Continued to make additions to the online "Policy Manual" webapp for the office of management and budget.
- Write MYSQL Scripts in support of EGOV daily database backups
- Continued to maintain/modify reports
  - Write vendor reports

- Modify/Maintain Reports on Portal
- Correct Budget report
- Write/Maintain extract from Logos for Kronos
- Completed Bics data conversion for 1099s to be uploaded to New World
- Updated several versions of McKesson application on laptops for Nurses in PHS. (Now called Home healthcare advisor.)
- Update/Maintain various Access database applications. Including:
  - Reporting from the Enterprise database for Audit.
  - Updated the four(4) AP Trans databases tables in PHS for 2018.
  - Conversion of several MS access databases to be used on both 32 and 64 bit operating systems
- ACC SigmaCare migration to NetSolutions completed Including the transfer of the med/treatments into the NetSolutions along with implementing the echarting module.
  - Created automated emar/etar backups that reside on a server located in ACC. Laptops contain shortcut on the desktop to access these documents in case of power outage.
- The Heap Log System rebuilt from scratch for the Heap season 2018-2019. The main system still requires a redesign to improve functionality and speeds.
  - Added a change log for user edits and login activity
  - Added new feature so the users are able to add notes for each of the log types.
  - Added new log type for Alternate Certifiers
  - Created a word document in the correct format to print mailing labels for the pre-season envelopes for the clients

### **Administration/Security**

- Shared services initiative began in August with the Town of Liberty.
  - A success to date after just 3 official visits – we've been able to correct several hardware/software issues that have plagued them. As we are new to their environment, we continue the discovery process in preparation to present/suggest a reconfiguration of their network environment to better share documents and to implement a reliable backup strategy to curtail potential data loss.
- Building security/access control project
  - Went live August 27<sup>th</sup> with identification card/access control cards issued providing door access control. Flawless and very well received by day 3.

- Identification/Access Card Policy and Agreement development and resolution to adopt.
- Coordination of additional building security implementations this year in Liberty covering DFS, DCS and PHS. Care Center slated for 2019 pending FY2019 funding allocation.
- As HIPAA Security Officer, participated in internal evaluations countywide for compliance and training with Michelle Huck, HIPAA Privacy Officer.
- Coordination and planning participation with various countywide initiatives for the County as a whole and the new SCSO complex.
  - PtP wireless data communication between the GC/Jail Site/Production Data Center as a redundant backup in case of communication loss over ground-based fiber (single point of failure).
  - Laserfiche ECM services contract.
  - Redundant internet connection via a different provider giving us geographic diversity and 3 total connections between the GC/Jail/Data Center.
  - Electronic signature policy/resolution to further support our Go-paperless efforts in the Purchase through payment process.
- Mobile Device Management implementation/training/deployment primarily in response to HIPAA security and privacy regs.
- Continued coordination and planning for Jail ITS implementation.
  - Through Purchasing we've issued 7 RFQ's, awarded 6.
    - Jail Network/Voice
    - Jail VDI and virtual server host servers, domain controller and remote access security servers.
    - Additional Laserfiche licensing
- Investigating new fiber and wireless LTE data solutions with the County Manager's Office for broadband, data and shared services initiatives - grant sources/applications to fund same.
  - Consultant contract entered into in August for supporting coverage/impact analysis to support grant applications.

# Human Resources

Lynda Levine, Director/Personnel Officer

## Accomplishments

Key areas of accomplishments: recruitment and deploying new approaches to talent sourcing, employee training, onboarding, electronic application process, implementing the new human resources/civil service information system—eGov, policy update, state mandates and labor negotiations.

- 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 Personnel Dept. expanded social media presence by fully leveraging social media tools to attract diverse, talented individuals to the County. Personnel increased presence at 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.
- 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: Personnel implemented a new employee onboarding program to ensure all new hires have available resources and training on policies and procedures, retirement and other benefits.
- 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 negotiated 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. Personnel worked with the Purchasing Department to send out a RFP seeking higher levels of services. Successful vendor was recently awarded the contract and orientation has commenced for all County employees. So far, the new EAP program has been received with some success.

Other highlights include the following:

- Reviewed 2205 applications and of those, 894 applicants for open positions within the County and 1,311 applications for civil service exams
- Administered 102 state prepared exams for 394 candidates
- Administered 35 Decentralized exams for 277 candidates
- Administered 13 electrical licensing exams for 10 candidates
- 25 classifications and reclassifications of positions
- Created 22 new job descriptions
- Annual Report submitted to the State, March 1, 2018
- Fees Report for examinations given in 2017 submitted to the State March 1, 2018
- Advertised for 80 County positions in various publications and online postings (this does not include the hundreds of exam announcements mailed out throughout the year).

## Goals Realized

- Recruitment Strategy and Talent Acquisition
  - Increase tabling events by 200%;
  - Increase posting of positions by 15%;



- Partner with local and other organizations to promote all positions (e.g. Sullivan County College, online colleges, Unemployment office, work-release programs, etc.);
- Track and quantify how applicants hear about Sullivan County to better target our workforce applicant pool and develop an e-application to attract applicants to apply online.
- Training
  - Create a training program for all new supervisors to include:
    - How to interview;
    - How to manage difficult employees;
    - Supervising a diverse workforce;
    - How to boost morale;
    - Contract interpretation for CBAs.
- New Hire Orientation
  - Revamp program
    - include an ice breaker exercise;
    - conduct general policy overview;
    - assign an email address to all new hires;
    - provide fire safety and emergency evacuation plan videos;
    - Create a retirement info FAQ worksheet.

## Goals Yet to Be Realized

Handbook: It has been edited several times, but needs updating and review. The Deputy Director of HR will prepare this document and present it to the County Legislature in 2019.

# Grants Administration

Arthur Hussey, Director

## Accomplishments

The Department of Grants Administration (*DGA*) continued its mission of facilitating access to discretionary external funding for Sullivan County Government divisions / departments, while improving the administration and management of existing grant resources.

DGA has met a majority portion of and continued collaborative efforts with others towards meeting the established 2018 Goals:

- Continued to provide grant research services to County Govt. divisions / departments so they may pursue funding for priority projects, which in turn reduces the County share and funding required from property tax dollars;
- Continued to provide technical assistance services to County Govt. divisions / departments to coordinate the decision-making process and secure necessary approvals prior to the expenditure of resources, which in turn ensures efficient deployment of County resources. In addition, provide funding administration oversight for awarded grant applications, which in turn minimizes / eliminates deficient audit findings and the return of funds;
- Continued to evaluate declined grant applications w/ funding source, we request feedback from the source representatives concerning the strengths and weaknesses of a declined application, which in turn improves the success rate of securing grant funding in the future;
- Continued efforts with Office of Management and Budget (*OMB*) and County Treasurer Office staff in furthering the implementation of New World / Project Accounting Codes on awarded grants;
- Collaborated with OMB and Office of Audit and Control staff, developed an appropriate time tracking mechanism (*MS Excel document*) for use in tracking in-kind staff time on awarded grants;

- Continued collaboration with County Attorney Office staff, specifically the Disadvantaged Business Enterprise (DBE) / Minority and Women Business Enterprise (MWBE) Compliance Officer (*Andy Ford, Asst. Co. Attorney*), and Purchasing staff, as part of the overall effort to ensure compliance with DBE and MWBE requirements when procuring goods and / or services with funding secured;
- Continued to recoup County taxpayer dollars by collaborating w/ County Govt. division / department staff in the securing and/or recording of approximately \$8.4 Million in either Federal and / or State funds for various needs within Sullivan Co. - *i.e.* - *public safety, public works, community planning/ development, sustainable energy, transportation, etc.*

The table below provides funding activity (*pending notification of award or declination*) and awards by division/department as of January 2019.

County Division / Department	Funding Activity Pending Award or Declination	Funding Awarded
Planning & Community Development	\$0.00	\$1,667,250.00
Public Works ( <i>SW, Transp., SCIA, etc.</i> )	\$1,808,402.83	\$2,759,798.26
Public Safety ( <i>E-911, OEM, FB, Sheriff, DA &amp; Prob.</i> )	\$112,500.00	\$2,103,055.00
Environ., Sustainability, Beautification & Recreation ( <i>OSE &amp; Parks</i> )	\$250,000.00	\$175,300.00
Division of Health & Family Services ( <i>DFS, DCS, PHS, OFA, CCSL &amp; YB</i> )	\$250,000.00	\$1,608,402.00

- DGA routed over 100+ funding opportunity notifications to Co. Govt. divisions / departments, County not-for-profit organizations, businesses and County municipalities for various needs related to Public Works, Public Safety, Public Health, Planning & Community Development, etc.;
- DGA assisted 20+ small businesses and / or individuals seeking funding resources to establish a business;
- DGA Supervisor met w/ various division and department heads to reintroduce the DGA as necessary;
- DGA staff collaborated w/ Planning & Community Development Assistant Commissioner and Public Relations Director in development of a rack card and other materials for inclusion in a handout packet for those seeking funding resource information, etc.;
- DGA staff met w/ the Public Relations Director to discuss and implement enhancements to the DGA webpage - which now includes funding resource information for not-for-profits organizations, small businesses, and municipalities. In addition, a funding request for assistance form has been added to the web-page for those interested in submitting a request for funding assistance directly to the DGA Supervisor; and

DGA continued to collaborate w/ Assemblywoman Gunther Office staff in addressing funding requests from not-for-profits organizations, businesses and municipalities the Assemblywoman Office is unable to serve / address.

# Risk Management

Monica Farquhar Brennan, Director

## Executive Summary

The Department of Risk Management and Insurance is responsible for the comprehensive risk management program that is in place to protect and insure the assets of Sullivan County.

Risk Management oversees various employee benefit programs such as: health insurance, dental insurance, vision insurance, administration of COBRA benefits and voluntary (member funded) programs. Benefits are provided to approximately 900 employees and 500 retirees.

- a. In 2018, the average cost of health benefits per active employee with individual benefits was \$1,014.98 per month (\$12,179.76 Annual Premium for Individual 2018).
- b. The average cost of health benefits per employee with family benefits was \$2,395.11 per month (\$28,741.32 Annual Premium for Family 2018).

The Department of Risk Management seeks to reduce the County's total cost of risk. Where appropriate, the responsibility for potential loss is placed on other parties through the purchase of commercial insurance coverage or contractual obligations.

Various types of coverage are provided for the County, the Sullivan County Airport and the Sullivan County Adult Care Center. The Risk Management and Insurance Department administers the Self-Funded Worker's Compensation Program. This includes the County, Sullivan County Community College, Sullivan County Soil & Water, 15 Towns, 5 Villages and 47 Volunteer Fire and Ambulance companies.

## Accomplishments

We were successful in transitioning the Workers' Compensation rating basis to one based on payrolls/class codes and experience. The method of apportionment charges the participants more appropriately than the former method of apportionment.

The County paid \$877,667 \*(as per New World) in Insurance Premiums in 2017 for the 2017-2018 policy year. The County obtained several quotes for Property Casualty Insurance for the 2018-2019 policy terms. The current carrier offered the County the best coverage and pricing options. 2018-2019 Premium for the Property Casualty Program was \$829,881.00

The 2018 WC Assessments paid to the NYS WCB on behalf of the Plan was \$254,474.65.

## Goals

Our goals for 2019 continue as they have been; to provide the best customer service to our clients; The County, the County employees and Retirees; Participants in our self-funded WC Plan and the Taxpayers of the County.

We are in the process of changing the system used to administer benefits for County staff and Retirees.

We began the process of reviewing targeted loss control for our County staff and our WC Plan Participants. We continue to strive to create safer workplace environments. The County does not offer Paid Family Leave at this time. There is no obligation for municipalities to do so at this time. Our current Short Term Disability was renewed at a lower rate with a two year rate guarantee.

# Purchasing and Central Services

Allyson Lewis, Director

## Accomplishments and Goals

The Purchasing Department is responsible for purchasing all goods and services for all Sullivan County departments. This includes all bids, requests for proposals, quotes and purchase orders. We execute all contracts for bids and services procured through our office.

Purchasing has the responsibility of obtaining the best quality products and services for the best price, in a fair, open, and competitive manner.

For the 2018 year, the Purchasing Department accomplished the following:

- 3,136 Purchase Orders
- 61 Formal Quotes
- 48 Request for Proposals
- 88 Bids
- 96 Executed Contracts for Services
- Filled all Vacancies: hired Assistant Director of Purchasing and hired an Account Clerk/Database as a shared position with the Parks and Recreation Department
- Completed approximately 800 Change Orders
- Utilized municipal piggybacking contracts
- Utilized NYS OGS Marketplace Vehicle Purchasing option
- With the assistance of Treasurers Office and Management and Budget, the Adult Care Center is now utilizing New World Systems for their requisition processes, no more paper requisitions
- Oversight of Resolutions for departments
- Trouble shooting all issues pertaining to bids, orders and deliveries
- Successfully completed Accounts Payable batches for both Purchasing & Central Services

In addition to the above accomplishments, we assist local political subdivisions (towns, villages, fire departments, libraries, etc..) in procurement options, bid piggybacking opportunities and guidance on how to utilize the NYS OGS website contracts for commodities.

The Purchasing Department provides the foundation for all departments to realize their goals. Whether it be that they need this office to issue a bid for food, medical supplies, construction, paving, parts or commodities, or they may need a study completed for one of their programs or to procure specialized services for their clientele, this office is involved in helping them achieve their goals.



Central Services Department (Mailroom):

The Central Services Department provides mail services for all departments and outside agencies. This includes processing incoming and outgoing mail daily, delivering to all departments at the government Center and delivering to outside agencies. This office provides incoming and outgoing service for UPS, Fed Ex, overnight service and certified mailing for all departments.

For the 2018 year, the Central Services Department accomplished the following:

- Processed 155,700 pieces of outgoing mail
- Provided mail courier services twice a day for the Jail, Courthouse and Legal Aid
- Received a new mail machine system, computer system

# Payroll

Susan Skinner, Director

## Accomplishments

- Processed approximately 2,500 428s, including;
  - New employees - 376
  - Pay rate changes
  - Position changes
  - Department changes
  - Address changes
  - Employee Leaves
- Changed from filing employee paper documents to scanning into Tyler Content Management for online access in New World.
- All Payroll staff were trained in the new NYS Retirement system for;
  - Uploading monthly reporting
  - Entering employee information into their system
- Kronos
  - 24 additional departments were brought live with Kronos timecards and payroll exports.
    - 8 departments went live in 2017
  - Employees have been trained on how to;
    - Request time off in the system
    - Submit missed punches
    - Access to their current accrual balances
  - Managers have been trained on how to;
    - Make time card changes
    - Approve time cards
    - Run reports
    - Approve time off requests
    - Approve missing punches
    - 31 of 33 departments are completely approving their payrolls in Kronos.
  - Began setup for Advanced Scheduler for E-911, The Sheriff's Office and the Care Center.
  - Authored;

- Frequently Asked Questions Guide for the Portal
- Dozens of procedures for the Payroll Office and Timekeepers.
- New World
  - Processed 1,600 W2 forms.
  - Processed 1,300 1095-C forms.
  - Paid an average of 1,100 employees on a bi-weekly basis.
  - Calculated County wide Longevity and Infrastructure payments.
    - Processed an additional 51 contractual payments such as uniform allowances, insurance buy out, extra personal days, comp and sick pay outs.
  - Calculated and applied pay raises for;
    - PBA
    - Teamsters \$14
    - CSEA
    - NYSNA

# Planning & Community Development

Freda Eisenberg, Commissioner

## Accomplishments

### Planning, Land Use & Zoning

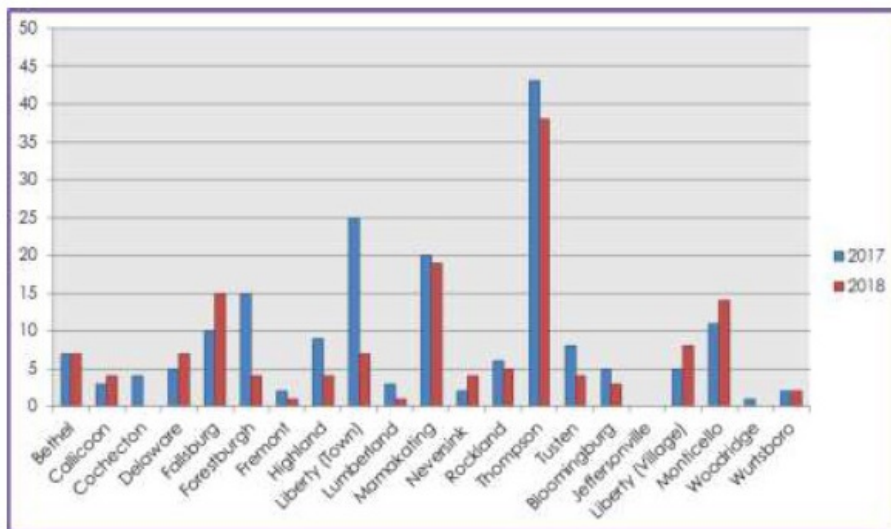
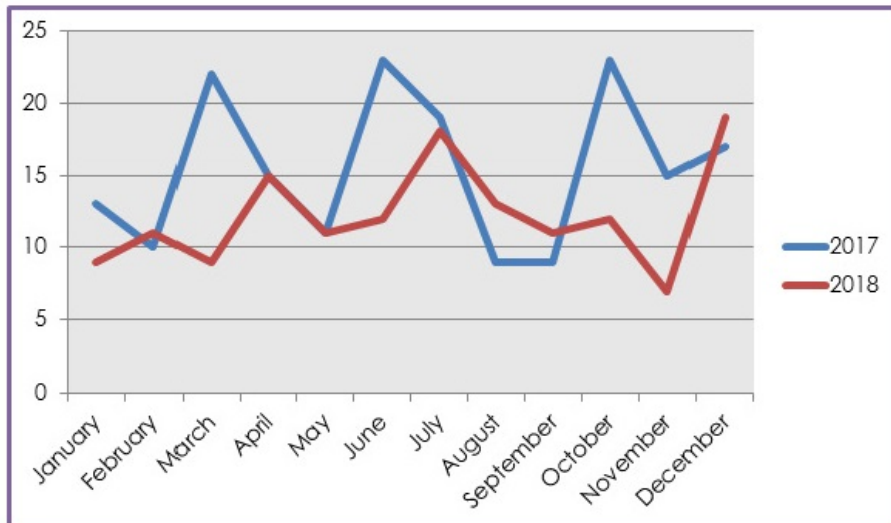
- Countywide Resiliency Plan
  - Awarded \$200,000 grant from the NYS Department of State to prepare a Countywide Resiliency Plan
  - Assembled Project Steering Committee and conducted initial outreach to stakeholders

- ☑ Partially achieved 2018 goal to initial County Comprehensive Plan Update; additional work on project scope and consultant procurement needed
- ➡ For 2019, Division aims to fully launch project with steering and advisory committees, public outreach and educational events, and completion of inventory and analysis phase of the Plan

- GML239 Referrals
  - Received and processed 147 referrals under GML §239, a 21% decrease over the 2017's 186 referrals. Though fewer referrals received, staff observed more significant projects including new hotels, campgrounds and other resorts, large scale multi-family residential, larger retail and automotive uses, community solar, and comprehensive plans and zoning amendments.

- ☑ Achieved 2018 goal to streamline the referral process and distribute the reviews among a greater number of planning staff
- ➡ For 2019, Division aims to:
  - ➡ Track and reduce response times
  - ➡ Initiative inter-municipal agreements to exempt certain types of referrals where County review is not needed/appropriate
  - ➡ Work with the Legislature, County Manager and relevant County divisions to require a completed 239 review prior to the issuance of County permits (e.g. highway access)

- Increased staff conducting reviews to three planners, each assigned a specific geographic area of the county in order to allow them to increase relationships and local knowledge over time.
- Streamlined the review process by developing an online referral form and encouraging digital submissions of application packets.



- Planning & Zoning Board Trainings
  - More than doubled the Division's training offerings in 2018
    - 8 training events at 4 different locations
    - More than 300 participants
    - Initiated staff-developed and delivered trainings
    - Partnered with Office of Sustainable Energy, Pace Land Use Law, NYSERDA, Upper Delaware Scenic Byway, Sullivan Renaissance, Preservation League of NYS, and NYS Department of State

- ☑ Achieved 2018 goals to increase training opportunities and vary venues
- 🔄 For 2019, Division aims to:
  - 🔄 Maintain or exceed new level of training
  - 🔄 Respond to specific municipal requests for trainings and training topics
  - 🔄 Further increase the variety of venues
  - 🔄 Develop a training calendar to be promoted in advance

## Downtown Revitalization

- *Grow the Gateways Plan* Implementation
  - Developed and provided staff support to robust implementation committee
  - Complete or achieved progress on the Plan's initial recommendations
    - Plan and Design Guidelines adopted jointly by both the Village of Monticello and the Town Thompson
    - Briefed Planning and Zoning board members on the Design Guideline content and their use; guidelines being applied to new developments in the gateway corridor
    - Secured USDA RDGB award to implement zoning recommendations; project is underway and scheduled for completion in Fall 2019
    - Town of Thompson proceeding with branding and marketing campaign, and including a brand/focus on the Monticello Chamber
  - Other GTG progress:
    - Revisions to Town and Village sign codes nearing completion under County-sponsored Business Friendly Zoning awards; Village is preparing additional code updates under the program to improve the development review process
    - Joint Town-Village project to coordinate and increase code enforcement on East Broadway in development
    - Received legislative approval to move forward with project to improve the traffic circle at RT 17's Exit 107 with public art
    - Conducted a Gateway walkthrough with NYS DOT staff to review the plan's pedestrian and landscaping recommendations and enlist state assistance

- ☑ Achieved short term GTG goals of:
  - ☑ having the GTG Plan and Design Guidelines adopted by the Village and Town
  - ☑ conducting Board trainings and launching use of the guidelines
  - ☑ securing funding for implementation of the plan's zoning regulations
  - ☑ developing a joint project to address code enforcement, and
  - ☑ addressing the Plan's recommendations for image improvement via a marketing campaign being developed for the Town and the Village Chamber
- ➦ For 2019, the Division, with the GTG Implementation Committee, aims to:
  - ➦ Complete East Broadway zoning update and coordination project
  - ➦ Launch joint East Broadway code enforcement review
  - ➦ Address recommendations to achieve tax abatements for mixed use projects
  - ➦ Develop a package of development incentives to be used for area marketing, with specific attention to the Opportunity Zone designation
  - ➦ Develop plan for art in the 106 traffic circle, including preliminary design and funding objectives

- NYMS:
  - Managing \$300,000 NYS grant to rehabilitate 3 mixed-use buildings on Broadway in downtown Monticello, bringing long vacant properties into a condition for productive use
  - Project on track for completion in fall 2019.



- Received approval from funding agency to using a portion of the grant for marketing to tenants – “Race for the Space” competition to attract retail uses planned for Fall of 2019
- HOPE VI:
  - Managed a \$500,000 HOPE VI grant to the Village of Monticello for the restoration of a gutted historic building into affordable apartments. Secured extension from funding agency while the building transitions into new ownership. Educated purchaser on requirements to fulfill the grant.
- North Street Commons/Sprinkler Beach:
  - Worked with the Village of Monticello, Sullivan Renaissance and Saratoga Associates to revise plans for the “North Street Commons” concept to transform the North Street municipal parking lot into a series of public spaces that includes parking areas for passive and active recreation, event space, and safe walkways that connect the surrounding uses. Budgets were updated and an application for funding was submitted through the NYS CFA portal.
  - Conceived, secured funding for, and executed a “pop-up” placemaking event in a section of the North Street lot to demonstrate the potential of the North Street Commons concept and generate public input to support the project and funding efforts.
    - The Sprinkler Beach provided a recreational opportunity for Village residents and other, animated an underused space in a key downtown area, and provided education on healthy food options, with samples.
    - The event generated substantial good will in the community as well as significant local media coverage.
    - The project was executed in partnership with the Village of Monticello, the Monticello Fire Department, Sullivan Renaissance and Cornell Cooperative Extension.
    - Site is being used as for a temporary ice rink in winter 2019.
- Town of Liberty and Liberty CDC
  - Supported new Town board and CDC transitional board at regular meetings, providing assistance on project development, grants, etc.
  - With Sullivan Renaissance, conducted charrette for the Liberty Village, Town and CDC Boards to identify priority projects and form five topic-specific implementation committees
- Sullivan County YMCA Project:
  - Assisted Sullivan 180 in its efforts to locate a site for a

➡ For 2019, Division aims to complete NYMS and HOPE VI projects, and to develop a marketing campaign to attract quality tenants into the commercial and residential spaces created. A “Race to the Space” type competition of storefront space is contemplated

➡ For 2019, Division aims to monitor and assists Liberty committees in implementing charrette outcomes



Sullivan Y in downtown Monticello. Provided site options and information, conducted a tour of potential sites with Sullivan 180 members, public officials and Middletown Y staff. The Ted Stroeble Center has been identified as the preferred location, and concept plans are being developed by the project architect to be used in project development, phasing and fundraising.

**Community Development Programs**

- Community Incentive Programs
  - Plans and Progress
    - \$100,000 distributed to 19 projects in all 9 legislative districts
    - Projects valued at more than \$600,000, indicating a 5:1 return on County investment
    - 30 applications received, \$214,000 requested
    - 13 projects closed out from 2016, 2017 and 2018 awards



- New for 2018 -- established, created program guidelines, and managed implementation of three new County incentive programs:
  - Sullivan Signs—\$75,000 distributed to 13 municipalities for over 50 new signs and/or banners
  - Removing Unsafe Structures (RUST) —\$75,000 committed to 5 municipalities to remove 6 unsafe structures in Villages and on major County arteries
  - Business-Friendly Zoning—\$41,000 committed to 5 municipal projects to support amendments to zoning regulations and permitting procedures that would reduce regulatory burdens on local business applicants and improve development outcomes

- ☑ Achieved 2018 goals to successfully develop and launch three new programs
- ➡ For 2019, the Division aims to:
  - ➡ Continue to manage the four community incentive programs
  - ➡ Expand program promotion and improve and increase communications with award recipients
  - ➡ Develop and conduct training sessions to award recipients to facilitate program compliance and improve the reimbursement process
  - ➡ Attract more municipal participation and larger projects

- **New for 2019**, the Division will:
  - Develop and execute a program to inventory, map and assess all of the historic markers in the County, refurbish deteriorated signs, and promote the County's historic resources
  - With the Sullivan County Visitors Association, launch Open House Sullivan, a daylong celebration of unique historic, scenic and cultural resources in the County

- Sullivan County Land Bank Corporation:
  - Completed its initial acquisition of 13 properties from the 2017 tax foreclosures, along with donations, and conducted building inspections and environmental assessments to identify rehab/demolition needs
  - Demolished 9 homes judged to be unsalvageable
  - Applied for new round of Community Revitalization Initiative funding from the NYS Attorney General's Office and was awarded \$900,000
  - Initiated acquisitions of properties from the 2018 municipal foreclosures. These include several larger, commercial scale properties for which the Land Bank is developing revenue sharing agreements for eventual sale proceeds
  - Engaged in various activities to develop partnerships with the affordable housing and real estate communities, including a Housing Roundtable, realtor information sessions, and individual meetings with relevant agencies
  - Conducted first annual board retreat to support development of a strategic plan
  - Launched public relations and marketing efforts to facilitate property sales. Received first purchase applications for which sales agreements are being developed
  - Developed organizational logo and signage that is now placed on all SCLBC property
  - Negotiated agreements to address back taxes on acquired properties
  - Assisted both the Villages of Liberty and Monticello with implementation of their "Zombie" program grants
  - Secured grants to fund, and completed purchases for, a property maintenance tool lending library housed in a mobile trailer. The trailer will be towed to volunteer community clean up events beginning Spring 2019.

- ☑ Achieved 2018 goals for acquisitions and demolitions
- For 2019, the Land Bank, under the guidance and support of Planning Division staff, aims to:
  - Complete required tasks under the initial CRI grant (LISC)
  - Proceed with timely implementation of 2018 CRI award (Enterprise)
  - Complete the Strategic Plan
  - Increase marketing and outreach, including materials and programs to market home ownership opportunities and incentives
  - Establish benchmarks for, and track, the return of SBLC properties to the tax rolls
  - Improve process of foreclosure acquisitions
  - Create a vacant lot program, including new home development
  - Expand and deepen partnerships
  - Clean up and market the Monticello Manor property
  - Coordinate applications of the Villages for the next round of Zombie property grants

## Economic Development

- Emerald Corporate Center Economic Development Board:
  - Completed sign rehabilitation for the Corporate Park – staining, pruning and new landscape treatment
  - Procured engineering firm to develop subdivision, concept plans and marketing materials for remaining ECCEDC-owned acreage. Project completion expected February 2019.

- ☑ Achieved 2018 goals to advance marketability of back parcels and reduce/eliminate responsibility of the water company
- For 2019, Division aims to:
  - Complete agreement for the water company transfer
  - Develop promotional materials for the site and aggressively market the parcels with a commercial realtor

- Apollo Phase II Site:
  - Completed project with consulting engineers (Creighton Manning) to evaluate 78-acre site for potential development into industrial park. Work products included analysis maps, concept plan and detailed third party cost estimates for use in funding applications.
  - Submitted grant application to NYS ESD for project funding currently working to repackage that application to two federal funding agencies – Economic Development Administration and Northern Borders Regional Council.

- For 2019, Division aims to obtain funding to support site shovel-readiness, and potentially initiate marketing activities

- Brownfields Program:
  - Launched \$200,000 Brownfields Assessment project under a federal EPA grant. Engaged a contractor to perform a package of Phase I and Phase II Environmental Assessments and to develop 2-3 brownfields site redevelopment plans.
  - Organized a project advisory committee with representatives from the target areas of Liberty, Monticello and Fallsburg to identify sites to receive the environmental assessments. Working with consultants, EPA and property owners to complete the initial assessments and select the sites to receive redevelopment plans
  - Submitted application, on behalf of the Sullivan County Land Bank, for brownfields rehabilitation funds

- For 2019, Division aims to complete tasks funded by EPA Brownfields Assessment grant and continue to seek funding for site remediation



- Grant Assistance
  - Encouraged and obtained strong response among eligible Sullivan municipalities regarding applications to the 2018 round of Restore New York State grants, resulting in three awards totaling \$2.5 million. Providing ongoing assistance to award recipients.
  - Provided technical support to business and communities regarding funding opportunities, particularly through the NYS CFA process. Served on MHREDC Council as the designee of the County Legislative Chair.
- Revolving Loan Funds:
  - Processed \$81,000 in loan funds to support a new artisanal cocktail bar, a lavender farm, and a dairy farm.
  - Serviced 26 loans totaling \$607,460; of these 20 are current, 2 are behind, and 4 have been placed in collection prior to 2018
  - Committed \$65,000 in program income to support dairy farmer assistance project/development of new creamery to assist local farmers in developing a product for niche markets
  - Committed \$10,000 in program income to support promotion of Sullivan County farmers' markets

### Health, Open Space & Recreation, Complete Streets

- Sullivan O&W Rail Trail:
  - Substantial progress made on completing a feasibility study to connect the existing developed segments of the rail trail into a large-scale regional facility
  - Developed consensus on a name and logo design
  - Achieved general consensus on an approach to trail operations and maintenance, and drafted intermunicipal agreement for review and revision by all parties
  - Identified a small-scale capital improvement project to rehabilitate and enhance damaged sections of the trail in Fallsburg
    - Executed intermunicipal agreements for project implementation with the Town of Fallsburg, Village of Woodridge and the County
    - Project implementation initiated, but delayed due to extended unfavorable weather conditions
  - Developed working relationship with Open Space Institute who will assist in trail segment acquisitions

- For 2019, Division will:
  - complete NYS-funded feasibility study and marketing projects
  - complete the Fallsburg section capital improvements
  - finalize an intermunicipal approach to trail management and maintenance
  - market the trail with the new name, logo and map/brochure
  - update local signage with the new facility logo
  - increase fundraising efforts for acquisition and trail expansion

- Hurleyville TAP:
  - Executed contracts with NYS DOT and selected engineering firm. Project ready to commence
  
- Kauneonga Lake Complete Streets:
  - Developed a project to address community objectives for increased traffic safety and walkability in the hamlet of Kauneonga Lake
  - Execute three-entity agreement to fund and manage the project – County, Town of Bethel, Sullivan Renaissance
  - Conducted consultant procurement and community outreach
  - Project work product to be completed March 2019
  
- Upper Delaware River Access:
  - Continued to advance implementation of the Upper Delaware River Access Plan via:
    - Completion of SEQRA for Highland Access improvement project
    - Development and submission of funding applications for Highland Access Improvements and land acquisition for relocation the Callicoon access site. Applications were not successful
    - Partnering with the Trust for Public Land on the Callicoon access project
    - Enlisting DEC support and partnership for implementing Long Eddy improvements and contribution to the acquisition of the Callicoon site
  
- Trailkeeper
  - Coordinated and participated in activities, in conjunction with other Trailkeeper partners, to increase awareness and use of hiking trails in Sullivan County through:
    - Development, with Catskill Regional Medical Center, of a “prescription pad” for use by local physicians and health care facilities. The pad prescribes physical activity on a trailkeeper hike and healthy eating by shopping at Sullivan County Farmers Markets
    - Creating and implementation of a calendar of Trailkeeper events/group hikes
    - Updating the Trailkeeper website to increase user-friendliness
    - Marketing trailkeeper hikes at public events, such as the annual Sullivan Renaissance Conference, with rack cards and flyers listing popular hikes

➡ For 2019, Division aims to accelerate pace of project, bringing it to state of construction-readiness for spring 2020

➡ For 2019, Division aims to complete the Plan and assist Bethel in implementation

➡ For 2019, Division aims to expand grant development efforts, and explore a comprehensive approach (i.e. funding for all access projects detailed in the plan) to demonstrate regional impact. A phased development plan will be created.

# Real Property Tax Services

Edward Homenick, Director

## Accomplishments

The Sullivan County Department of Real Property Tax Services has functioned for the past year in conformance with the New York State Real Property Tax Law and the Rules and Regulations of the New York State Department of Taxation and Finance, Office of Real Property Tax Services.

During 2018, our office operated with a staff of six; The Director, Deputy Director, Real Property Tax Service Aid, two senior tax map technicians for a majority of the year, and a tax map technician. One of our senior tax map technicians has been promoted to the county GIS Coordinator.

This office maintains a close working relationship with its 15 assessors, local title companies, surveyors, attorneys, and other local governments to ensure that our real property records and tax maps are as accurate and up to date as possible.

## Director's Responsibilities

Mandated duties of this office are specified in RPTL 1532 and include the preparation and maintenance of tax maps. This maintenance includes plotting parcels from deed descriptions or survey, whereby improving the accuracy of these maps. We also review subdivision, condominium, and lot improvement plats before recording, and depict these on the tax map as well. Features portrayed on the tax map include parcels, special districts, easements, address points, hydrology, and wetlands. Tax map maintenance also includes the updating of records associated with each parcel. Other duties include:

- Provides orientation and training of newly appointed assessors
- Annual training of the Board of Assessment Review
- Administer correction of errors of the tax roll
- Provides guidance and assistance to local assessors in the administration of Real Property Tax Law. Attends monthly meetings of the Sullivan County Assessors' Association, updating them on the latest changes in the Real Property Tax Law and other information relative to the real property tax administration process.

- Member of the Real Property Advisory Board
- Member of the Agriculture and Farmland Protection Board
- Provide reports to the County Manager for the preparation of the county budget.
- Provide exemption reports to municipalities and school district upon request.

**2018 Statistics**

Sullivan County parcels: 66,900 +/-

Deeds: 4,014

Subdivisions/Condominiums recorded:

30

Parcels conveyed: 5,682

Lots created: 106

Parcel combinations: 312 parcels combined.

The ten year history as depicted below reveals that the amount of deeds recorded for processing in our office has steadily increased over the past few years. The number of new subdivision lots remains low.

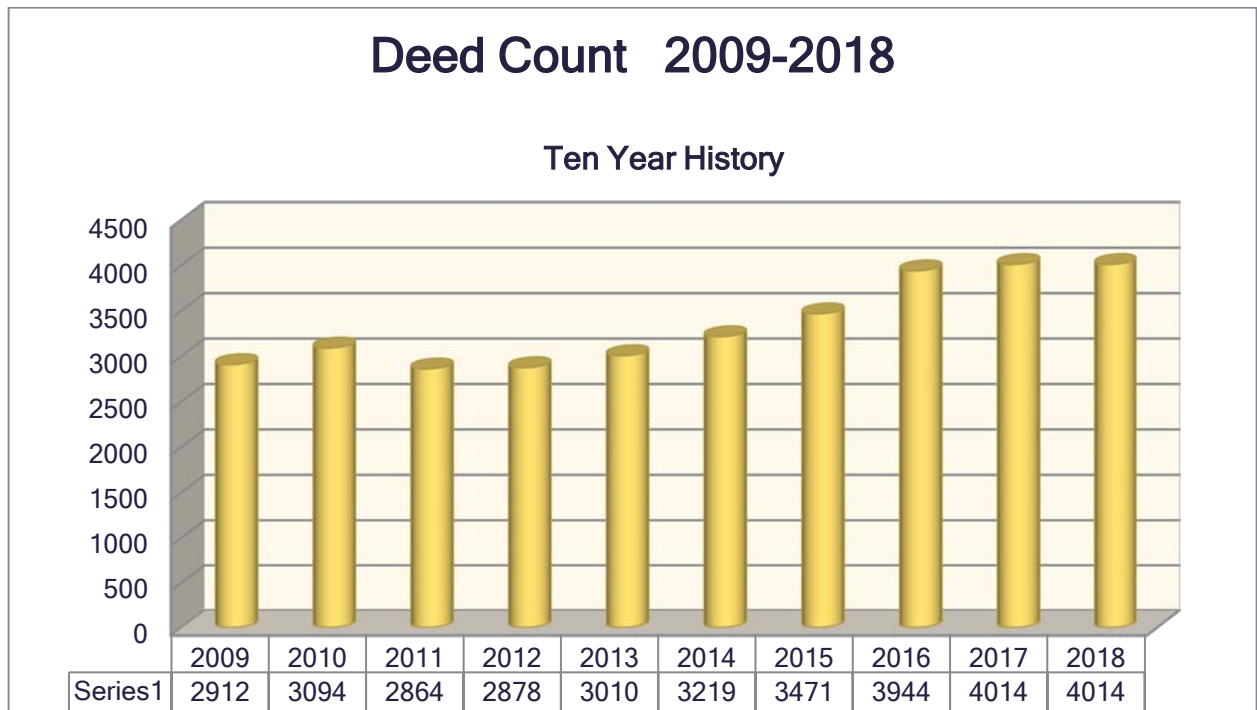
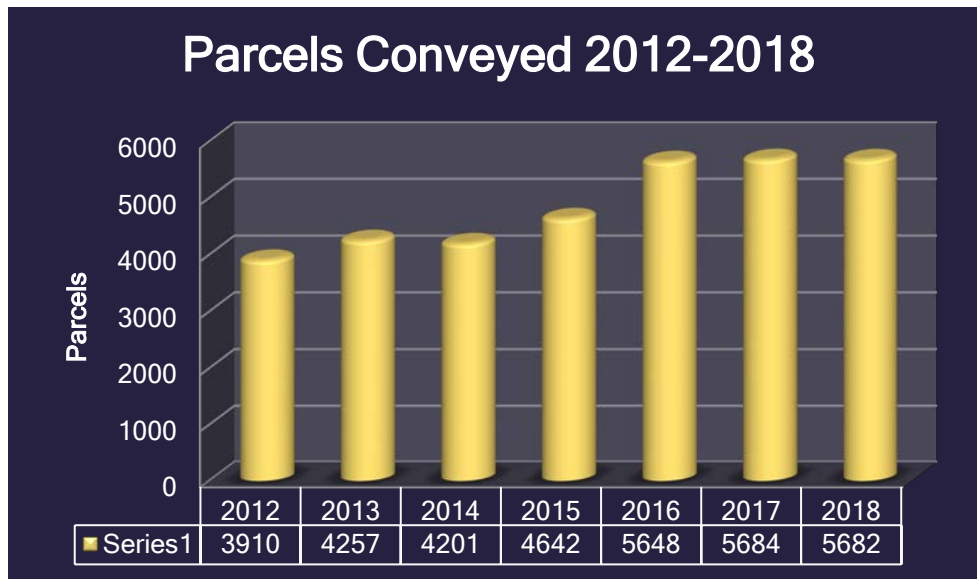




Chart below depicts the number of parcels conveyed for the past seven years.



**Additional Duties**

We continue to maintain E911 addressing and the database, and are responsible for all county related GIS mapping. The E911 maintenance and GIS mapping components of this office are sustained by our GIS Coordinator and our GIS Specialist.

**E-911**

Maintaining the E911 database allows us to provide the residents and businesses of our county with new addresses as well as assist them with address related issues. We are responsible for adding new address points to the system (E- sites) as well as adding any new roads or name changes. Many hours are devoted to maintenance and public inquiry each year.

New E-Sites added: 894

Other issues resolved: 188

**GIS**

Our department produces nearly all of the GIS maps requested by the general public and governmental agencies. We also fill requests that come to us through the NYS GIS Clearinghouse. This year's mapping included:

- Maps for Sullivan West School District depicting premerger configuration.
- Map for Battalion Chiefs, Roscoe Ambulance, and the Westbrookville Fire Company for E911 purposes.
- Updated zoning maps for the towns of Tusten, Rockland, Forestburgh, and Fallsburg.
- Maps and associated data for Town of Rockland comprehensive plan update.
- Census zip code population counts for Public Health Services.
- Map for Cornell Cooperative Extension for Hahn Farm grant and for yearly Agriculture District inclusion with associated data.
- Maps for Partnership for Economic Development including Ferndale Industrial and Commercial Zones, Federal Opportunity Zones, and for future or proposed projects.
- Map of Bethel Woods for Woodstock Anniversary planning.
- Map of Hickock Brook Special Use Area for the Town of Highland.
- Maps for emergency services personnel during the March snow storm.
- Maps and associated data for SALT.
- Map of Town of Thompson Park for the town.
- Senate and Assembly District maps for public.
- Neversink road map for Sheriff.
- Various maps for Parks and Recreation.
- Forestburgh and Tenannah Lake Fire District Maps.
- Several maps for Office of Sustainability - solar project at landfill, Kohlertown map, and data for grants.
- Maps and data for fire district population for Risk Management.
- Government Center Parking lot maps during construction.
- Site location map for county cell towers.
- Bus route map for Workforce Development.

- Map of the Landfill roads and buildings.
- Update all maps for Sullivan County Visitors Association.
- Planning Department requests for maps included maps for Monticello Downtown Revitalization Initiative, maps of the Apollo Plaza area, CFA grant maps for Delaware Campground area, various maps of Broadway, East Broadway and map of potential YMCA sites, Lumberland and Forestburgh 239 review maps, map of Federal Opportunity Zones, and several maps for the Sullivan County Land Bank.
- Several public custom request maps.
- Digital data requests filled for various offices within the county and for outside organizations.

### Equalization Rates

The Town of Forestburgh has completed revaluation for the 2018 assessment roll. We now have four towns which are maintaining a 100% equalization rate. The Town of Fremont is actively working toward the same and hopes to have accomplished this in a few more years.

### Correction of Errors

Correction of errors for the year totaled 50. This is a relatively small number of corrections.

Town and County 12

Village 17

School 21

### Some Highlights in 2018

GIS Upgrade: We were able to promote one of our employees to the position of County GIS Coordinator. This employee is responsible for coordinating with other county departments and municipalities, enabling them to begin using GIS in their daily functions. This person is also responsible for maintaining the GIS infrastructure. As a result, we are now able to move forward with upgrades to our GIS system within the county. The county has purchased an ArcGIS Enterprise software package which will

enable us to integrate more comprehensive county GIS data into a central GIS database, use that data to deploy departmental GIS solutions, and take advantage of additional functionality to provide user friendly maps and apps for public consumption.

New legislation amending Real Property Tax Law included requiring enhanced STAR recipients to enroll in the income verification program. Seniors are required to sign up the first year with their assessor if they have not participated in the past. Failure to do so would result in loss of the enhanced exemption or credit check. Likewise, residents who have qualified for the enhanced STAR exemption in the past were automatically qualified for the aged exemption. This is no longer the case. Property owners must apply for this exemption separately.

Land Banks are now exempt as of the date of transfer of title to the Land Bank. This bill was signed on December 28.

We have one new assessor, Winnie Foertsch in the Town of Fallsburg. She took over for long time assessor Alice Manzi. The assessor in the Town of Delaware has resigned and they are currently looking to replace her.

### **Departmental Goals - 2018**

Education - This past year, we continued to educate our local assessors with respect to the real property tax law and how it applies to assessment. I continue to teach the Board of Assessment Review certification class as required.

Board of Elections address evaluation - Comparing the BOE and 911 address databases reveals a number of anomalies. Accurate BOE address data is necessary for accurate redistricting and for assigning residents to proper polling place. This year, we compared street names and address ranges in order to begin the process.

We created 2 foot contour lines for the entire county from NYS digital elevation models.

Coordinate updates - We were required to convert parcel locator coordinates in the assessment rolls from NAD 27 to NAD 83 to comply with NYS ORPTS specifications. Conversion process required us to export coordinates from the tax map, and reconcile it to a format acceptable for RPSV4. Then we guided local assessors through a process to make this change.

DPW highway maps - Our office worked with the DPW in order to create digital highway maps. We completed six towns for the DPW to review and are moving forward with the remaining towns. We are using NYS road inventory to create these.

LUCA - our department was asked to participate in a voluntary project known as LUCA, or local update of census addresses. This extensive and time consuming project allowed for a more accurate count of population within our county for the upcoming census. Although this project was voluntary, we decided to take on this task as an accurate count of our population would have a positive impact for obtaining federal funding and sharing of services within our county. Through this review, we added 7673 address, deleted 6563 addresses, and had 5137 other important corrections. Prior to this work, portions of Sullivan County had some of the most incomplete census data within the state of New York.

GIS - We completed several important audits to our GIS database. These time consuming audits are necessary to ensure our database is as accurate as possible. We have only been able to run a portion of these audits over the past few years.

E-911 - We initiated the long process of addressing our private communities. Original 911 addressing in the 1990's included only one address for private communities, such as mobile home parks, and condominium developments. There are a few hundred communities that we need to address, and much of this work requires involvement from the community governing bodies. This year, we were able to address a handful of these.

Website - We updated our website this year, adding useful information to help our property owners.

We look forward to serving the Sullivan County community in 2019.

# Workforce Development

Laura Quigley, Director

## Executive Summary

Since February 2018 Sullivan County has consistently topped the list for small county growth in New York State. The opening of Resorts World Casino and YO1 Wellness Center, the expansion of health services and the increase of small business openings have provided thousands of new job opportunities for local residents and those in contiguous counties. This has resulted in the highest labor force and lowest unemployment rates since the start of the current tracking methods in 1990.

The **Averages for 2018** (not seasonally adjusted):

Employed individuals = 34,850

Unemployed individuals = 1,500

Total Average Labor Force = 36,350

Average Unemployment Rate = 4.2%

This turnaround in the workforce has helped to move many people into jobs and careers. However, there are still people who have not entered the labor force because of serious challenges that stand in their way to success. Those challenges include the lack of transportation and child care but also include far more serious issues such as the impacts of drug addiction, mental health, physical limitations and criminal backgrounds on an individual's ability to be ready to secure and retain employment. While still providing services to all customers who come to the Career Center, we are placing more emphasis on developing and delivering the extra services and supports needed by this group of residents.

## Accomplishments/Initiatives

- ✓ Changed the name of the Sullivan Works One Stop Center to the Sullivan County Career Center. The Center is a member of the federal America's Job Center Network. Logo is attached.
- ✓ Through a NYSDOL grant, we laid the foundation for addressing the work readiness issues with the development of a Career Readiness Training program. The curriculum was designed to respond to the needs identified by businesses (focus groups) who struggle to hire workers who have the first level of knowledge necessary to retain a job and thrive in a career. Topics include:

Self-Knowledge, Home/Life Balance, Communication and Teamwork, Inclusivity, Conflict Management and Next Steps. A pilot was held in December for staff and customers and it will be officially launched in February 2019.

- ✓ The hiring of staff dedicated to coordinating and delivering business services in Sullivan County. The creation of a weekly “Hot Jobs” posting, direct referrals, increased recruitments at the Career Center including bi-monthly mini job fairs has enhanced our ability to help businesses make better and timelier employment matches.
- ✓ Provided support to Resorts World as they hired for their February 2018 opening.
- ✓ Provided support and Career Center space to YO1 Wellness Center for several months as they recruited for their grand opening in June.
- ✓ The Summer Youth Employment Program successfully provide 72 youth with six weeks of paid work experience. Notably this year we contracted with the non-profit, ENGN, for a more robust offering of their It Takes a Village program. This program taught a group of young people what is the individual’s relationship to their community and government. What does it mean to be a good citizen and become engaged in their community? The 24 day program covered communication and compassion, empathy and self-reflection. They learned how to tell their stories through creative methods culminating in a public presentation.

This project was made more successful by our new partnership with the Liberty Partnership Program housed at SUNY Sullivan. SUNY Sullivan not only provided the space and computers, but through the Liberty Partnership Program, youth were able to take advantage of educational support for Regents exams.

- ✓ Have been working closely with the County and the County Transportation Dept. on the development of flexible transportation routes through the bug 3 towns that will provide public transportation for shopping, medical and importantly employment. This is under development and set to launch Spring 2019.



## Goals

### Center for Workforce Development 2018 Capacity Building Plan

The retirement of the long time One Stop Center Manager in the latter part of 2017 provided the opportunity for staff to review and assess our current environment. Although customers are being served, program guidelines are being followed, and performance measures are being met there is a need for reorganizing and rejuvenating specific areas.

1. **Mission:** To be the recognized leader in providing high quality employment related resources and services to our community's individuals and businesses. We measure success one customer at a time.

This mission statement was adopted in 2007. Staff will look at this mission statement at the end of 2018, after other areas are addressed, to determine if this remains a valid statement for our future. A final new mission statement will be ready for staff approval at the end of February 2019

#### 2. Leadership:

##### CWD Leadership

- ✓ The One Stop Center Manager position will be reclassified to an Assistant Director position to allow more flexibility in duties while being mindful of costs.  
Completed
- ✓ Increase in structured communication with staff. In addition to monthly staff meetings, there are Monday Huddles at 9:30 a.m. with all staff to review what is happening for the week. Ongoing
- ✓ Complete the review and updating of all internal policies and procedures.  
Completed
  - ❖ Fiscal is complete and approved by the State
  - ❖ Review and update of program policies/procedures
  - ❖ Review and update of internal daily operational procedures

##### System Leadership

- ✓ 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. 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. ~February/March; June; September; December 2018

Ongoing

- ✓ In an effort to increase awareness and use of the workforce services, a marketing plan has been developed that will utilize County social media platforms. See attached timeline. Basic levels of marketing have begun using County social media but more will be done and this is being moved into 2019

### 3. Service Delivery:

Our One Stop Center partner, the Dept. of Labor will be experiencing retirements on all levels this year. We are working together to ensure that internal processes are in place and strong so service delivery is not negatively impacted during the transitions.

#### Individual Customers:

- ✓ Working with Dept. of Labor partner we will map and assess the service delivery flow between agencies and make adjustments as necessary. Begun but will be moved to 2019
- ✓ 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.
  - ❖ Writing Effective Case Notes - Completed
  - ❖ Case Management Part 1: The What's - Completed
  - ❖ Case Management Part 2; The How's - Completed
  - ❖ Customer surveys are being developed and will be completed early 2019

#### Business Customers:

We now have a dedicated staff person for business services and focused outreach to businesses began at the end of November.

- ✓ All business customer brochures are being updated. On hold waiting for new marketing information from Albany. New logo for the Career Center received from NYSDOL in August. Work has begun but this will be moved into 2019
- ✓ Face to face meetings with 50 businesses this year Exceeded - 100 businesses were outreached to and received a level of service
- ✓ Increase the number of business recruitments held onsite at the One Stop Center. Done - 35 recruitments were held at the Career Center
- ✓ County Job Fair to be held in April Done - held April 24 - 55 businesses and 185 attendees. Held at the Days Inn in Liberty.

- ✓ Working with Director, will bring workforce agencies together to better collaborate, share information and maximize services for both customer bases. On hold at partner's request due to staffing and will be revisited in 2019

## Statistics

- ✓ **Workforce Innovations & Opportunities Act (WIOA) Adult, Dislocated Worker Programs**

(Program Year '17 (July 1, 2017 - June 30, 2018))

Total Adults Served = 975 (Adults = 353; Dislocated Workers = 622)

Of the total served

- 819 were unemployment insurance recipients
- 37 were veterans
- 725 received basic career services
- 697 received intensive career services
- 64 received training services

(Program Year '18 (July 1, 2018 - June 30, 2019))

YTD (July 1, 2018 - January 30, 2019)

Total Adults Served = 583 (Adults =209; Dislocated Workers = 374)

Of the total served:

- 495 were unemployment recipients
- 34 were veterans
- 405 received basic career services
- 382 received intensive career services
- 43 received training services

- ✓ **Welfare to Work (TANF & Safety Net recipients)**

Calendar Year 2018

- 1,217 people were referred
- 575 received intensive case management services
- 150 reports of NEW employment
- On average there were 40 people already working when they were referred to CWD

- Profile of sample month (May 2018):
  - ❖ 50 receiving drug & alcohol treatment
  - ❖ 29 pending medical reviews
  - ❖ 64 pending SSI applications
  - ❖ 172 have criminal backgrounds
  - ❖ 113 have medical issues

✓ **Summer Youth Employment Program**

6 week paid work experience for youth ages 14 - 20

There were 72 youth working at 23 work sites

Youth work 24 hours per week at \$10.40/hour

6 Crew Leaders were paid \$15/hr. or \$17/hr.

Total wages paid = \$115,700.41

Total benefits paid = \$14,301.23

**New Logo**



# Family Services

Joseph Todora, Commissioner

## Executive Summary

The Department of Family Services (DFS) is one of five Departments within the Division of Health and Family Services. DFS is Sullivan County's local district for social services which administers all phases of social services and public assistance programs as defined in NYS Social Services Law. We provide over 30 support and assistance programs, mostly mandated by NY State and Federal regulation.

Mission Statement:

***“To help residents of Sullivan County achieve wellbeing and independence through opportunities that protect, empower, respect choice and preserve dignity”.***

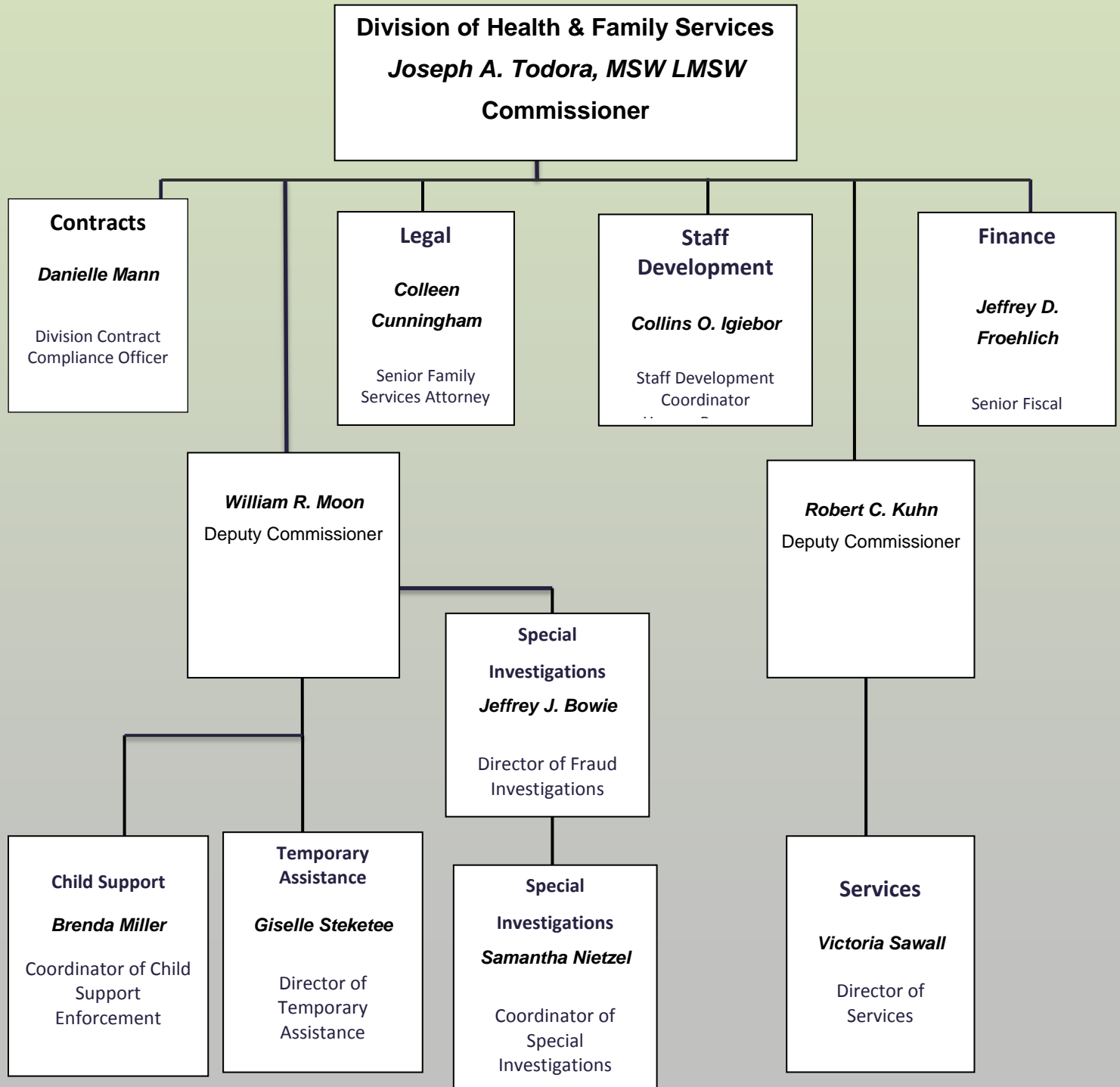
We carry out this mission in ways that strengthen families and communities, respecting the dignity of individuals, while providing the range of services appropriate and necessary to meet our customer's requirements with the resources that have been entrusted to us.

This requires us to implement measures to meet the basic human needs of community members who find themselves in a temporary condition of hardship by:

- Enhancing the well-being of Sullivan County citizens through services and programs that promote and enable self-reliance, health, family strength and independence.
- Sustaining and protecting vulnerable individuals who are unable to care for themselves.
- Providing timely and accurate case and medical assistance to people during the loss of employment or other adversity.
- Providing humane long-term support to those with chronic needs.

# Department of Family Services

## 2018 ORGANIZATIONAL CHART





**Accounting** - This department is responsible for all duties related to the financial operation of the DFS. This responsibility includes processing authorizations for payments for both the consumer and all employees. The responsibilities of the unit include:

- Submission of claims for reimbursement from Federal and State governments
- Updating of accounts payable and receivable
- Accounting for other agency programs such as Home Energy Assistance Program (HEAP), Adult Protective, Child Protective, Day Care, Foster Care and Employment
- Direct entry of payroll
- Tracking leave time, accruals, longevity and credited service time
- Preparation of department budget
- Monitoring, Printing of Checks, and Bank Reconciliations for the Rep Payee's
- Preparing all payments for DFS which include BICS, Manuals and Admins

## Accomplishments

- 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.
- 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.
- 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.
- We are continuing to work with NYS and Federal agencies to ensure compliance, including with the Title IV-E Foster Care Eligibility Review.

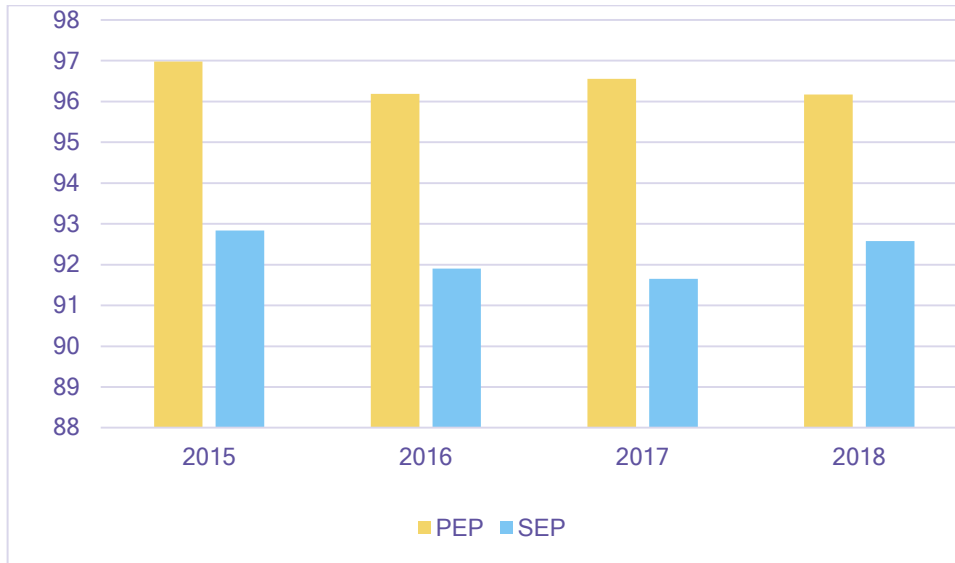
## Goals

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

**Child Support Enforcement Unit (CSEU)** - The Child Support Unit strives to establish and enforce child support orders in an effort to minimize the number of individuals requiring Temporary Assistance. Over half of the 2018 collections were for individuals who had been in receipt of Temporary Assistance benefits, but are now able to maintain their households and provide for their children with the assistance of Child Support services.

### **Accomplishments for 2018**

- We have had visits from the state and are making headway in bringing the Child Support unit into Federal Compliance with the use of reports that have become available. A wall was constructed to conform to Federal Compliance.
- Corrected the job specifications for the Court Liaison position for promotional purposes, the Court Liaison is now allowed to take promotional exams into higher titles
- Created 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.
- Increased collections on arrears. Getting in more money has been difficult, but we have looked at the situation from a different direction and have removed \$2.44 million from our past due balances.
- The total collections for 2018 = \$7,953,178.40!
- We have had some success with employer violations to bring non-cooperative employers into compliance.
- Despite a 50% reduction in our Intake Unit, we have maintained our federally mandated Paternity Establishment Percentage (PEP) and Support Establishment Percentage (SEP).



### **Goals for 2019**

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

**Children & Family Services Unit** - is responsible for providing services to children and families to improve familial relationships, strengthen family life as well as to provide safe and stable living situations.

Services available through the Children and Family Services unit include:

- Child Protective Services
- Preventive Services including PINS Diversion
- Foster Care Services
- Adoption Services
- Adult Protective Services
- Personal Care Services

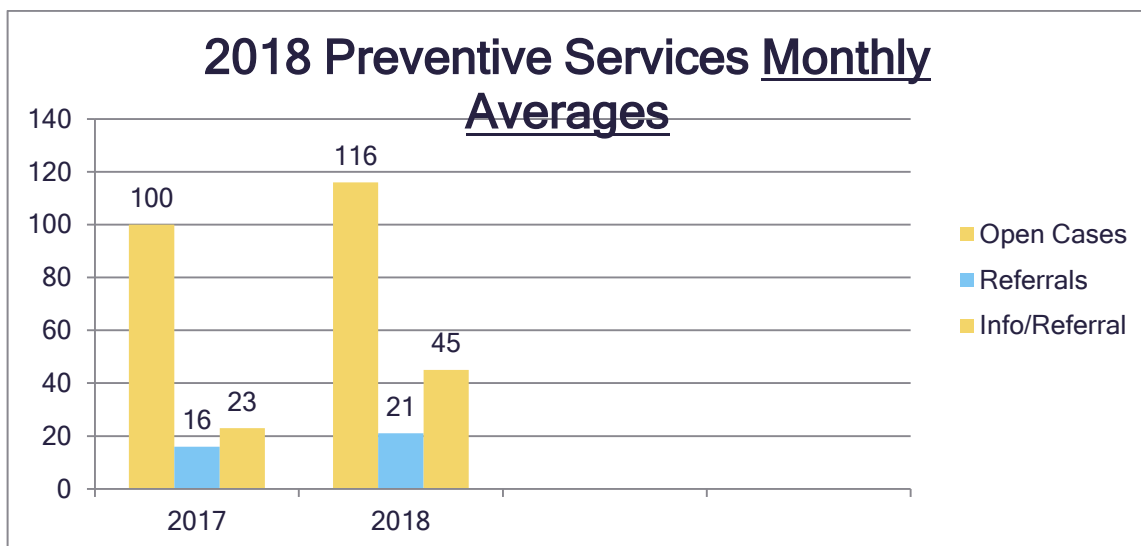
**Child Protective Services (CPS)** is mandated to investigate all reports of alleged child abuse and maltreatment of children under the age of 18. Coverage is provided 24 hours a day and 365 days a year. Investigations must commence within 24 hours of receipt of a report from the New York State Central Register for Child Abuse and Maltreatment. Investigation of a

Child Protective Services report is a fact finding process including interviews, observation and information gathering. Caseworkers will determine the validity of the allegations and evaluate other conditions of abuse or maltreatment not included in the report. A decision of what services are necessary to ensure the protection of the child and reduce the risk factors which may contribute to future harm. They will make referrals for the appropriate community services and, if necessary, provide for legal intervention.

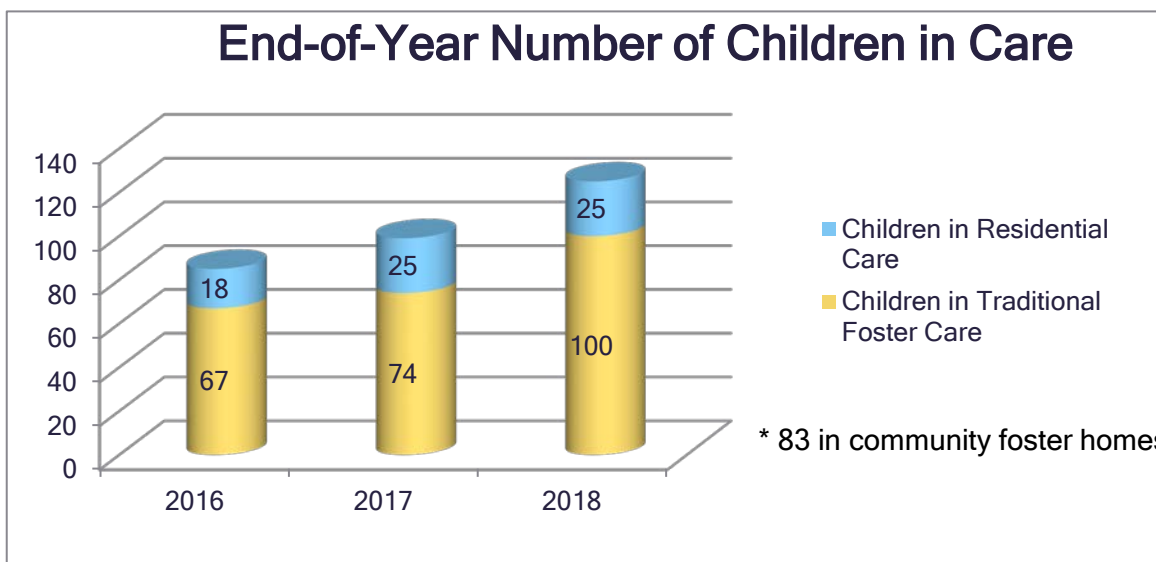
CPS Reports

	2016	1634
2017		1563
2018		1553

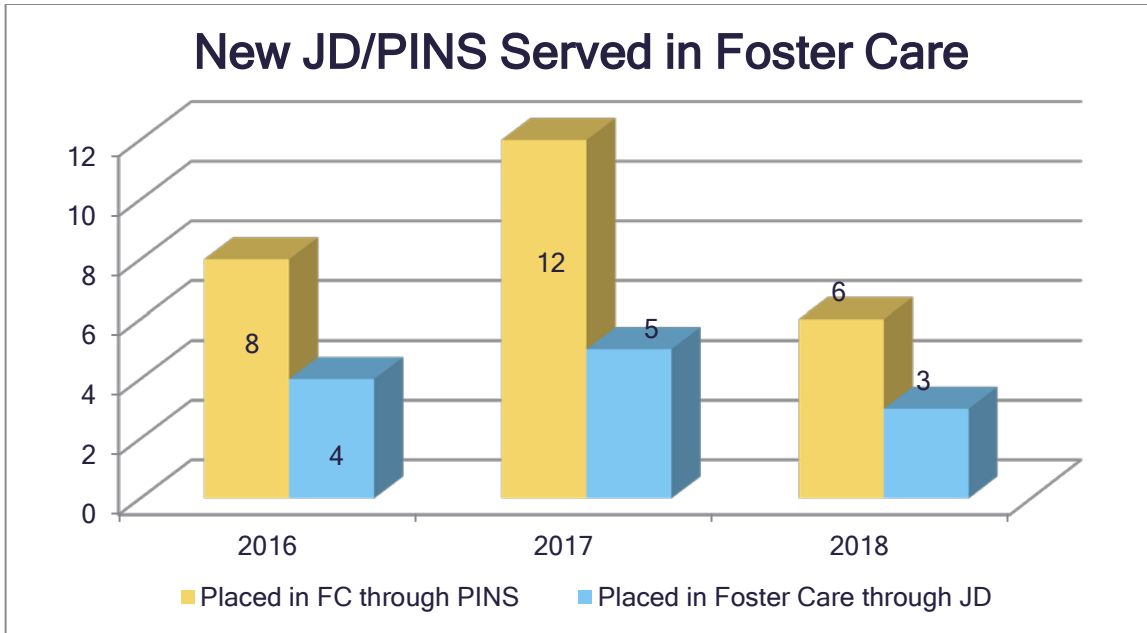
Preventive Services Unit: is comprised of the Family and Youth Services Units from both the DFS and community based agencies. Together they are responsible for providing services to children and families to improve behavioral concerns, familial relationships and strengthen family life as well as to provide safe and stable living situations. These units provide services to families in an effort to preserve the family unit and maintain children at home in a safe environment. Preventive services are supportive and rehabilitative services provided to children and their families to avert disruption of a family which could result in an out of home placement for the child, to enable a child who has been placed in foster care to be reunited with his or her family at an earlier time than would otherwise be possible, or to reduce the likelihood that a child discharged from foster care will return to such care.



Services provided may include Child Day Care, Parent Education, Parent Aide Services, Emergency shelter, food, clothing or other essential items to avert foster care placement, respite care services for crisis situations, Case management and PINS Diversion. During 2018, Preventive Services responded to 34 requests from families and schools for help in dealing with PINS youth. The Unit provided Preventive Services, including referrals to other County and community agencies, as well as in home support and assessments. The Designated Assessment Service (DAS) Committee comprised of representatives from the Youth Services Unit, Community Services, Probation Department, MST and the Dispute Resolution Center met with youth and their families to provide wraparound services for families in a convenient and efficient manner. Respite services have been contracted with a Friend’s House, a licensed runaway and homeless shelter for when families are in crisis. Preventive Services are provided without regard to income.



Foster Care: responsible for services for children in the custody of the Commissioner of Family Services in foster homes, group homes or residential facilities. Caseworkers develop permanency plans for children in placement, working diligently to return them to their families, or when that is not available, to work towards adoption or independent living. Services provided to birth families when a child is placed in foster care may include Casework counseling and case management, permanency planning, independent living services to teens and services to help return the child to their home as soon as possible. Services given to families who want to become foster parents include orientation, certification and training, casework counseling and support services, and stipends for room, board, clothing and other costs.



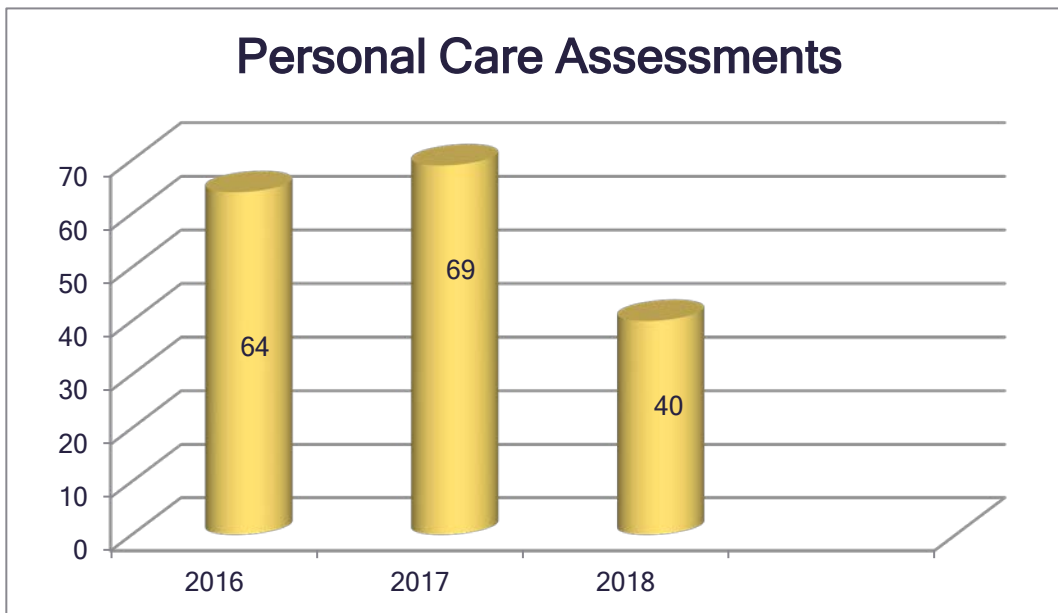
Adoption Services: focuses on assisting a child to secure a permanent home through adoption. This includes casework counseling and case management, counseling biological parents concerning a surrender to place their child for adoption and initiating a legal proceeding resulting in freeing the child for adoption. The unit performs home studies and evaluations on prospective adoptive parents. After the adoptive placement is made there is on-going counseling and supervision. Training and support are always available for the adoptive parents.

Family Violence Response Team (FVRT): The FVRT is a trained multidisciplinary specialty unit staffed with four senior caseworkers, and two Law Enforcement Investigators. The unit coordinates investigations with the District Attorney’s office, the Westchester Child Advocacy Center and forensic experts in the fields of physical child abuse and sexual child abuse. The FVRT investigates reports of alleged sexual abuse, serious physical abuse and domestic violence.

This team responded to a total 290 calls in 2018 leading to 85 indicated reports and 24 arrests.

Protective Services for Adults: Adult Protective Services assist those persons 18 years of age or older who, because of mental or physical impairments, cannot provide for their basic needs for food, clothing, shelter or medical care, or protect themselves from neglect or hazardous

situations, and who have no one willing and able to help in a responsible manner. Caseworkers in this unit assess potential adult abuse and neglect as well as financial exploitation. Their needs are identified and the appropriate community services are arranged. The services also include casework counseling, case management as well as personal care services, money management, legal interventions and assistance in obtaining entitlements and other general benefits and services. There is no income limit to receive these services.



- **Personal Care Services:** provided to Medicaid recipients who are unable to perform certain daily living activities and personal care chores for themselves. We are serving approximately 35 people currently but are no longer accepting new referrals - Clients must call Maximus.
- **Residential Placement for Adults**
- Residential placement services are provided to people 18 years of age or older who are mentally and/or physically impaired, in need of a supervised living situation and who meet specified income levels. Staff can assist with accessing a family-type adult home, an adult home or a nursing home placement.
- **Guardianships**  
The Commissioner obtains guardianship over individuals who are deemed disabled or incapacitated to the point that they are no longer able to safely care for themselves; and have no one who is willing and able to perform this function. During recent years, we have



experienced a slight decrease in the number of Article 81 Guardianship cases, from 29 in 2016 to 28 at the end of 2018.

	2016	29
2017		29
2018		28

**2018 Accomplishments:**

- Working 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 11 certified therapeutic foster homes with 30 beds from Berkshire.
- Our new DRC Homefinder has been making efforts to recruit foster families in the community and has been participating in our MAPP trainings.
- We are increasing 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 7 different preventive programs creating a continuum of services to support the preventive workers. Youth Advocate Program, Inc. is currently in contract and provides 20 cases annually to our services.
- Reduced the needs for higher level residential placements, reducing foster care costs in higher, more expensive foster placements and thereby providing more expansion in the preventive programs. Released an RFP and received response from Berkshire to operate an Agency Operated Boarding Home with therapeutic and mental health services to provide alternatives to residential placement.
- Four adoptions finalized in 2018.
- Improving state-monitored CPS performance measures by 10%; 15 cases max for each worker; completing 7-day safety assessments on time; reducing number of overdue reports. We have already seen a 20% increase over past few months.
- 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.
- 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 were at Senior Safety Day at the Ted Stroble Center. We are planning to meet with the Town of Bethel Senior Citizens Group and will be presenters at the Monticello Seniors Meeting in April 2019.

- Increased 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 Office of the Aging to put together a multi-disciplinary team. APS is also reaching out to Rabbis to brainstorm and will include Public Health Services as well. It should be noted that Adult Services staff are able to obtain food, clothing and household items for clients by working with the Ellenville and Mongaup Valley United Methodist Churches.

### **2019 Goals**

- 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 in 2018, we have currently reached eleven (11) foster homes with 30 bed capacity.
- Use our new “Homefinder” contract to develop more regular foster homes, supporting the foster care unit in having greater options for placement. Expectation is twenty-five 25 additional homes by the end of 2019.
- Expect to finalize 8 - 10 adoptions for 2019.
- 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).
- 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.
- Enhance supervision protocols to sustain higher level performance and improved casework practice.
- In APS, develop a minimum two (2) additional Family Type Homes (FTHA). We currently have one home pending; and hope to have it up and running by the end of 2019.
- Increase networking with community based organizations to better sustain assistance for adult clients, using both faith-based and not-for-profit organizations.
- Work in partnership with OCFS and the District Attorney’s Office to develop a Child Advocacy Center (CAC).

**Contract Compliance** - The Contract Compliance Office is responsible for supervising the performance of contractors throughout the various human service programs of the Department.

Other responsibilities of the office include:

- Facilitating communication between the Department and service providers
- Developing contracts with services providers and Department staff in consultation with the County Attorney's Office and Office of Audit and Control
- Assisting with the specification development for RFIs, RFPs, RFQs and Bids after a need is identified within the Department
- Monitoring and reporting on provider performance, documentation and outcomes
- Preparing Department Resolutions for the Commissioner to present to the Legislative Committees

**2018 Accomplishments:**

- 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.
- Developed 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 completed.
- We continue to work with contractors to provide the 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.

- All cooperative agreements that were identified as being required have been submitted and approved by OTDA. This is an ongoing process that includes annual approval and regular assessment to determine if any new agreements are necessary.

### **2019 Goals:**

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

**Human Services** - The Department of Family Service Human Resources/Staff Development is represented by one Human Resources Manager/Staff Development Coordinator (SDC) and one Administrative Secretary.

The Human Resources/SDC has the responsibility of identifying, and developing key competences that enable staff to perform their current or future jobs effectively.

Human Resources/SDC works in collaboration across the individual work units, to maintain a performance based culture; while working in conjunction with the New York State Bureau of Training and Development, OTDA, OCFS, CAI, PDP, the Sullivan County Personnel Office, managers and supervisors as well as department heads, and numerous training providers to arrange high quality training tailored to meet the need of DFS employees.

The department compiles and submits quarterly report to the DFS accounting department for all training reimbursement, submits Training Need Assessments to New York State and retains data records that affect monies reimbursed to the department by New York State and Federal government. Human Resources/SDC also monitors training attendance to ensure that staff attends assigned training and avoids “No shows”.

### **2018 Accomplishments**

- Trainings: 182 training opportunities offered locally and State-wide up 15% from 2017. Highlights of some trainings were:
  - Team building---with Bob Blenn, a renowned Motivational Speaker conducted two day team building training for Services Unit.
  - Trauma Informed Care training for DFS staff
  - Compassion Fatigue training for DFS staff

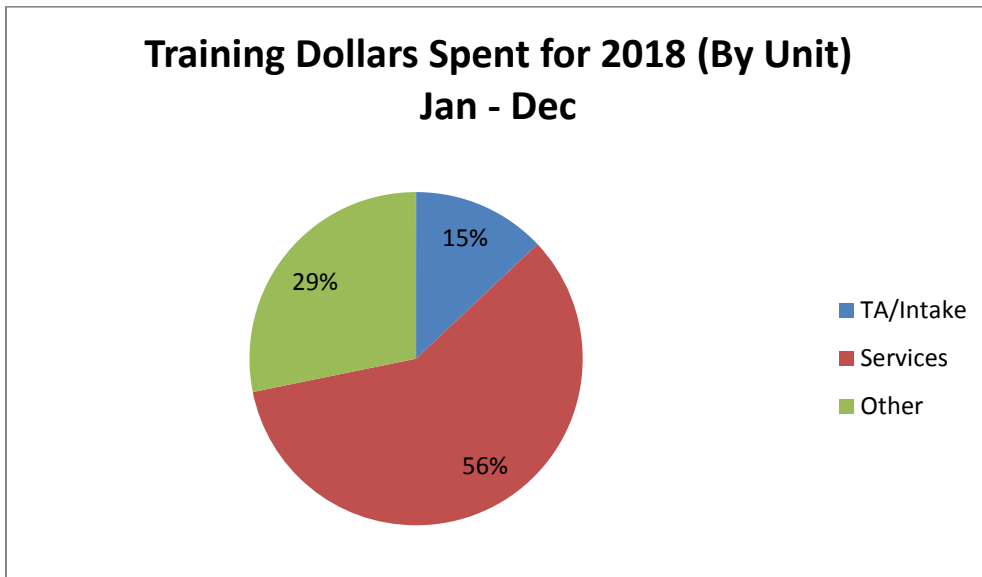
- DFS Safety Training was conducted in collaboration with Sullivan County Public Safety Commissioner office and the Sheriff Dept.
- Employee Moral:
  - Outstanding Service Award----Presented to Preventive Team for their great work during “Toys for Tots” campaign during the holidays.
  - Staff appreciation 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.
- Performance Evaluations: Achieved 98% completion rate.
- Training Needs Assessments:
  - 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. Increased 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 .
  - 2018 TRAINING-REIMBURSEMENTS: Federal \$85, 894.00, State \$27, 072. 00, and Local \$4,551.00

- Technology: To effectively facilitate our online learning interactive smart board was installed in DFS training room.

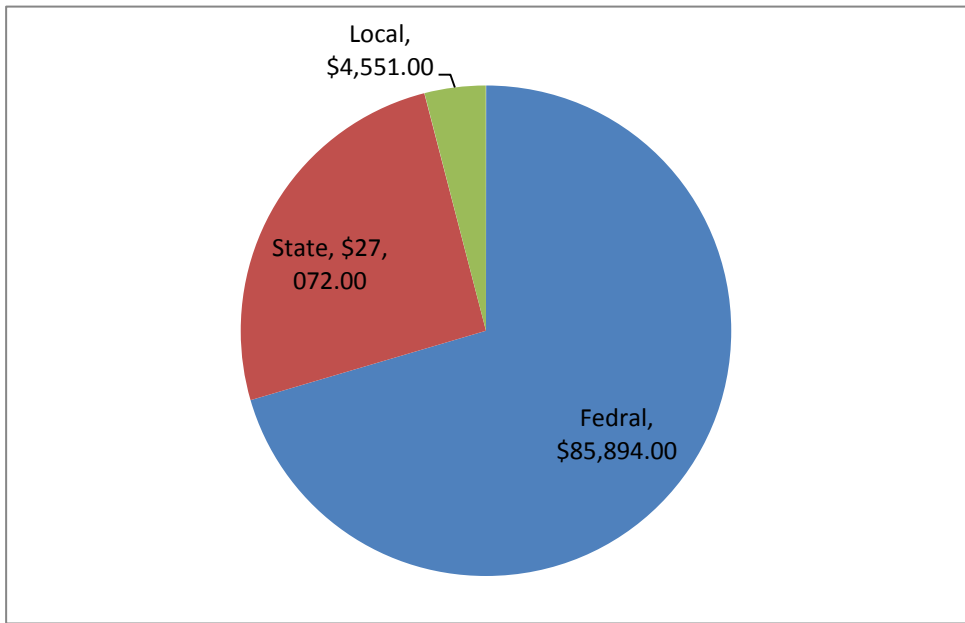
Portable Device Policy: H.R. worked collaboratively with DFS management/ITS, County Attorney office, and Personnel department to create “Portable Device Policy” for our cell phones/laptop users.

➤ VACANCY:

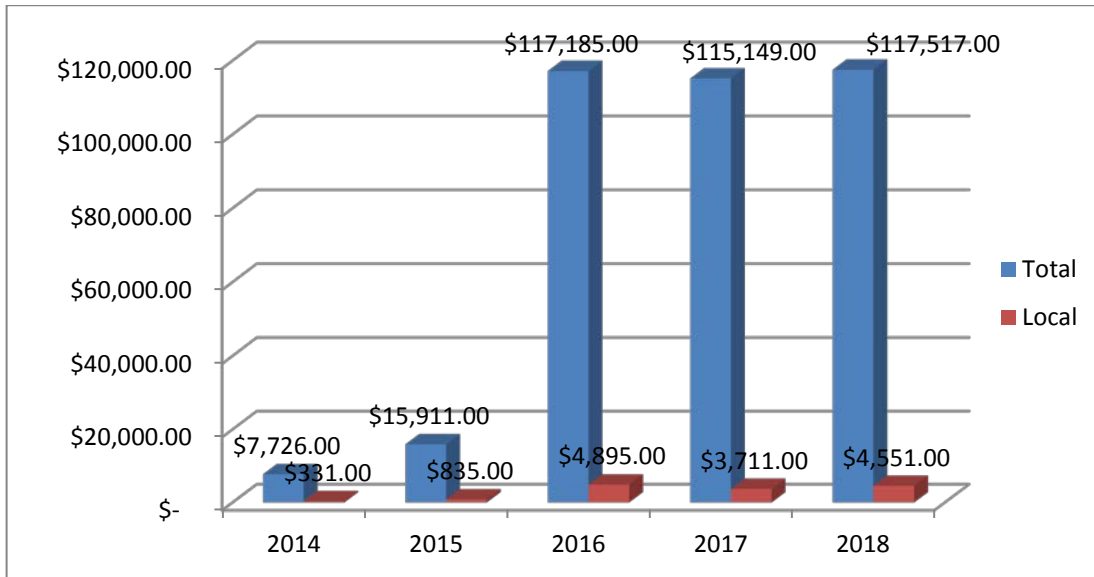
- 128 interviews conducted
- 55 positions filled
- 26 New Hires
- 22 employees promoted



Training Dollars for 2018  
Federal, State and Local Share  
Jan - Dec



Training Dollars for 2018  
Federal, State and Local Share  
Jan - Dec



**2019 Goals**

- 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.
- Conduct regular and systematic training needs assessments for DFS staff, and submit to OCFS, OTDA, CAI and PDP for various training delivery.



- Trainings:
  - Resilience/Trauma Informed Care
  - FMLA
  - Adverse Childhood Experience Studies (ACES)
- Maintain 99% performance evaluations completion rate
- Reduce training “No Show” by 5%
- Quarterly in service training report to DFS Senior Fiscal Administrative Officer
- Staff morale
  - Implementation of “Star Sighting” campaign (Monthly recognition of DFS staff caught doing something good).
- Staff Appreciation award
- Annual BBQ Celebration

**Legal** -The Legal Department is essentially a small law firm within the Department of Family Services (DFS) consisting of three attorneys, one senior attorney and two support staff members. We provide representation to all units of the DFS in legal matters before the County, Family, Surrogate, Justice and Supreme Courts. Our team of attorneys advises the Commissioner and staff on legal matters, procedures and issues such as confidentiality, fair hearings and legal aspects of new programs.

The DFS Legal Department represents DFS in the following matters: Neglect and Abuse, Permanency Hearings (foster care placement reviews FCA Art. 10), Person In Need of Supervision (PINS - Art. 7), Extension of Placement petitions (juveniles in DFS care and custody through JD or PINS), Child Support (FCA Article 4), Modification and Violation proceedings in all matters, Custody and Guardianship (Art. 6 - where child is in care or may go into care), Guardianship of Adults ( MHL Article 81 and SCPA Article 17A) and Fair Hearings (FH) (all child welfare FH and TA FH when Appellant has counsel).

Attorneys appear in Family Court in all phases of court case including Removal hearings, arraignment, appearances, conferences, fact-finding (trial) and dispositional hearings as well as permanency, extensions of placement and termination of parental rights.

Representation also includes Petition review, consultation with caseworkers regarding removal of children and access order applications, witness preparation, all appeals, any motions, and subpoenas for DFS records and all court orders for investigations and reports of investigations pursuant to FCA 1034 and SSL 422. The attorneys also respond to outside counsel motions for subpoenas for DFS records and may appear in Court if necessary. All Permanency Hearing Reports, Preventive reports, FCA 1034 and SSL 422 reports are

reviewed by attorneys prior to submission to court. The Legal Department litigates any Medicaid Lien filed in a personal injury lawsuit. The Senior Attorney and one Family services Attorney appear, Of Counsel, to the County Attorney and draft and prosecute Juvenile Delinquency Petitions before the Family Court Judges. The Legal Department may file and argue appeals before the Appellate Division, Third Department when determined necessary. This includes researching and drafting Appellate briefs and arguing before the Appeals Court. In addition, the office's attorneys are regularly contacted regarding a wide variety of issues involving every unit. They conduct consultations, research legal issues and advise staff regarding these issues. Thousands of consultations are conducted each year by our attorneys.

### **2018 Accomplishments:**

- Family Court appearances total by Docket for all cases: 3102
- Neglect and abuse petitions filed: 121
- FCA 1034 court ordered investigation, Preventive Orders & SSL 422 orders and reports: 188
- JD petitions filed: 19
- PINS Petitions and VOP: 16
- Fair Hearing appearances: 57
- Guardianship Petitions filed: 6
- STIPSO- 1
- Appeals - In 2018, the Legal Department successfully argued a number of matters before the Appellate Court resulting in favorable decisions for the Department.
- Medicaid Liens - In 2018, the Legal Department successfully argued an issue with statewide implications involving the ability to recover medical assistance payments.
- Raise the Age - Department attorneys assisted in the establishing the Raise the Age Processes in Sullivan.

### **2019 Goals**

- To continue to be successful in ensuring that families receive the services they need.
- Ensure that children are protected through the court system.
- Develop electronic files for all Family Court Legal files.
- Assist in further development of Raise the Age Processes in Sullivan County.

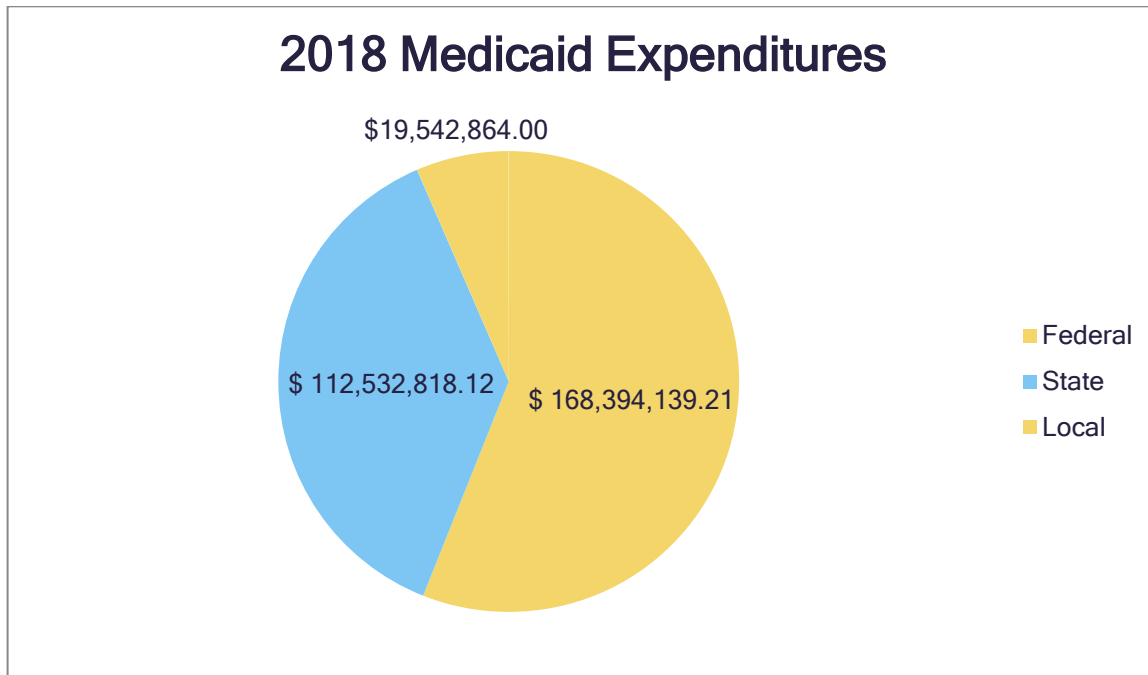
**Medical Assistance Unit:** The Medical Assistance Unit is responsible for determining the eligibility for Medicaid programs.

These programs are designed to provide necessary medical, dental and optical care to families who may not otherwise be able to obtain these services. This program is based on need. There are varying eligibility requirements for specialized groups such as pregnant women, children under age nineteen and the aged. Within this unit there are several specialized programs:

- Nursing Home (Chronic Care): This unit provides guidance to applicants and potential applicants inquiring of prospective medical eligibility and/or availability of long-term care facilities.
- Disabled Client Assistance Program: This program is designed to facilitate the Social Security SSI/SSD application process for disabled Temporary Assistance recipients and applicants who would have difficulty pursuing benefits on their own.
- Medicare Savings Programs: The Medicare Buy-in, administered by Medical Assistance, assists low income people who are on Medicare due age or disability by paying their monthly Medicare premiums.
- Managed Care Medicaid Program: Medicaid Managed Care offers an alternative to Medicaid and is designed to improve access to quality medical services in a more cost effective manner. HMO plans are available to Medicaid eligible recipients
- Aid to the Disabled: This program provides for the collection and evaluation of medical and vocational reports in a manner that can document the applicant's disability and the expected duration of the impairment, preventing work. Working Disabled: This program offers an opportunity for disabled individuals to buy Medicaid health coverage.
- SSI Medicaid: If a client is receiving SSI they are automatically enrolled in Medicaid.
- Medical Audit:
  - Verification of all Third Party Health Insurance, Medicare Coverage, Medicare Savings Program, Subrogation for Accident and Worker Compensation Insurances
  - Reimbursement of Medicare Part B
  - Sending in claims to State for reimbursement of Medical Services paid during a retroactive period for a determined eligible time (Siettelman vs. Sabol, Krieger vs. Perales and Greenstein vs. Dowling)
  - Exceptions and Restrictions Programs, Comprehensive Medical Case Management (CMCM) authorizations and terminations, Recipient Restriction

program establish enrollees with primary care providers to coordinate Medical Services. Working with State and County agencies.

- o EMEDNY is updated with all information needed.



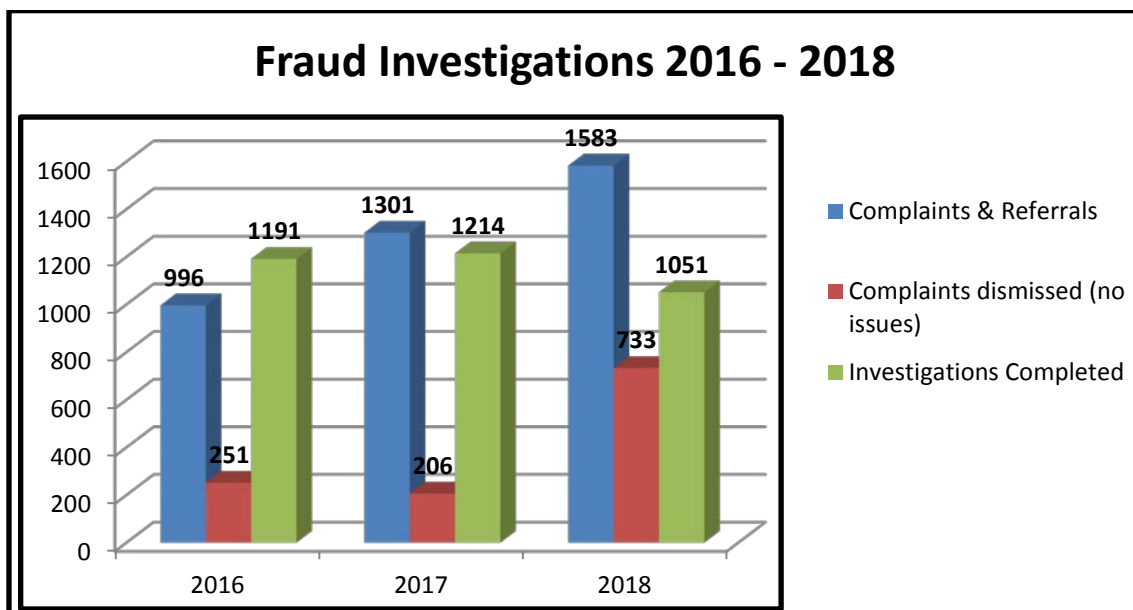
### 2018 Accomplishments

- 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.
- We were advised by auditors that we were ranked among the top 5 counties in New York State for accuracy of case processing and documentation.
- 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.
- 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.
- The MA unit has been able to reorganize the department to streamline operations and improve the processing times for benefits.

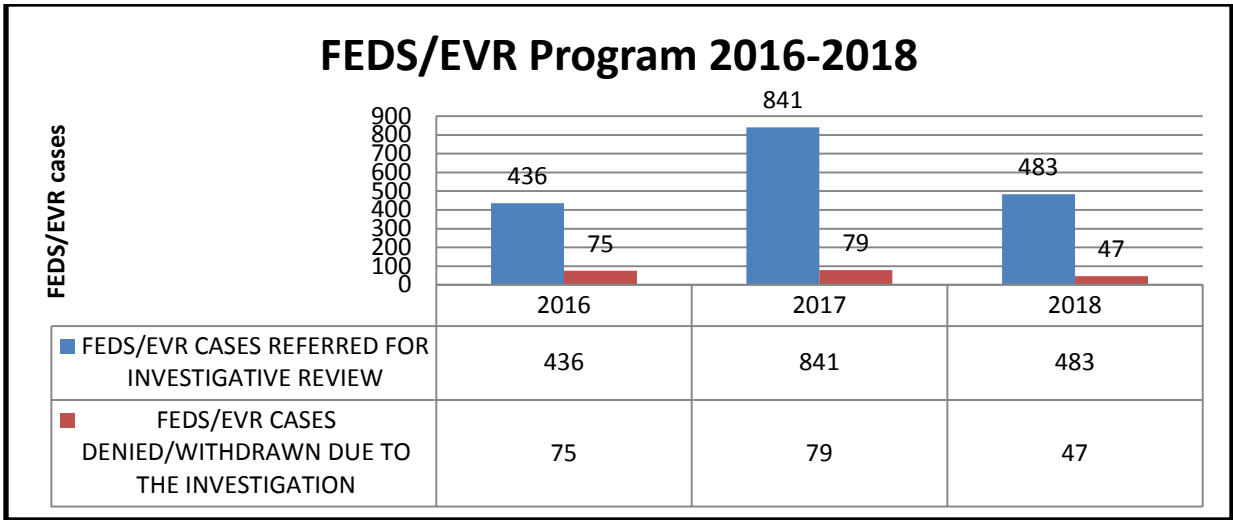
**2019 Goals**

- 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.

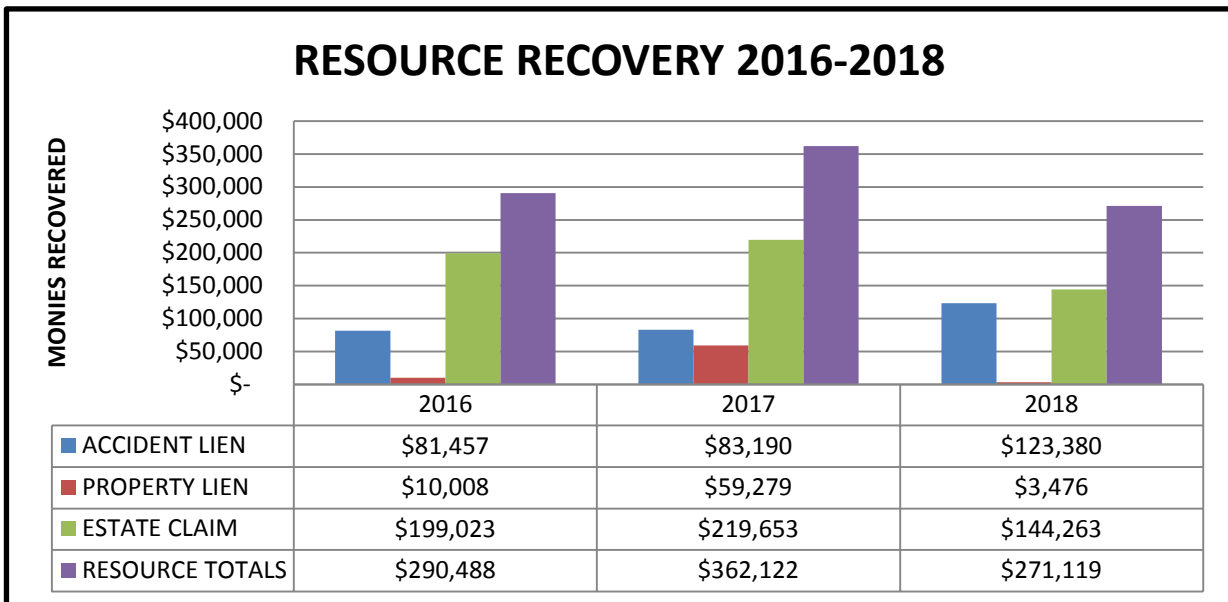
**Special Investigations Unit (SIU):** SIU is responsible for fraud referral intake and reporting, conducting fieldwork, maintaining collateral contacts and interviewing. The unit also receives a variety of information through the Criminal Justice, Prison, Lottery, and Public Assistance Recipient Information System Matches. The Unit currently has 244 pending investigations.



The Special Investigations and Resource Unit has continued its efforts for Front End Detection (FEDS) and Eligibility Verification Review (EVR). The FEDS program is designed to prevent fraud at the point of intake, before the dollar loss has occurred. If unresolved indicators are present the Examiner refers the applicant for investigative review. The Investigator reviews the application and interviews the applicant, this process can lead to the application becoming denied or withdrawn due to the investigation.



The Resource Unit recovers money through establishment of property liens, accident liens, and estate claims. Funds are also recovered from bank accounts, unclaimed funds, and other assets for deceased recipients.



Approval and authorization of indigent burial funds are also the responsibility of the Resource unit. Each request is reviewed to determine if any funds/resources exist.





o Childcare \$ 9,843.50

- 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. In 2018 these collaborative efforts resulted in 64 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, outstanding warrants, and/or additional crimes. In December 2018 the Welfare Fraud Task Force had its "100<sup>th</sup> Arrest" since the implementation in May 2017.
- The SIU unit had \$390,300 in cost avoidance for the FEDS/EVR programs. During this time frame 483 cases were referred for FEDS/EVR investigations resulting in 47 cases being denied/withdrawn due to the investigation.
- The Resource Unit collected a total of \$271,119 in Resource Collections from Accident and Property Liens, Unclaimed funds and Estate claims.
- The Special Investigations Unit is working towards the goal of real time investigations. On 1/1/18 the unit had 446 pending investigations and reduced this number to 244 pending investigations as of 12/31/18.

**2019 Goals:**

- Ensure that any training available to the staff is utilized.
- Obtain proper equipment, credentials, and a law enforcement vehicle to be used by the Fraud Task Force.
- Continue to recover monies owed to the Sullivan County Department of Family Services, especially monies that are local county share.
- Increase the cost avoidance for the FEDS/EVR programs.

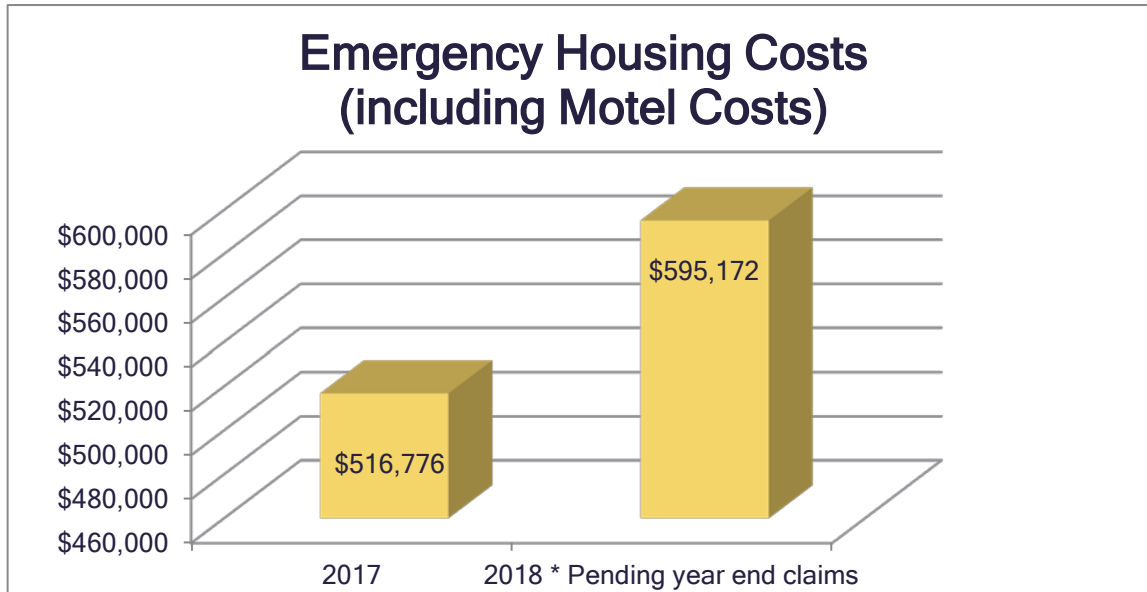
Continue our joint efforts to eliminate abuse of Welfare Assistance. The Special Investigations Unit continues to work towards the goal for having and maintaining real time investigations with no backlog.

**Temporary Assistance** - provides programs for needy men, women and children that are unable to work, can't find a job or their job does not pay enough for food, or a place to live; There are several different programs, each of which, have specific program requirements and eligibility standards.

- Child Care Subsidy Program: These three programs assist income-eligible parents with child care costs.
  - Transitional Child Care is a support subsidy for those leaving Temporary Assistance due to new employment or increased income. The recipient receives a day care subsidy allowance per child in daycare (regardless of income) for a period of twelve months.
  - Child Care & Development Block Grant Program provides child care subsidies for the working poor whose income is up to 200% of the Federal Poverty Level.
  - Title XX provides childcare for ill or incapacitated parents whose income is between 225% and 275% of the Federal poverty level

In 2018, the child care subsidy program had 1,433 cases at a cost of \$938,138 pending year end claims.

- Emergency Assistance: These programs are available to assist those who meet eligibility criteria for immediate unforeseen emergency needs. An emergency is an urgent need or situation that has to be taken care of right away. Providing emergency housing assistance to the homeless is a major component of this program.



- Supplemental Nutrition Assistance: This is a food supplemental program is to help stretch the family food budget when purchasing groceries. Only non-taxable food items are allowed for purchase by this program. Originally called the food stamp program it is operated under regulations set by the US Department of Agriculture and is 100% federally funded.

- Home Energy Assistance Program (HEAP): The HEAP program is designed to offset fuel and utility costs for eligible families or individuals. HEAP funds are usually available mid-November until mid-April, but may end sooner if funds are depleted. The amount of this benefit is based on the type of household, income for the household and the type of fuel or utility. It is supported by a 100% federal block grant.
  - HEAP dollars used in 2017-2018: \$4,023,594.51. This was an increase over the year before due to the availability of a second emergency benefit. It was the first time in 6 years that a second emergency benefit was offered.
  
- Temporary Assistance:
  - Temporary Cash Assistance is provided to eligible clients through two major entitlement programs. The cash grant for each program includes a basic allowance, a rent or shelter allowance and an energy allowance. The amount of the grant is based on family size and total household income and expenses
  - Family Assistance (FA) - provides financial assistance to families with children deprived of support due to the death, absence or incapacity of a parent. This program is governed by federal and state regulations and is funded 100% by a federal block grant (TANF).
  - Temporary Assistance for single/childless adults (SN) - Safety Net (SN) - This State (29%) and County (71%) funded program provides financial assistance to eligible needy individuals and some families who are not categorically eligible for Family Assistance.
  - Fair Hearings: (2018) 318 Fair hearings were requested. 61 were held as a courtesy for other agencies/counties and were not Sullivan County's cases. 178 cases (69%) defaulted, withdrew, had no basis for a hearing, or were resolved via case conference or an agency stipulation and correction of case. 62 hearings (24%) were held/ heard and 71 % of those were decided in favor of the district.

### 2018 Accomplishments:

- Progress towards developing additional Temporary Housing options with a Resident Assistant model for families and Sex Offenders. 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.

- We made some 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. We’re exploring funding options.
- 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.
- 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.
- 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.
- 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.

### 2019 Goals:

- 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.

- 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.
- Continue transposing case number books to achieve 50 % of the books entered into the database.
- 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.
- 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.
- 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.

# Community Services

Melissa Stickle, Director

## Executive Summary

The Sullivan County Department of Community Services had a very successful 2018. While being plagued by loss of staffing and cuts in State Aid the department has been able to implement further efficiencies and community development to help meet the behavioral health need in Sullivan County.

Statements of Achievements and Functional Efficiencies:

1. Regular meetings with the State Developmental Disabilities Service Organization (DDDSO) to assure Sullivan County Families and Agencies continue to get a share of the diminishing resources within the Office of Persons with Developmental Disabilities.
2. Continued development of Supportive Mental Health residential opportunities
3. Development and implementation of Office of Mental Health “Clinic Restructuring.”
  - a. Participation in the statewide regulatory review/development committee of the NYS Conference of Local Mental Hygiene Directors.
  - b. Participation in statewide training on new regulatory requirements, service matrix development and fiscal seminars.
  - c. Work with our Electronic Medical Record and billing software providers in changes necessary for clinical restructuring.
  - d. Community Services Staff training on new requirements and procedures
4. Local Government Services Planning Process/Development
  - a. 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.
  - b. Continued the State Mandated planning process meeting with all planning committees quarterly.

Behavioral Sub/planning committee:

    - i. Sub/Planning Committee for Office for Persons With Developmental Disabilities

- ii. Sub/Planning Committee for Office of Mental Health - Adult Services
- iii. Sub/Planning Committee for Office of Mental Health/DD - Children & Families
- iv. Sub/Planning committee for Office of Alcohol and Substance Abuse Services

c. 2019 Goals

- 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
- Begin Tele Services to increase psychiatric care and medication assisted treatment
- Provide access to clinic services via the Peer Connection Center through tele-service
- Continue to work on Integration treatment/recovery program practices
- Improve Program Collaboration and partnerships
- Obtain a Psychologist

5. Corporate Compliance initiatives

- a. The Department maintains a regular meeting of the department's Corporate Compliance committee recording utilization review, external audit and staff training for the purpose of compliance with the State and Federal Medicaid participation regulations.
- b. Participates in quarterly corporate compliance meetings and provides minutes and agenda's of regular DCS corporate compliance meetings.

6. County-wide initiatives.

- a. County Drug Court participation
- b. Family Drug Court participation
- c. Inter-departmental trainings with DFS and Probation departments
- d. Participation in Drug and Alcohol Prevention/Treatment day
- e. Participation in the Sullivan County Autism Awareness Committee
- f. Rural Health Network committee member
- g. Local Early Intervention Coordinating Committee member
- h. Sullivan County Housing Task Force member
- i. Sullivan County Youth Board member



- j. Participation in Sullivan Agencies Leading Together (SALT)
- k. Sullivan County Crisis Stabilization Center Discussion/Development

## Sullivan County DCS Direct Practices Overview

### Behavioral Health Clinic

#### Overview of Services

##### Community Services:

Community Services is still heavily involved with the Hudson River Regional Planning Consortium Advisory Group. This is a specific set of stakeholders which include but not limited to: Community Mental/Behavioral Health Directors in the 7 counties throughout the Hudson region, the Office of Mental Health, Department of Health, managed care organizations (MCO's), hospitals & health providers, consumers, peers, youths and families, Population Health Improvement Programs (PHIP), Performing Providing System (PPS), Local Departments of Social Services (LDSS) & Local Health Departments (LHD). This group of stakeholders reviewed the implementation of Behavioral Health Managed Care. The group also reviews and discusses issues, suggestions and/or concerns from the data collected from the previous meetings. The group collaborates together to resolve the issues, suggestions and/or concerns identified within their region and also bring them to the Conference of Local Mental Hygiene Directors (CLMHD) in Albany. The board is meeting on a quarterly basis, and members will serve as an access point for providers and consumers to bring concerns.

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.

##### Ongoing Operations:

The "Just-In-Time" scheduling seems to be going fine, as well as the blended Behavioral Health Clinic. The management team has been monitoring this process which is running smoothly and the numbers are down slightly from this time last year. The combined group mental health/alcohol & drug therapy sessions also seems to be going well.

### **Adult Treatment Services**

Provide comprehensive bio-psychosocial evaluations to develop a viable treatment plan to individuals who are seriously and persistently mentally ill. Provide individual and group counseling; psychiatric evaluations; psychopharmacology; and, psychological testing. Clinicians network with area treatment providers, residential programs, and hospitals for care coordination. The typical client is an adult, aged 18 +, who has a history of serious mental and behavioral health issues (Schizophrenia, Psychotic Disorder, Major Depression, Bipolar Disorder, e.g.) that impede their ability to function normally in the community. The clients we work with vary in their stage of their illness. We work with young adults who are in the early stages of mental illness as well as the long term client who has a chronicity of inpatient psychiatric hospitalizations requiring long term aftercare and follow-up services. Many of our clients are dually diagnosed and suffer with substance abuse related issues as well.

### **Children's Treatment Services**

Provide comprehensive bio-psychosocial evaluations to develop a viable treatment plan to children with serious emotional disabilities (Attention Deficit Hyperactive Disorder, Autism, Oppositional Defiant Disorder, Conduct Disorder, Schizophrenia, Bipolar Disorder, e.g.). Provide individual, family, and group counseling; psychiatric evaluations; psychopharmacology; and, psychological testing. Clinicians network with area treatment providers, residential programs, schools, and hospitals for care coordination. The typical client is a child, aged 5 to 18, who have problems with focus and concentration, poor frustration tolerance, impulsivity, and poor judgment, which interfere with their ability to function normally within their family and school settings. There often is a substance abuse issue occurring within the home, or, with the child that impacts upon the child's behavior that also needs to be addressed. The behavioral issues often lead to involvement with local authorities, Family Court, Department of Social Services, and residential placements. We offer parenting education services to assist parents with developing the skills to better manage the acting out behaviors and we assist them with linkages to other agencies, as needed.

### **Treatment Reaching Youth Services**

Provide satellite clinic services in area schools, elementary, middle, and high schools, to children who have been identified as having serious emotional disabilities (Attention Deficit Hyperactive Disorder, Autism, Oppositional Defiant Disorder, Conduct Disorder, Schizophrenia, Bipolar Disorder, e.g.) which interfere with their ability to function normally in

the classroom setting. Provide individual and family counseling in the schools. Provide psychiatric and pharmacology services in the clinic. Work directly with school personnel, Committee for Special Education Services, residential providers, advocacy services, Department of Social Services, and Probation Department for care coordination. The primary focus of this treatment component is to equip the child with the necessary skills to be successful in the school setting to enhance their ability to complete their education and to assist the school with meeting the challenges of dealing with the seriously emotionally disturbed child.

### **Forensic Treatment and Community Safety**

Mentally ill individuals, who are involved in the Criminal Justice System, are linked with our existing programming to address their psychiatric and rehabilitation needs. Specialized programming for sexual offenders and perpetrators of domestic violence are offered. 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.

### **Forensic Evaluation Services:**

#### **Adult Criminal Court Evaluations:**

- Competency to stand trial
- Competency at the time of the offense (Insanity and diminished capacity)
- Sexual Offending Risk Assessments for both Juveniles and Adults

#### **Family Court Evaluations:**

- Custody Disputes
- Parental Fitness and Termination of Parental Rights Evaluations
- Visitation and parenting time
- Sexual and physical abuse
- Divorce mediation
- Evaluations relating to Parental Alienation issues.

### **Treatment:**

#### **Evaluation and Treatment of Juvenile and Adult Perpetrators of Sexual Assault**

- Static-99 Actuarial Risk Assessment Completed on all adults aged 18 and over, who have been convicted of sexually aggressive behavior to determine risk of re-offense and prognosis for successful treatment.

- J-SOAP II Evaluations completed on all adolescents referred to the clinic due to sexually aggressive behaviors to determine risk of re-offense and prognosis for successful treatment interventions.

Evaluation and Treatment of Sexual Abuse Victims

Evaluation and Treatment of Perpetrators of Domestic Violence

Evaluation and Treatment of Impulse Control Disorders & Anger Management Issues

### **Psychiatric Services**

- Psychiatric evaluation of inmate regarding Criminal Procedure Law § 330.20: Not Responsible for Criminal Conduct by Reason of Mental Disease or Defect.
- Psychiatric evaluation of inmate regarding Criminal Procedure Law § 730: Not Competent to Stand Trial as a Result of Mental Illness.
- Psychiatric evaluation of mentally ill inmates at the Sullivan County Jail.
- Psychiatric evaluation of mentally ill inmates in the custody of the New York State Department of Corrections Prison system in Sullivan County New York and who have committed another offense while in the jurisdiction of Sullivan County to determine competency.
- Treatment of mentally ill inmates at the Sullivan County Jail.
- Psychiatric court testimony
- Psychiatric testimony regarding Assisted Outpatient Treatment Orders and Enhanced Assisted Outpatient Treatment orders.

### **Jail Services**

- Provision of mental health therapy services to individuals who are dually diagnosed with mental illness and substance related disorders.
- Monthly meetings and Discharge planning with staff of the Sullivan County Jail to link mentally ill and chemically addicted inmates to supportive services in the community upon release from incarceration.
- Court ordered mental health evaluations to inmates incarcerated at the Sullivan County Jail.
- Medication Grant Program - Filing of Medicaid applications for inmates prior to release from jail to the community. Inmates are given a Medication Grant Program (MGP) card which is valid for use at local pharmacies to access their psychiatric medications.

## Chemical Dependency Clinic

### Certification: OASAS Part 822

Sullivan County Community Services Alcohol and Drug Abuse Services (SCADAS) provides Comprehensive Drug and Alcohol evaluations, referrals, treatment, and aftercare planning as requested by individuals, legal(s), medical, families, etc...

We work closely with all Courts (County, Town, Village, Family, etc...), Specialty Courts (County Drug Court(s)), Parole, and Probation Departments, Department of Family Services and County Employee Assistance Program (EAP).

Forensic Evaluations take priority in order to provide level of care recommendations to aide individuals in the legal system to access treatment as opposed to incarceration if at all feasible.

When a client is deemed eligible for our services they are provided with various groups that best address the needs identified and are provided with individual sessions a minimum of monthly. Our clinicians provide legal's with regular status reports (IE: Drug Court weekly, Probation via email as needed, etc...).

## Case Management

### Certification: OMH

**The Children's unit** that has a shared Crisis/ outreach worker who handles children's emergencies, assists with hospitalizations, does all of the assessments before our SPOA meetings, assists parents with obtaining services, DFS, insurance, etc.. and makes referrals to Parents for Parents/RSS recreation, and other programs as needed. This is a unique component as Mike is able to respond quickly to emergency/urgent type situations.

We have 1 blended team consisting of an ICM that carries a case load of 12 children from age 5-18 and sees clients at least 4 times a month, and an SCM that carries a case load of 20 children and sees them a minimum of twice a month. The beauty of the blended team is that they know a lot about each other's cases and can provide coverage for each other in case of an emergency.

### **Care Coordination**

**Adult AOT worker.** We have one ICM that works with our Assisted Outpatient Treatment (AOT or Court Ordered treatment) clients and he carries a maximum case load of 10 clients.

**Adult outreach worker.** He goes out on emergencies when we get calls from Mobile MH, he assists clients being discharged homeless from CRMC and assists many people with DFS, SSA and other programs. He is a fantastic resource to clients and staff.

**Adult CSS Case Managers.** We have 3 CSS CM's that are required to meet with clients once a month and monitor their progress in the community and make sure they getting to their mental health and other appointments. They assist with helping clients obtain benefits and provide crisis outreach and advocacy as needed. They carry a case load of 25 clients each.

**CCSI funds.** We assists families open in CM or MHC with children under that age 18 that are not open in CM with Summer camp, sports programs, clothing, and other resources as needed .

## Goals

Updated: 1/31/2019

Benchmarks:

Deadlines:

<p><b>90 Day implantation of concurrent collaborative documentation access impact within a year to billing, obtaining needed equipment for full implementation</b></p>	<p><b>Mentioned in staff meeting on 1/12/18 and to be discussed at all staff meeting on 1/19/18 – it was noted that the expectation would be that all clinicians are utilizing con-current documentation pending they have the needed equipment (TRY program, and our groups – equipment needed)</b></p>	<p><b>Fully implemented on 4/1/18 – now monitoring compliance and working with staff that are not meeting the requirement and holding them accountable.</b></p>
<p>In house goal setting meeting with administration and middle management within two weeks</p>	<p>Meeting scheduled for 1/17/18 at 9am, met with middle management on 1/11/17 to share what has been discussed and the importance of attending this meeting</p>	<p><b>completed, at meeting agreed to implement manager on duty to reduce some disruption to clinical staff, matter discussed and to be implemented on 2/5/18</b></p>
<p>Contractor contracts - provisions documentation (billable services vs hours worked).</p>	<p>Fran and Melissa to research language that is measurable to add into contract then provide to Joe and Allyson, Fran and Melissa to meet on 1/16/18 at 10am, language drafted and submitted for review and approval on 1/26/18</p>	<p>8/2018 Completed – added to needed contract (s) during renewal cycles.  <b>“Need to meet acceptable Department standards that all services provided will be done</b></p>

		<p>correctly and if services is non-billable due to your documentation error we reserve the right to recoup loss within 90 days of services”,</p> <p>Awaiting approval from Commissioner before having language entered into contracts, to follow up by 2/9/18.</p> <p>Reviewed with Commissioner , information then forwarded to purchasing and to be reviewed by legal by 3/31/18</p>
<p>Psychologist - how is this services being paid for in other counties and can we get this resource elsewhere - reach out to 3 neighboring counties, Access, and BOCES.</p>	<p>Looking to make position more payable - charge private cases for services, letter being drafted and to be sent to all courts regarding set fee for private services by 2/16/18.</p> <p>BOCES - educational Psychologist no assistance to us, ACCESS cannot offer any assistance.</p>	<p>2/16/18.</p> <p>Delayed - information researched and cost set at \$3000.00 as charge for private cases. Letter drafted and to be sent to all courts within the county by 3/31/18.</p> <p>8/2018 Do not have a psychologist at this time RFP was sent and to be resent</p>
<p>Reach out to Diane B NPR re additional hours for increase pay</p>	<p>Spoke to Diane on 1/10/18 has interest will know better in Feb 2018 as contract ends with Job Corp</p>	<p>Feb 2018</p> <p>Follow-up 3/14/18 , no interest in providing additional hours at this time - task completed</p>



<p>Screening tool for DFS re referrals to DCS</p>	<p>Met with Kevin and Giselle on 1/11/18 at 3pm, reviewed tool currently being used and suggested Modified Mini for Mental Health. The tool being used for Substance Abuse is a state required tool and meets the requirement of an evidence based tool called the CAGE. Will look into our triage protocols at DCS and see if we can assess persons, etc. and improve the process at our Next CQI meeting scheduled for 1/23/18. Matter was discussed OASAS has an approved services called Brief Screening which could improve our triage process and allow this services to be billable, spoke to the state on 1/26/18 - will send needed information as prior to services being provided staff need to be trained and certified</p>	<p>if no information received will <b>follow up by 2/9/18</b></p> <p><b>2/20/18 SBRIT information sent, course is offered online at no cost. Staff member completed course and indicated that this service is more for Physicians offices as opposed to Substance abuse/Behavioral Health clinics. Currently we are looking at the certification to see if we can implement in any fashion to allow our Brief Screening process to be billable.</b></p> <p><b>8/2018 have assigned task of initial documentation to clinicians and CASAC's making services billable and have assigned staff member responsible for duties to our Care Coordination Unit in a billable position - completed</b></p>
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<p>Contractor concerns and 30 day out clause - immediate</p>	<p>Processed with Joe - sit with contractor provided 90 day warning on Jan 12<sup>th</sup> to get it together - then monitor and inform Joe prior to the 90 day (April 2018)</p>	<p>6/2018 Completed – contractor no longer affiliated with DCS</p>
<p>Telemedicine</p>	<p>RFP sent out and response provided by 1/5/18, Proposal reviewed and accepted request for resolution to be drafted to be presented at March legislature meeting</p>	<p><b>If resolution is approved, plan to enter contract and have service implemented by April/May 2018</b></p> <p>As only one person responded to the initial RFP - we will be submitting a new RFP to responding vendor, as well as, additional vendors in April with a 30 day turn around. Once RFP's are returned and reviewed/approved a resolution to be drafted.</p> <p>8/2018 - item was re RFP received 4 responses, have selected a vendor - E Psychiatry and drafted a resolution to review with legislature on 9/13/18.</p>
<p>Deputy County Manager leadership training for middle management</p>		<p>Completed on 1/10/18.</p>

<p>Kathie J - move office and be more accessible</p>	<p>Will discuss with Kathie upon return from vacation to move office for access and visibility. Meet with Kathie on 1/25/18 - willing to move office working out logistics as to best location</p>	<p>moved to be completed by 2/28/18</p> <p>A new centralized office has been identified however needs some items completed prior to her moving into identified office. DPW is aware and to address needed items - Planning to complete the move within the next 2 weeks. - Completed</p>
<p>Campaign name for goal setting initiative</p>	<p>To be discussed in upcoming meeting on 1/17/18, was discussed no name yet determined</p>	
<p>Matrix of UOS goal to be provided to all clinical staff</p>	<p>Information to be added to monthly case lists effective Feb 2018, following review Dec UOS to be added to Feb monthly (JAN Client roster) case list</p>	<p>by 2/15/18.</p> <p>3/21/18 All clinical staff were provided with their February case lists and included on those case lists were their January Units of services and billable units of service. This to continue on a monthly bases - future reports will also provide information on services that were non billable and why. As a management team we are also looking at our UOS and how we can increase them. This will be an ongoing goal. - 8-2018 Completed and ongoing</p>

<p>Additional persons for billing to get us from 90day to 30day out.</p>	<p>Processed with Joe - Joe to make inquiry and Fran to offer overtime to current billing staff, all approved granting billing staff OT and have additional person provided the week of 1/22/18. As of 1/31/18 have caught up from 90 days to 75 days</p>	<p>Goal is to have billing within 30 day within 6 weeks from the 1/22/18 date (week of March 5<sup>th</sup>).</p> <p>3/23/18 our billing is within 30 days or less. Staffs are being alerted to documentation errors in real time with an expectation of making needed corrections so all items can be billed. As stated above our UOS are down but our billable are up. Prior to this initiative we were at 40% average of non-billable services we are now at 10% or less and three staff persons were at 100%. - completed - billing within 24-72 hours</p>
<p>6 months from today (1/8/2018) look back at where we were and now were we are at and provide awards to staff that have made significant improvements</p>		<p>7/8/18 - Completed almost all goals set - numbers have improved and we have a mechanism for more closely monitoring our numbers due to billing being completed in real time</p>

## Statistics

Clients on Rolls:

<b>Program</b>	<b>On Rolls: 1/1/2018</b>	<b>On Rolls: 12/31/2018</b>
Mental Health Clinic	412	398
Mental Health Children	41	64
TRY	146	186
Forensic Unit	77	96
Care Management	57	49
Health Home	139	130
Health Home – AOT	3	8
Health Home – Children	23	24
SPOA – Adult	28	62
SPOA – Children	17	18
Chemical Dependency Clinic	114	112
Chemical Dependency Forensics	30	38

There were 5,288 unique individuals served, as well as 44,940 units of service for 2018 for all programs.

In 2018, the Office of Mental Health’s Mobile Mental Health Team fielded 4,170 calls, made 1,957 contacts with 456 outreaches. There were 100 hospital referrals with 59 admissions.

# Public Health Services

Nancy McGraw, Director

## Summary

### EARLY CARE

#### Accomplishments for 2018:

- 1) Initiated a new billing protocol for the Preschool Special Education Program which will speed up the payment process for our contracted providers and also speed up submission of Medicaid Claims for reimbursement. This included:
  - o Developing flow charts to track the process;
  - o Improve problem areas identified through the flowcharts;
  - o Created of a Voucher Processing Spreadsheet to document the status of all vouchers submitted to the Preschool Special Education Program;
  - o Eliminated the submission of daily session notes by the therapist and transition to all sessions being documented on the Kinney System.
- 2) On April 25, 2018 the Coordinator 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.
- 3) 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)
- 4) Cross trained **4** of the CHHA billing employees to assist in the voucher process.
- 5) 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.

## Goals for 2019

- 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.

## Certified Home Health Agency/Long Term Program

### 2018 accomplishments

Regarding our 2018 goals, we did improve our use of technology in the CHHA/LT by obtaining cell phones for our staff, although we did not accomplish the goal of interoperability with the connection of our Electronic Medical Record with a Health Information Exchange. That will still be a goal for 2019. The CHHA did implement medical coding and OASIS reviews through a contract agency, but the fiscal impact has yet to be evaluated.



## 2019 CHHA/LT Goals

### Technology Improvements:

1. Goal: 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.)

Current Status: the CHHA/LT Electronic Medical Record is not connected to the HIE, although funding has been allocated for project this year. The necessary technology is still in development through the software company, Change/McKesson.

Objective: the ability to easily exchange protected health information to and from the certified home care agency's electronic medical record with providers throughout New York State is anticipated to significantly improve the effectiveness of medical care and improve the health status and outcomes of all patients involved.

### Star Rating Improvement:

1. Goal: Improvement of the CHHA's Quality of Care rating from 2 to at least 3.

Current Status: the CHHA is still rated 2 out of 5 stars (below average) for Quality of Care by Medicare.gov/Medicare Home Compare.

Objective: the star ratings are based on 8 quality of care outcomes, derived from comprehensive assessments at start and end of care. Due to the contacted OASIS reviews, it may be anticipated that the percentages of positive outcomes at the end of care will improve, which will improve our star ratings.

## Healthy Families Home Visiting Program

### Accomplishments for 2018

- We have utilized our additional funding to fill our program Supervisor position and an added an additional FSW.
- All staff are now entering their own data on the way to eliminating paper and becoming paperless.
- We have completed our "Growing Great Kids" FSW training.
- All staff except our newest hire are GGK Child Developmental Specialist. She will be attending at a later time.

- Program supervisor and Spanish Speaking FSW are being sponsored to be trained as Lactation Consultants. This will be to provide support to new mothers in the program.
- 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.

#### Goals for 2019:

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

#### WIC Program

##### Accomplishments 2018:

- 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, our hours of operation expanded to assure weekly evening appointments for working families.
- 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.

## 2019 Goals:

- Increase caseload from 1592 participants (May 2018), to 1650 participants by June 2019
- 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.
- Maintain rate of 80% appropriately completed medical documents requesting special formulas for infants and children.
- Increase farmers market voucher redemption rate by 5%

## Epidemiology (Diagnostic & Treatment) Department

### 2018 Accomplishments

Report for: January 1, 2018 - August, 2018

#### Immunizations:

1. There have been a total of 532 reported laboratory confirmed Influenza cases through August, 2018. More than 600 flu shots were given at clinics throughout the County in 2018 through December for the uninsured or vulnerable populations.
2. In January, 2018, Gov. Cuomo Executive Order declaration **for Influenza public health emergency** was activated; SCPHS initiated enhanced Flu surveillance with local HCP's; this resulted in a total of **592** rapid influenza positive cases from Jan. 1, 2018 - May, 12, 2018.
3. A total of 65 immunizations were given to eligible children at our Immunization clinics through August, 2018.
4. In June- July, 2018 - Varicella outbreak investigation resulted in 23 doses of Varicella vaccine was administered to unvaccinated camp workers.
5. The SCPHS SC- Jail Hepatitis immunization program has delivered 50 immunizations to eligible inmates through August, 2018.

#### Rabies:

1. There were 165 documented animal/human exposures through August 2018.

2. A total of 14 persons received Post Exposure Prophylaxis vaccinations through August, 2018.
3. A total of 9 animals were tested with 1 positive result
4. Three (3) rabies clinics were held in this time period and a total of 502 animals were vaccinated

#### **Communicable Disease:**

1. SCPHS EPI department met 100% of the NYSDOH Communicable Disease CDESS investigative and data entry requirements in this time period for 2018.
2. Influenza, Measles, Varicella and Shigella communicable disease outbreak investigations and ongoing surveillance activities affecting the populations in Sullivan County were conducted by SCPHS EPI staff in collaboration with NYSDOH; NYSDOH Environmental Office, and local HCP's on during this time period.
3. 132 communicable disease reports were investigated by the EPI staff.
4. Lyme: 437 cases of Lyme disease were reported to NYSDOH as confirmed, suspect, or probable per lab reports received to SCPHS. 20% of this number was required to be investigated. This represents a decrease from 2017
5. A total of 210 Sexually Transmitted Diseases were reported and investigated through this time period.
6. Monthly TB clinics continue to be held and a total of two positive cases are receiving treatment. A total of five persons have been evaluated in the TB program this timeframe, two continue to receive treatment.
7. A collaborative meeting with SCPHS, summer communities' medical directors, NYSDOH Environmental Office and NYSDOH was held July 5, 2018; this was an educational session on reporting & prevention of communicable disease and to enhance health education for their camp staff.
8. Health educational health fairs have been held throughout the year to promote communicable disease education & prevention of Lyme Disease, Rabies, STI's Lead Poisoning, Immunizations, Zika disease transmission & prevention and health emergency preparedness.
9. EPI program policies have been reviewed and updated for HSAB approval.
10. The EPI department's staff participates as members of the agency Infection Control Committee, and are monitoring lab reports for infections that affect the CHHA patients.

### **Childhood Lead Poisoning & Prevention Program:**

1. There were a total of 5 new cases with high levels of lead requiring intervention by SCPHS;

### **Health Emergency Preparedness Program**

1. On May 1, 2018, a NYSDOH/LHD Health Emergency Partner Coalition Regional Medical Countermeasures PODEX Full Scale Exercise was conducted which included multiple state, county & community partners. This exercise was a drill based on a communicable disease that required persons that were exposed to the disease to receive vaccine.
2. Ongoing drills and health emergency response surveys were completed as required by NYSDOH.
3. Ebola Plan remains in effect since 2014; PPE competency trainings & annual PPE/PUI drill has been conducted with key staff and stakeholders.
4. Zika Disease Response Plan remains in effect with educational campaigns to the public being continued.
5. Multiple Health emergency trainings, meetings and teleconferences are on-going
6. Planning meetings are in effect for 2018-19 Regional exercise/drills that are required for the year.

### **2019 EPI Department Goals**

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 (Billing)

### Accomplishments for 2018:

#### Cross-training:

- 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, including payroll, accounts payable, grant claims, etc.
- 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 3<sup>rd</sup> 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.
- Prior to 2018, the billing office staff was cross-trained to assist Early Care in processing Pre-school service provider vouchers. 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. **Their assistance has enabled Early Care to clear up one year's worth of backlog.**
- **\*\*Diligence in dealing with United Health Care-Salt Lake City by several staff members, the Public Health Director, Director of Patient Services and Deputy Director, 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.**

### Continued Goals for 2018:

Current year's goals are training the senior account clerk to process payments for 3<sup>rd</sup> 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.

### Goals for 2019:

- 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.)
- Submit Medicare PPS claims more often enabling the PHS Program Coordinator to eventually do this without supervision.
- 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
- 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.
- 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.

### Administration

#### 2018 Accomplishments:

- The Department had several critical IT related projects to update the operations of the CHHA and other program areas needing IT support this year. Progress was made in some areas but continued progress and more support is needed to achieve 2019 goals, especially for the certified home health agency.
- 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.
- 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 health and public health.
- 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 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 thru 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.

#### **Administrative Goals 2018-2019:**

- Participate and advocate for county wide “ peer bridger “ program. Support and direct use of grant \$ awarded to county thru collaborative organization submission.
- Improve data collection and utilize info to plan targeted response and community education.
- Early Care: Become more of a presence at school based mtgs where special education preschool service plans are decided
- 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
- Expand health education outreach to communities
- Reorganization of the Sullivan County Rural Health Network, including new Board of Directors, website development and marketing materials, including a newsletter and brochure.
- Hire and orient Director of Patient Services for CHHA, fully oriented by end of 2019

## Opioid Grant:

- Developing Opioid Marketing targeted 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.

## Quality Assurance/Performance Improvement/HIPAA Compliance:

- 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 PHAB-recommended tools were used to inform the development of the agency QI plan such as a QI gap analysis, agency QI

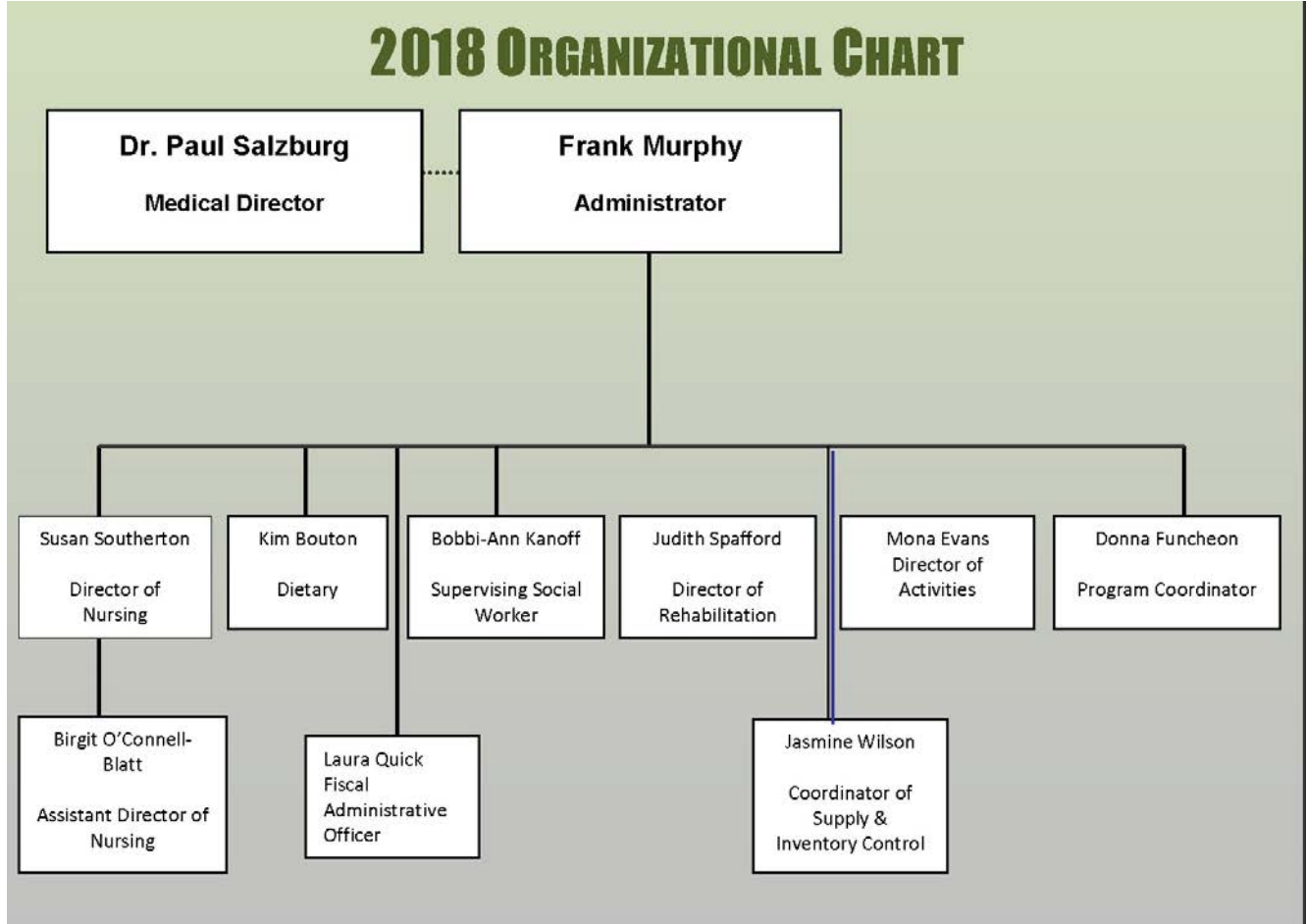
maturity assessment, and a director-level performance management assessment. The 2018 QI goals were selected after assessing our current state of QI maturity with the long-term purpose of developing a culture of quality improvement. The primary areas of focus are: training & professional development and QI infrastructure.

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 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.

# Care Center at Sunset Lake

Frank Murphy, Administrator

## Overview



## SULLIVAN COUNTY ADULT CARE CENTER A RESIDENTIAL HEALTH CARE FACILITY

Our mission is providing the highest quality of care, based on a team approach. Residents and family members are an integral part of our team. Their input and participation are strongly encouraged and highly valued. We are dedicated to working together to consistently improve our level of care. There are two programs currently housed on campus; the Adult Day Health Services Program and the Skilled Nursing Facility.

### **Skilled Nursing Facilities**

We are 146 beds Skilled Nursing Facility, licensed by the New York State Department of Health. We have two specialized units (Rehabilitation and Memory Care Units) and two general long-term units. We offer skilled restorative care in a therapeutic environment for those who need rehabilitation and provide a comfortable therapeutic environment for those who can no longer live independently; we also offer short term respite stays.

Our rehabilitation unit is for adults requiring short-term therapy in order to return home or to transition to one of our long term care units. We offer private and semi-private rooms, many with beautiful lake views and complimentary Wi-Fi access. Our therapy department is centrally located on the unit and provides physical, occupational, and speech therapies. We accept Medicare, Medicaid, and most private insurances.

Our Memory Care Unit is the first of its kind in Sullivan County for residents with a dementia diagnosis. Families can have peace of mind knowing that their loved ones are in a protected, yet comfortable environment. The unit boasts a cheerful dining area and an enclosed outdoor patio area. We also offer a “quiet room” for times when residents would like some privacy, to share time with family and friends, or to simply sit and enjoy the beautiful lake view. We offer quality compassionate care rendered by staffs that are trained to handle the special needs of residents with cognitive loss.

We are pleased to offer quality long term skilled nursing care in a warm and supportive environment for those residents who can no longer manage independently at home or in the community. Along with a myriad of other services, including physical, occupational, and speech therapies, as well as an attentive dietary department, and an array of activities, including pet therapy!

**Our on-site services include:**

- Nursing (24/7)
- Nutrition
- Case Management & Social Work
- Rehabilitation therapies
- Audiology
- Wound Care
- IV Therapy
- Podiatry
- Dentistry
- Psychiatry
- Vision
- Therapeutic activities
- Restorative Nursing
- Pet Therapy
- Free WIFI

**ADULT DAY HEALTH SERVICES PROGRAM**

**Adult Day Health Services Program** is a medical model day care program which provides services to adults 21 years and older, who are physically and mentally frail; these adults spend the day with us, and then return to their homes and communities at the end of the day. The program delays the potential for nursing home or institutional placement and allows the individual to continue living at home.

We provide a warm and supportive environment in which we work with our registrants and their families to help maintain independence in the community for as long as possible. Our program accommodates 17 people per day, allowing ample time for individualized care. The program is staffed by a registered nurse, a licensed practical nurse, and a program aide

We provide case management and link our clients with needed services in the community. Most Medicaid plans cover our daily rate and transportation to and from our program. Our private pay rate is \$284 per day, exclusive of transportation.

**Our on-site services include:**

- Nursing
- Nutrition
- Case Management
- Rehabilitation therapies
- Podiatry
- Social Work
- Therapeutic activities
- Help with activities of daily living (ADLS)



## **Annual Report 2018**

### **Administrative Summary**

It has been an exciting and wonderful year for the Care Center at Sunset lake- formally Sullivan County ACC- the facility has made many advances in attaining a 4 and 5 star rating from CMS and has gained the status of the best high performing facility in our geographic area. This is the topmost ranking in the Federal Governments Quality Rating System.

We have experienced major growth and development in all facets of resident care consequently our CMI (case mix index) is indicative of this feat. CMS acknowledge this by moving our CMI from 0.99 to 1.00, and currently 1.01. To our surprise resident care remains paramount, as we are accepting residents that are more acutely ill, and requires more daily nursing care per resident per day.

Clinically we have attained elevated standards in resident care, planning and is commiserating ways how we can be an active participant in clinical issues by being recognized by our peers.

Doing so, we have developed affiliations with Ellenville Regional Hospital Case Management Team and forge a relationship with Liberty Medical Group. While the facility is recognized as a teaching facility again, and all restrictions that had prevented nursing training have ceased and field training rounds are conducted weekly

As we continue to maintain clinical competencies, and work to improve identified areas by CMS to maintain our 5 star rating, we are managing issues of staffing levels, catheter care, and psychoactive medications for short term residents in an inordinate way.

Obstacles and challenges are paramount, due to our inability to fill openings in the nursing department where we are in need of RN, LPN's, and CNA's. These deficits have had a resounding impact in maintaining staffing compliment as it affects our daily operations.

Frequent repetitive call outs and our inability to fill open positions will be major challenges as we continue to grow. We will need to fill open positions and implement further administrative controls to manage staff attitudes, as it relates to providing a homeostatic predictable staffing level as we continue to shape our working culture.

Addressing staffing and forecasting need, we have instituted a system to review and evaluate our staffing complement on a 2 months scheduling basis. The outcome is that we will need to open up more positions for RN's, LPN's and CNA's given that our long term care units are close to being at capacity and as it stands we are unable to maintain optimum staffing levels.

Our Dementia and Rehab Units are under capacity on account of general shortages of referrals and admission. This activity seems to be common among most facilities in the County and beyond.

The Medical Day Care Program is underserved due to poor census, and resolving this, we have begun to staff according to daily census needs. Devising strategies how we can invigorate the program and serve the community at a higher level, we believe that increasing our daily hours of operation will accommodate families who work and need the luxury of having their loved ones cared for all day.

Closing, we want to extend our appreciation and thank you to the legislators and County Management who have allowed us to continue to grow in a positive way by making the tools available for us to do so. This is exemplified by the aesthetic changes to our facility, as denoted below;

New sidewalks were installed for both the visitor's entrance and employee entrances, while both parking lots for workers and visitors were repaved.

On May 11<sup>th</sup> the facility's new sign and logos were presented. The unveiling was attended by County and State officials and members of administration, staff and residents.

- ❖ Department of Public Works continues painting throughout the facility.
- ❖ The visiting parking lot has been restriped and our handicapped parking spaces are now clearly marked in the front area of the building.

- ❖ We hosted a private concert; the musicians from the Shandalee Music Festival visited our facility. This was an experience for residents who enjoyed the music and engaging with these talented musicians.
- ❖ We have been working with DPW on updating our signage to conform to ADA requirements; and,
- ❖ We are continuing to post vacant positions for both LPN's and RN's and CNA's.
- ❖ Our focus is to maintain our Five Star Quality Rating. Our Team meets daily to discuss care and staffing issues.
- ❖ Quality Assurance team meets monthly.
- ❖ Antibiotic Stewardship: Training is completed.
- ❖ Our marketing department continues to advertise on the radio and ads are placed in different publications.
- ❖ Satisfaction surveys are sent to residents with strong positive outcomes as this information is used to help improve our quality of care.

# Central Supply & Laundry

This department orders, inventories, stocks and distributes medical supplies throughout the Adult Care Center.

Jasmine Wilson, Coordinator of Supply & Inventory Control

## Objectives

Central Supply provides and examines medical supply usage, compares expenses and determines cost effectiveness for the Adult Care Center.

The department is responsible for supplying adequate linen necessary for the residents. The staff provides a personal linen and laundry services to the residents we serve.

The total cost for Central Supply and Laundry was \$425,187 for the year. We handled 339,000 lbs. of linen in 2015 and washed 140,000 lbs. of laundry in 2015.

## Highlights of 2018

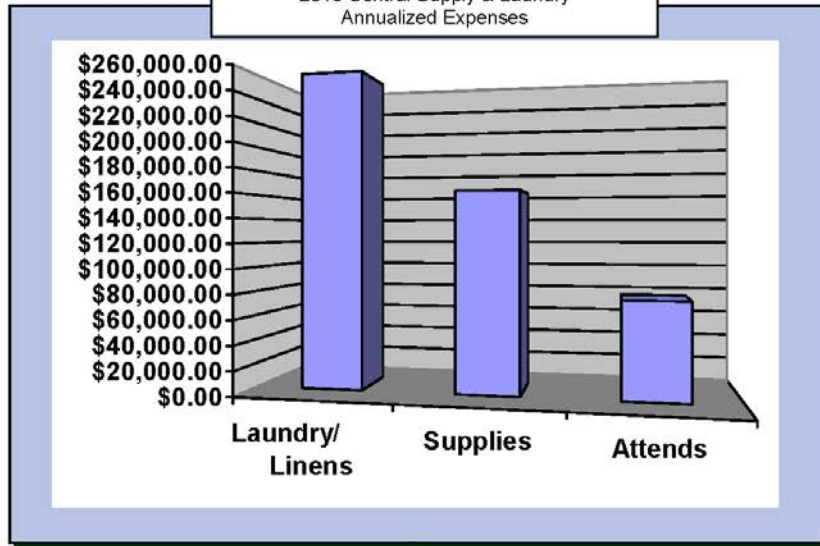
Hoarding and hiding of mops and linen supplies was not an issue in 2018. However, walkthroughs will continue.

Staff are educated on the importance and the cost saving benefits of using products appropriately.

## Looking Forward to 2019

We strive to handle our personal laundry in the most productive way possible. Our goal is to have our residents' personal clothing kept clean in the most efficient manner possible.

2018 Central Supply & Laundry Annualized Expenses





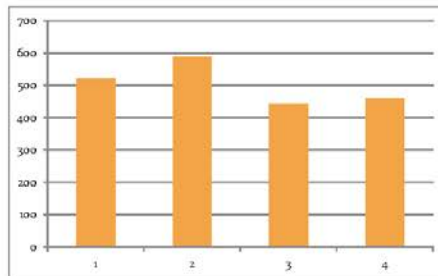
# Daycare

The Adult Day Health Services Program serves the needs of the residents of Sullivan County. Our service focus is the promotion of health among the frail and chronically ill elderly. We provide a warm and supportive environment to extend and to enhance their quality of life issues.

Donna Funcheon, RN Coordinator

## Objectives

The program enables the physically and mentally frail persons to delay potential nursing home or institutional placement and to remain in the community with their friends and families. We have long understood that the detrimental effects of isolation can be reduced by providing opportunities for the sorely needed social interaction provided by day care. Also, we recognize that present levels of independent functions can be maintained by utilizing appropriate disciplines such as physical, occupational, and speech therapies. The need for maintaining self-esteem is met by providing the clients with selected suitable tasks to enhance that need. These very tasks and goals keep the staff focused in planning and executing the program's activities.



## Highlights of 2018

- Throughout the year, we celebrated monthly events, it; Black History month, Cinco de
- We welcome communi8ty members who wish to share their musical talents with our registrants
- Our open house was celebrated on December 12<sup>th</sup>.
- Our annual Holiday Party is always a great hit. The registrants and staff then enjoy a holiday meal which we all prepare in daycare.

## Looking Forward to 2019

- We will continue to provide presentations and informational sessions at the senior and adult homes in the community and to reach individuals who may not be aware of services provided by our program.
- Continue to work with Managed Long Term Care Plans in an effort to increase census.
- An Open House will be planned for spring.
- We are looking forward to warmer weather, so we can go for walks with the registrants.

# Dietary Department

This department provides each resident or registrant with a nourishing palatable well-balanced diet that meets the daily nutritional and special dietary needs of each person. The department also provides meals for homebound and congregate sites for senior citizens.

**Kim Bouton, Supervisor**  
**William Hulse, Assistant Supervisor**

## Objectives

The Dietary Department plans, prepares and serves meals for the residents of the nursing home, registrants of day care, staff and community senior citizens who are homebound or who visit congregate nutrition sites as well as the Community Services evening group. This department plans menus to meet the nutritional and therapeutic needs of the residents or registrants in accordance with physician orders. The staff prepares and serves attractive and satisfying meals under high standards of sanitation for residents, registrants and staff. They establish a spirit of cooperative teamwork among all of the food service department employees in order to efficiently carry out the objectives of the Dietary Department. The dietitian provides a ready reference to established policies and procedures to assure that our goal of providing quality food service is maintained.

## Highlights of 2018

The final totals of meals prepared for this year are as follows:

- Total resident meals—125,039
- Total day care meals—4,066
- Total employee meals (dinner meals are provided for all three shifts)--39,160
- Total contract meals for Meals--on-Wheels 49,905
- Average number of tube fed residents--9.
- Thanksgiving with families—275 served.
- Guest and Volunteer meals—686.

## Looking Forward to 2019

Continue to focus on person centered dining in keeping with current changes in nutritional care.

# Finance Department

Laura Quick, Fiscal Administrative Officer  
 Sherri Roth, Principle Account Clerk – Billing  
 Lynn Winters, Medical Coding and Billing Specialist  
 Brittney Osterhout, Senior Account Clerk – Accounts Payable, Purchase Orders  
 Forrest Crist, Senior Account Clerk – Patient Accounts, Med D

The Finance Department is responsible for maintaining the full financial status of the Adult Care Center billing.

## Objectives

The Finance Department Staff maintains accurate records to ensure the highest level of reimbursement through billing Medicare, Medicaid and private pay sources.

The Finance Department staff works to keep expenditures at the lowest level while meeting the needs of our staff and residents.

The Finance Department processes invoices and pays vendors in the most efficient and timely manner.

The Finance Department is the protective payee of resident's personal funds

The Department keeps an accurate record of admissions, transfers and discharges. They also maintain the medical records and monitor record retention.

The Department prepares the yearly budget.

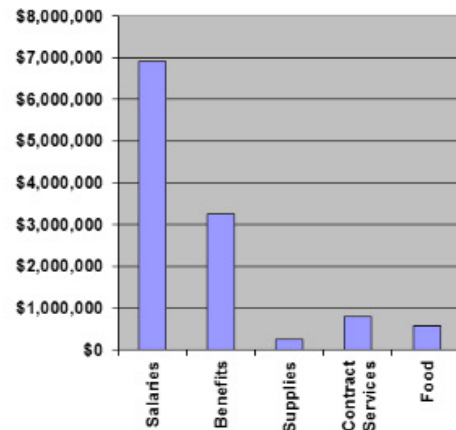
The FAO prepares and files the Medicare and Medicaid Cost reports.

## Highlights of 2018

- Worked to reduce the aged Accounts Receivable
- Actively worked with APS on guardianships
- Consistently met filing deadlines

## Looking Forward to 2019:

- Possibly move to a fully integrated Electron Medical Record/Finance system
- Continue to reduce the aged Accounts Receivable
- Explore electronic billing for the MLTCP's







# Minimum Data Set

This department is responsible for submission of the Minimum Data Set (MDS) report to the New York State Department of Health.

**Wendy Cole-Dean, Program Coordinator**

## Objectives

The MDS Department consists of 1 RN Coordinator and 2 staff RN. The staff completes both initial and periodic comprehensive, accurate, standardized and reproducible assessments of each resident's functional status. The assessment schedule is determined by the New York State Department of Health (DOH) and the Health Care Financing Administration (HCFA) regulations.

The staff is responsible for maintaining the monthly MDS schedule for these assessments.

The MDS Coordinator ensures all disciplines complete the appropriate section of the MDS in a timely manner.

The interdisciplinary team meets with residents and families to review the plan of care.

The staff ensures proper documentation to cover Medicare Part A coverage for residents.

MDS Staff ensures documentation for all assessments

## Highlights of 2018

- There was an increase in residents covered on our short term rehab. Unit.
- All disciplines involved in the completion of information into the MDS were trained on new implemented changes to the 2018 assessments
- Weekly wound rounds continued throughout 2018 on all nursing units.
- The MDS department staff participated in wound care training.

## Looking Forward to 2019

- The goal of the Minimum Data Set staff is to continue to improve documentation and continued participation in the Quality Assurance Performance Improvement Program (QAPI).
- Continue to revue CASPER reports to focus on areas that need improvement
- 100% EMR to collect data from our hands on caregiving staff
- Improvement in documentation to support information to improve 5 star rating

The Nursing Department consists of staff responsible for providing and ensuring quality health care for 146 residents 24 hours a day and seven days a week.

**Susan Southerton, Director of Nursing**  
**Birgit O'Connell-Blatt, Assistant Director of Nursing**

<b>Objectives</b>	<b>Highlights of 2018</b>
<p>The department is responsible for provision of continuity of care for each resident through individualized comprehensive care. The residents will receive the care and services to attain and maintain them at their highest practical physical, mental and psychosocial well-being. The department:</p> <ul style="list-style-type: none"> <li>• Maintains resident's right to a dignified existence.</li> <li>• Provides care for the residents in a manner and environment that maintains their quality of life.</li> <li>• Plans, administers and provides nursing care in accordance with the policies of the facility and according to the physician orders for each resident.</li> <li>• Provides care to residents who require specialize care using IV Therapy, G-Tube, Trach, Bi-Pap &amp; C-Pap.</li> </ul> <p>The department consists of one Director of Nursing, one Assistant Director of Nursing, 4 Unit Leaders, 12 Registered Nurses, 12 Licensed Practical Nurses, 67 Certified Nursing Assistants, 4 Domestic Aides and 4Ward Clerks and 1 staffing coordinator.</p>	<p>There was an increase in residents covered under Medicare Part A continues to comply with changing Federal and State regulations on abuse prevention, hydration, adverse drug reactions, pressure sore/ulcer care, unintended weight loss and required staffing levels.</p> <p>The Restorative Nursing program which was implemented in 2017 has been extremely beneficial in helping residents reach new goals, maintain function once discharged from therapy, and even resulted in a patient being able to return home.</p> <p>We have offered several training sessions throughout the year presented with Leading Age of New York.</p> <p>Our nursing department is being staffed based on current resident census and acuity levels.</p> <p><b>Looking Forward to 2019</b></p> <p>Continue with training programs to help staff manage residents as well as programs designed to assist Alzheimer residents.</p> <p>Focus on activities and care of residents on the memory care unit by using Performance Improvement Projects (PIP).</p> <p>QAPI (Quality Assurance/Performance Improvement) Our Facility will continue to use the combined processes of Quality Assurance and Performance Improvement (QAPI) Plan to maintain a culture of learning and continual improvement. SCACC will monitor and improve functions that significantly affect resident outcomes, the cost to achieve these outcomes, and the perceptions of residents and their families about the quality and value of our services</p>

# Social Services

The Social Services department provides medically related social services to attain or maintain the highest practicable physical, mental and psychosocial well-being of each resident or registrant.

**Bobbi-Ann Kanoff, LMSW, Supervising Social Worker**  
**Joy Wells, Caseworker**  
**Crystal Young, Caseworker**  
**Kristen Kitson, Marketing Outreach Coordinator**

## Objectives

This department identifies and addresses the mental and psychosocial needs of each resident in the Adult Care Center. Each resident is assessed initially and on an on-going basis. The department:

- Aids the resident in attaining as great an individual self-fulfillment and independent health as possible.
- Evaluates the residents in order to identify the medically-related social and emotional needs of the resident and help them and their families to meet these needs through developing and implementing plans of care.
- Assists residents with adjustment to the center.
- Helps the resident cope with the social, emotional and psychological aspects of their illness, impairment or disability.
- Completes evaluations for potential residents during admission.
- Tracks resident admissions to the hospital.
- Provides discharge planning for residents leaving the center.
- Assists staff in managing resident's and family's social adjustment and behavioral concerns that impact the resident's functioning in the center.

## Highlights of 2018

- Implemented Medical Order for Life Sustaining Treatment (MOLST) form
- Multiple interior and exterior projects
- New brochures and rack cards were designed and distributed
- Our facility was rebranded
- Open House was held for our Adult Day Care Program

## Looking Forward to 2019

### Marketing Goals:

- Continue to build relationships various outside agencies
- Work on building the census in adult daycare
- Improve census in facility 90%

### Social Service Goals:

- Increase attendance at Alzheimer's Support Group for residents and family members
- Complete Medical Order for Life Sustaining Treatment (MOLST) form on all residents.

The Therapy Department consists of four sub-departments: activities, physical therapy, occupational therapy and speech therapy. These departments assist the residents in achieving their maximal physical condition and help them remain cognitively stimulated.

**Judith Spafford, Director of Rehabilitation**

**Objectives**

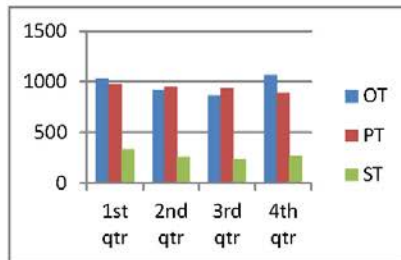
The *Activities Department* provides age and ability appropriate leisure time activities to meet the needs of the residents at many different levels of capability. The activities are designed to meet the interests and the physical, mental and psychosocial wellbeing of each resident as a result of a comprehensive assessment. These programs provide specialized rehabilitative services as required in the resident's comprehensive plan of care as ordered by the physician.

A *Physical Therapist (PT)* evaluates and treats conditions that impair lower extremity function, gross motor skills or that may cause pain. Physical therapy aides ambulate residents to help maintain their ability to walk. These services are provided as part of the comprehensive care plan and under the physician's care.

An *Occupational Therapist (OT)* is available by contract to evaluate and treat conditions that impair upper extremity function and fine motor skills or that may cause pain. These services are part of the resident's comprehensive care plan under the direct order of the physician.

A *Speech Therapist (ST)* evaluates and treats conditions affecting hearing, swallowing and speech/ language after completion of a comprehensive plan of care is established and under the direct order of the physician.

**Number of Treatments in 2018**



**Highlights for 2018**

The Rehabilitation Dept. continues to participate in pet therapy. Our rabbit assists in the department and in the Activities Department as well.

OT conducted inservices for nursing staff on wheelchair positioning devices to improve comfort, safety, and posture of residents. They were educated on devices available as well as proper use and purposes of each device.

PT conducted inservices for nursing staff on safe techniques for assisting residents with ambulation and transfers.

Thirty-five residents were successfully discharged home

Therapists attended several courses over the year for continuing education

**Looking Forward to 2019**

- The Rehab Department plans to continue conduct inservices for the nursing/C.N.A. staff in the coming year.
- Organize the rehab department with appropriate storage to improve efficiency and appearance
- Improve communication between Nursing and Rehab. Departments
- Implement new skills learned during continuing education courses.



# Office for the Aging

Lise-Anne Deoul, Director

## Overview

### Mission

Through providing community-based supportive services for older people and their caregivers, empowering informed decisions and effective access to existing health and long-term options, and advocating for the dignity and rights of older people, we work to ensure that older people in Sullivan County receive the care and support they need to live long and well in their community.

### Vision

Wellness and independence in aging through adequate and accessible community-based supports.

### Committees

RSVP Advisory Committee  
Long Term Care Council  
Rural Health Network  
Inter County Planning Committee  
Sullivan Agencies Leading Together (SALT)  
CRMC Patient and Family Advisory Committee  
Older Adult Transitional Support (OATS)  
Senior Legislative Action Committee (SLAC)  
Physical Accessibility Sub-committee  
No Wrong Door Implementation Team

### 2018 Highlights

New OFA director started on 7/2/18. Debi Allen retired after 30+ years working for Sullivan County. 2019 aspirations: Cross training of staff, promoting general staff development, instating leadership team meetings, outreach to partner agencies, strengthening existing and bolstering new collaborative partnerships and opportunities, improving advocacy and representation of senior population and needs on key committees across the county.

3 new employees were added this year: point of entry assistant (NY Connects), aging services aide (nutrition program), and aging services specialist (main OFA unit).

October 17, 2018 the Annual OFA Public Hearing and Senior Safety Day was held at the Ted Stroebel Center in Monticello, NY. Seniors received presentations on sepsis, medication safety, and the most recent scams targeting older adults. Over 100 individuals attended the event and provided feedback on the current OFA programs and services and provided insight into the main issues impacting seniors in Sullivan County.

#### Key 2018 statistics

- Over 15, 000 hot meals served to 230 individuals at the 12 congregate meal sites
- Over 30,000 hot and cold home-delivered meals provided for over 191 individuals
- Aging services aide hired to assist nutrition program
- Information and Assistance regarding OFA programs and services provided to over 1,000 individuals
- Personal Emergency Alert Systems provided to 36 individuals
- Legal information and assistance provided to 23 individuals
- Over 6,000 hours of in-home personal care provided to EISEP clients
- Over 6,500 hours of case management provided to clients
- HIICAP assisted over 300 individuals in obtaining affordable health insurance and prescription plans
- 282 active RSVP volunteers served over 38,358 hours in Sullivan County
- Over 250 individuals utilized the senior shopping bus
- Transportation to medical appointments was provided to over 200 clients

#### 2018 Goals

All of the 2018 goals were met.

- Continue to provide the highest quality of supportive services to seniors, their families, and caregivers. We are committed to working to increase access to a comprehensive and coordinated system of services for the increasing senior population (especially those with the greatest social and economic needs) enabling them to continue to remain independent in their own homes and communities.

- Continue to expand the capacity and enhance the functionality of the Sullivan County NY Connects program and continue to meet the challenge of serving an increasing population of individuals who are in need of long term services.
- Provide nutrition education with the collaboration of health and well-being committees and agencies throughout Sullivan County. This will enable seniors to remain home, out of nursing homes, saving taxpayers thousands of Medicaid dollars. Continue to serve seniors in need of nutritional support through home delivered meal and senior dining centers.
- Increase the number of medical transport and homebound meal drivers to expand services to the growing senior need in the county. Continue to support 60+ non-profits with volunteers in 2018.

#### Aging Services Client Demographics

The OFA gives priority for services to the frail, low income, minority, and homebound individuals in the County.

Sullivan OFA Demographics		
01/01/2018 and 12/31/2018		
Total Served		1,847
Age		
	Under 60	80
	60 - 74	676
	75 - 84	472
	85+	295
	Date of Birth Missing	324
Frail/Disabled		
	Yes	365
	No	856
	N/A	293
	Frail/Disabled Missing	333
Rural		
	Yes	1,051
	No	189



	N/A	48
	Rural Missing	559
Gender		
	Female	1,087
	Male	571
	Gender Missing	189
Lives With		
	Alone	803
	Child(ren)	32
	Non-relative(s) in a community-based setting	4
	Non-relative(s) in a facility/institution or group setting	0
	Non-Relatives, Domestic Partner	59
	Not Available	284
	Others	13
	Parent/Guardian	2
	Relatives	111
	Spouse & Others	31
	Spouse Only	352
	Lives With Missing	156
Poverty Level		
	<100	240
	100-124	209
	125-149	208
	150-184	224
	185+	372
	Refused to Answer	4
	Unsure	5
	Poverty Level Missing	585
Race		
	2 or More Races	5
	Amer Ind/Alaskan Native	4
	Asian	8
	Black or African American	150

	Native Hawaiian/Other Pacific Islander	1
	Not Available	258
	Other Race	4
	Refused to Answer	0
	White Hispanic	81
	White not Hispanic	1,185
	Race Missing	151
Low Income Minority		
	Yes	120
	No	1,071
	N/A	275
	Low Income Minority Missing	381
Ethnicity		
	Hispanic/Latino	81
	Missing/Unknown	257
	Not Hispanic/Latino	1,357
	Refused to Answer	1
	Ethnicity Missing	151

### OFA Core Programs and Services

#### Caregiver Resource Center (CRC)

Local CRC's provide caregivers with information, assistance and counseling, support groups, and training, as well as initiatives including specialized training curricula for caregivers of developmentally disabled adults, minority populations, and caregivers of grandchildren.

#### **Main Program Objectives**

- To provide a single focal point of assistance to family members and other informal caregivers ·
- To provide training, support groups, counseling and technical assistance to caregivers so they may continue in their caregiving roles

- To link caregivers with AAA and other community-based services

The OFA has a contract with Cornell Cooperative Extension to provide caregiver resources in Sullivan County.

“Powerful Tools for Caregivers” was offered this year as was Tai Chi for arthritis. All chronic disease self-management programs offered by the caregiver resource center, such as Living Healthy, Living Well, are evidence-based. Support groups, Powerful Tools for Caregivers, Living Healthy, Living Well, and Tai Chi will be offered again in 2019.

**2019 Goal:** Complete Powerful Tools for Caregivers, Tai Chi, and Living Healthy, Living Well.

### **Expanded In-Home Services for the Elderly (EISEP)**

The New York State funded Expanded In-home Services for the Elderly Program (EISEP) enables many frail older adults to remain in their homes. The program provides a well-planned, coordinated package of in-home and other supportive services designed to supplement informal care. Core services provided by EISEP are case management, in-home services, non-institutional respite, and ancillary services.

### **Main Program Objectives**

- Improve access to and availability of appropriate and cost-effective non-medical support services for functionally-impaired, non-Medicaid elderly.
- Enhance the ability of family members or other informal caregivers to care for an older person in a home environment.
- Improve the planning, accessibility and management of home care services at the community and client levels.
- Expand the availability of non-medical home care services as a cost-effective alternative to more intensive and costly forms of care.

The OFA contracts with three home care agencies (Willcare, Wellness, and Community Health) to provide in-home personal care services. In total, EISEP clients received approximately 6,000 hours of homemaker/personal care and 1,251 hours of case management. The monthly EISEP program caseload for 2018 was between 19 and 22 clients.

**2019 Goal:** Increase number of OFA staff with case management certification.

EISEP case workers are required to have case management training. Presently, the only staff member in the OFA who meets this requirement is the single EISEP caseworker.

The New York State Office for the Aging works with Boston University to offer case management certification free of charge to OFA employees. Five OFA staff members have expressed interest in the online certification and 2 have formally enrolled.

### **Health Insurance Information Counseling and Assistance (HIICAP)**

HIICAP works directly with Medicare Beneficiaries to educate them about the Medicare Program, Medigap policies, Medicaid, Medicare Advantage Plans, Long-term Care Insurance, Low-Income Subsidy Programs, employer-sponsored insurance, and other health insurance programs that are available in New York State.

### **Main Program Goals and Objectives**

- Answer New Yorkers' questions about Medicare, Medicare Advantage programs (managed care), Medicare prescription drug coverage, Medigap and other health and long term care insurance.

**2019 Goal:** Cross-train one additional OFA staff member to fully assist the HIICAP coordinator during the annual election period.

Currently, there are two OFA employees who are able to assist Medicare Beneficiaries during open enrollment. An additional aging services specialist was hired in 2018 and will continue HIICAP cross training in preparation for the 2019 annual election period. HIICAP assisted over 400 individuals in 2018.

### **Legal Assistance**

The OFA contracts with a local attorney to provide legal services to senior residents of Sullivan County.

### **Scope of legal services**

Simple Wills, Power of Attorney, Living Will Health Care Proxy

Deed Transfers/Life Estates

Advice on:

Estates, Evictions/Landlord and Tenant Problems, Selling property, mortgages

Debts, Medicaid, Divorce

Referrals for:

Bankruptcy attorneys

Legal Services of Hudson Valley for Court representations

Legal services were provided to 23 seniors in Sullivan County in 2018.

**2019 Goal:** Continue current legal services.

### **Personal Emergency Alert System (PERS)**

PERS is a service which utilizes an electronic device to alert appropriate people of the need for immediate assistance in the event of an emergency situation in an older person's home.

The OFA has a contract with Connect America to provide PERS to eligible residents of Sullivan County. 36 individuals received PERS in 2018, which is the same as 2017.

### **Retired Senior Volunteer Program (RSVP)**

RSVP is the largest older adult volunteer program in the nation. RSVP recruits, trains, and places older adult volunteers (age 55+) in a host of community-based human service agencies. Service opportunities are as diverse as the communities in which volunteers serve and include areas such as health promotion and wellness; assistance to frail and vulnerable older adults through home visiting, escort, transportation, and home-delivered meals as well as cross-generational efforts in tutoring and mentoring children. RSVP volunteers choose how, where, and how they want to serve, with commitments ranging from a few hours to 40 hours per week.

### **Main Program Objectives**

- To promote older adults to remain involved in their community by using the skills and talents they have developed over the years, or developing new ones; and to increase their socialization and feeling of purpose.

RSVP has over 180 volunteers placed in over 60 sites throughout the County, providing over 40,000 hours of their time. RSVP volunteers are utilized in the OFA office as front desk reception and as medical transportation drivers in and outside the County and as nutrition program drivers. 282 active RSVP volunteers served over 38,358 hours in Sullivan County.

### **Main Program Objectives**

To promote older adults to remain involved in their community by using the skills and talents they have developed over the years, or developing new ones; and to increase their socialization and feeling of purpose.

### **Senior Nutrition Program**

#### **Senior Congregate Meals**

Congregate meals are available for any person aged 60 years or older and their spouse.

Participants can share a well-balanced meal with friends and new acquaintances.

Participating in the Senior Dining program has been proven to help improve the quality of life for many seniors. Each site also provides social activities, informal nutritional education, and information on other Office for the Aging services provided for our Sullivan County residents.

There are currently 12 senior centers in the County that serve as congregate meal sites.

The OFA provided approximately 15,000 congregate meals for over 230 Sullivan County Seniors.

#### **Senior Home Delivered Meals**

Home delivered meals are hot nutritious meals that are delivered to qualified homebound seniors 60 years or older, who are residents of Sullivan County and have limited support and difficulty preparing their own meals. Frozen meals are provided for qualifying individuals to fill in gaps such as during holidays, bad weather, and long weekends.

The OFA delivered approximately 30,000 hot meals and 7,000 frozen meals to homebound seniors in 2018.

### **Sullivan NY Connects**

NY Connects is a point of entry into the long term services and support system for older adults and people of all ages with disabilities. NY Connects programs are locally based where anyone - individuals, concerned family members or friends, or helping professionals - can go for help in finding the information, services, and supports that they need.

Long term services and supports can be provided in the home or in other community-based or residential settings to help someone stay healthy and independent. There are many long term services and supports options that may be available in your community, including:

- Home Delivered Meals
- Transportation
- Respite Care

- Home Care
- Insurance Information
- Options Counseling

Sullivan NY Connects provided information and assistance to over 400 individuals in 2018.

**2019 Goals:** 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.

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

### Transportation

The OFA offers medical and non-medical transportation for qualifying seniors in the County. The OFA has contracts with Sullivan County Transportation to provide a senior shopping bus, medical appointment transportation, and nutrition program transportation. RSVP provides volunteers to assist with medical transportation to appointments outside of Sullivan County, as far as Goshen and Honesdale, and to pick up appointments Sullivan County Transportation cannot accommodate.

Sullivan County Transportation and RSVP provided over 2,400 medical appointment trips to seniors in Sullivan County.

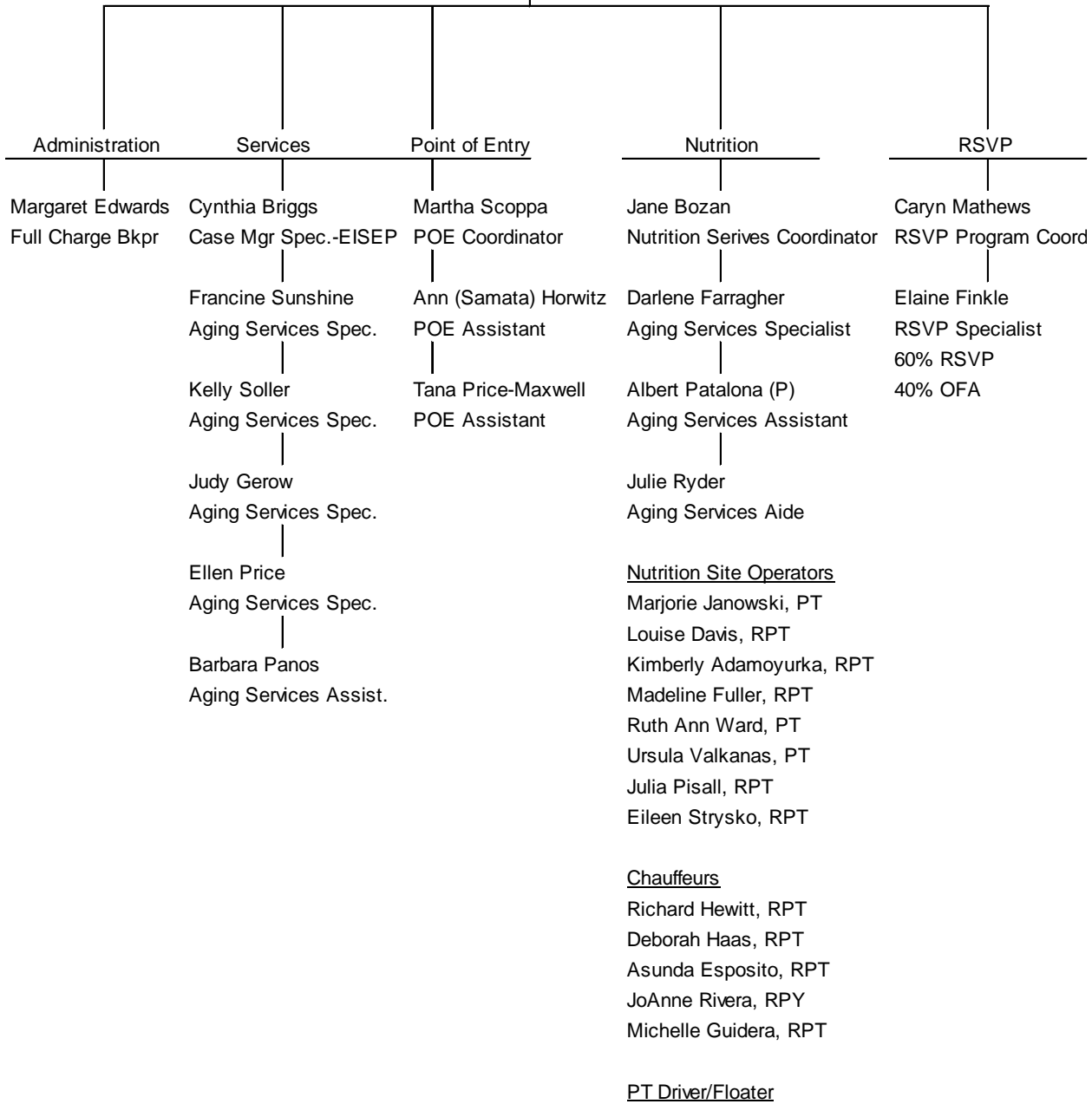
The Shopping Bus provided over 3,000 shopping trips to approximately 140 Seniors in Sullivan County.



Office for the Aging Organizational Chart

Joseph Todora Commissioner of Health and Family Services

Stephanie M. Brown, Director



# Youth Bureau

Lesia Snihura, Director

## Overview

The Youth Bureau is a department within county government that advances positive youth development. Our mission is to promote the well-being of all youth ages 0-21. The Youth Bureau's goals are to advance the physical, moral, educational, and social development of youth through positive activities; to assist agencies in addressing the risk factors that lead to juvenile delinquency and youth crime; and to encourage towns and villages to provide youth activities by giving them funds and assistance in developing and improving programs.

The Youth Bureau's functions and essential tasks are planning, promoting opportunities and collaboration, and program funding and oversight.

- **PLANNING:** The Youth Bureau participates actively in a number of strategic planning groups. In particular, we partner with DFS as lead agencies in developing the State-mandated Child and Family Services Plan (CFSP), which entails conducting needs assessment and developing countywide goals and strategies.
- **PROMOTING OPPORTUNITIES AND COLLABORATION:** The Youth Bureau promotes positive youth-development opportunities through sharing information and resources, and through outreach and advocacy to youth-serving programs. We promote collaboration among a wide range of agencies for the best use of limited resources. Our interagency information sharing and e-mail bulletins encourage awareness of and utilization of programs, activities, special events, services, training and funding opportunities. In addition to collaborating with agencies, County departments, and community groups, we provide families and youth themselves with information about opportunities and connect youth directly with programming, activities, and events.
- **PROGRAM FUNDING AND OVERSIGHT.** The Youth Bureau funds, works closely with, and oversees approximately 25 youth-serving programs each year, and those funded programs serve over 9,000 youth countywide. Programs range from municipal youth recreation to education and prevention programs.
- Municipal programs we fund include the Towns of Cohecton, Fallsburg, Forestburgh, Highland, Liberty, Lumberland, Mamakating, Neversink, and Tusten Youth Recreation Programs; the Town of Bethel Swim Program; the Town of Rockland's Ice Skating

Program and Winter Carnival; the Liberty Police Department Juvenile Aid Bureau; and the Fallsburg Police Juvenile Assistance Bureau.

- Nonmunicipal programs funded this year include Head Start's I am Moving, I am Learning, CCE's 4-H Youth Development, Sullivan County YMCA, Alive @ 25, Children's Community Chorus, CASA (Court Appointed Advocates), Dispute Resolution Center's YARD Program, which includes Peer Mediation training and Bullying Prevention, Better Together Program for at risk youth, Manor Ink, and EPIC's After School Drama Club.

The Youth Bureau monitors, evaluates, and provides technical assistance to all the programs that it funds. This includes assessing programs for compliance, and assisting them with program design, improvement, and OCFS grant applications and claims.

- The Youth Bureau supervises the process whereby schools, municipalities, and community-based organizations develop programs and apply for funding. Funds are allocated on the basis of NYS requirements and local needs assessments. The funding process entails approval by the Youth Bureau's Advisory Board, the County Legislature, and NYS Office of Children & Family Services.
- The Youth Bureau monitors and evaluates OCFS and County funded youth programs through site visits, communication with program directors, and keeping track of activities programs provide.
- The Youth Bureau provides extensive technical assistance not only in completing grant applications, but in program design, program self-assessment, improving program performance, and completing program claims and reports. The Youth Bureau also processes fiscal claims for all the funded programs to ensure payment by the State.

## Accomplishments

- The Youth Bureau provided funding, monitoring, and extensive technical support to 24 youth programs in 2018, reaching over 9,000 children and youth with recreational, educational and preventive activities.
- The Youth Bureau assisted in the development and funding of three new youth programs in 2018: Town of Liberty Parks and Recreation program, DRC's Better Together program for at-risk youth, and Manor Ink.

- The Youth Bureau assisted in the expansion of four existing programs that addressed the physical, educational, and social well-being of our county's youth: Town of Fallsburg Police Juvenile Assistance Bureau ("Drugged & Distorted" drug education program), Town of Tusten Recreation Program, YMCA of Sullivan County and EPIC's After School Creative Drama program.
- The Youth Bureau updated its comprehensive list of resources, programs, and services for youth in Sullivan County. This list is made available to a wide range of agencies and venues.
- The Youth Bureau through e-mail distribution of information to its network of funded programs, schools, police departments, community-based organizations, families, and pertinent county departments, promoted more widespread and effective use of community resources.
- The Youth Bureau performed program networking to bring together funded programs, agencies, and community-based organizations to share ideas and resources, collaborate on projects, and create fruitful connections and linkages.
- The Youth Bureau worked with local planning groups on initiatives that benefit the community at large; for example, the Youth Bureau together with the Fallsburg CTC (Communities That Care) and the Fallsburg Police Department planned and hosted National Night Out in the Town of Fallsburg in August of 2018. The event was very successful.
- The Youth Bureau hosted a Safe Halloween Trick or Treat outreach event at the Government Center on October 31, 2018. The event was a huge success. Over 2,000 individuals attended the event, as well as 32 vendors from various not for profits, county departments and schools. The event was a great opportunity for agencies to educate the public as to the services that their organizations provide.

## Goals

- The Youth Bureau will fund recreational, educational, and preventive programs that will promote youth development.
- The Youth Bureau will assist in the planning and development of at least one new youth program.
- The Youth Bureau will expand a current program, increasing youth participation in the program by offering new activities and/or enhancing current activities.

- The Youth Bureau will connect youth and families directly with programming, activities, and events.
- The Youth Bureau will act as a central clearinghouse, providing e-mail distribution of information on youth resources, programs, and community special events.
- The Youth Bureau will identify needs and advocate on issues that affect youth; promote best use of shared resources; and expand community outreach.
- The Youth Bureau will maintain a leadership role in planning, particularly the Integrated County Planning (ICP) process for the Child and Family Services Plan.

The Youth Bureau will host a Safe Halloween outreach event at the Government Center.

# Human Rights Commission

Ari Mir-Pontier, Former Director (position currently vacant)

Judy Balaban, Chair

## Accomplishments

- Reorganized the advisory board after losing 5 out of 9 commissioners
- Conducted extensive search for qualified candidates
- Interviewed a diverse base of applicants, and made recommendations to the Legislators for selection of new board members
- Provided orientation training to all new board members
- Successfully conducted 169 intakes concerning discrimination complaints

## Initiatives

### Outreach Committee

- Organized an Immigration Legal Clinic at St. Peters, Monticello, NY, attended by 150 people, and co-sponsored by Catholic Charities
- Conducted satellite meetings at local libraries in order to be sensitive to people's fears
- Organized a historical immigration hike and art reception at Battleground Park
- Hosted a press conference to commemorate International Human Rights Day, and introduced the subject of the Ukrainian genocide known as the Holodomor
- Hosted a youth International Human Rights Celebration about the 30 articles of the Declaration through interactive play. and music by My Brother's Keeper members
- **Law Enforcement & Community Relations Initiative**
- Several Cop Cafés were held at various locations with local law enforcement members in order to build trust within the community
- Held Brainstorming Sessions between law enforcement, local leaders, civic organizations and the community
- Organized a group of educators and social workers who are trained in Restorative Practices, who will train school personnel, law enforcement and other community entities and individuals
- **Anti-Bullying Initiative**
- Organized Anti-Semitic Awareness with local schools, and attended vigils
- Co-created a Cultural Competence Team with Monticello Central School District

- Brainstorming Sessions between school superintendents, counselors, teachers, law enforcement, local leaders, and community to address anti-bullying options
- Held a Gender Equality Forum for the public to understand transgender and gender non-conforming people. Excellent attendance at SUNY Sullivan’s Seelig Theatre
- Sponsored “Reel Abilities Film Festival” at the Hurleyville Art Center which showcases films, dance, and music made by people living with disabilities

### Issues Committee

- Met as needed to discuss discrimination cases, and determine next-steps

### Goals

- Organize at least two community forums on specific human rights issues
  - Exceeded:
    - Immigration Clinic
    - Gender Identity Forum
    - Historical Immigration Hike and Art Reception
- Organize a one-day conference designed to raise awareness of human rights issues to coincide with International Human Rights Day on December 10
  - Exceeded:
    - Youth International Human Rights Celebration
    - International Human Rights Day Press Conference
- Expand identity-based anti-bullying program in at least two schools
  - Exceeded:
    - Conducted a one-day anti-bullying brainstorming session attended by all but one school districts
    - Organized an Anti-Semitic oversight team at Monticello School District
    - Assisted Fallsburg and Monticello with their Anti-Bullying Programs
- Train at least one new volunteer to deliver school programs
  - Met:
    - Organized school opportunities with 3 new volunteers
- Deliver at least two presentations to civic/county organizations about the HRC’s work
  - Met:
    - Delivered presentation to Sullivan 180
    - Delivered presentation to Latino Alliance of Sullivan County
- Promote funding and approval of County Legislature for a full-time executive director
- Not Met: Work in progress





*MBK-My Brother's Keeper participants talking with DA Jim Farrell*



*Preparing for a historical hike and art reception at Battleground State Park in Minisink, NY with artists and members of the Barryville Area Arts Association and the Human Rights Commission*





*SUNY Sullivan Immigration Film Screening*

