

2024 Tentative Sullivan County Budget

EXECUTIVE SUMMARY





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INTRODUCTION



Transmittal Letter

Joshua Potosek, MBA, County Manager

JOSHUA A. POTOSEK, MBA
COUNTY MANAGER

MICHELLE HUCK
ASSISTANT COUNTY MANAGER

TEL: 845-807-0450



OFFICE OF THE SULLIVAN COUNTY MANAGER

SULLIVAN COUNTY GOVERNMENT CENTER
100 NORTH STREET
PO BOX 5012
MONTICELLO, NY 12701

November 2023

Dear Legislators:

I am pleased to present to you the 2024 Sullivan County Tentative Budget.

Sullivan County continues to experience record levels of economic growth and fiscal stability. For more than two years, we've been leading much of the State in job growth while experiencing an unprecedented increase in sales and room tax revenue. Other revenue sources remain reliably stable, and the latest fiscal health report from the NYS Comptroller's Office (which utilizes objective datasets) places us in the top tier of "unstressed" counties Statewide.

In short, Sullivan County is in excellent financial shape (despite New York State continuing to push its costs on to the County and its taxpayers), and I am gratified to be sending the Tentative Budget to you under such circumstances.

Nevertheless, we must continue a prudent course and ensure a strong fiscal foundation. To that end, this Tentative Budget features a proposed zero-percent tax increase while maintaining all programs and staff, and increasing where strategically appropriate or necessary.

Significant proposals in the 2024 Budget include continuing our road and bridgework projects without going into debt, maintaining a healthy fund balance, expanding the popular Move Sullivan bus service, making major investments in public safety (contracting for Countywide animal control, freeing up more Sheriff's deputies for road patrol duties, increasing Assistant District Attorney salaries to be more competitive), setting aside \$2 million for future building projects, and creating a Housing Trust Fund.

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

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

Sincerely,

Joshua A. Potosek
Sullivan County Manager

GFOA - Distinguished Budget Award for 2023 Edition



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of Sullivan
New York**

For the Fiscal Year Beginning

January 01, 2023

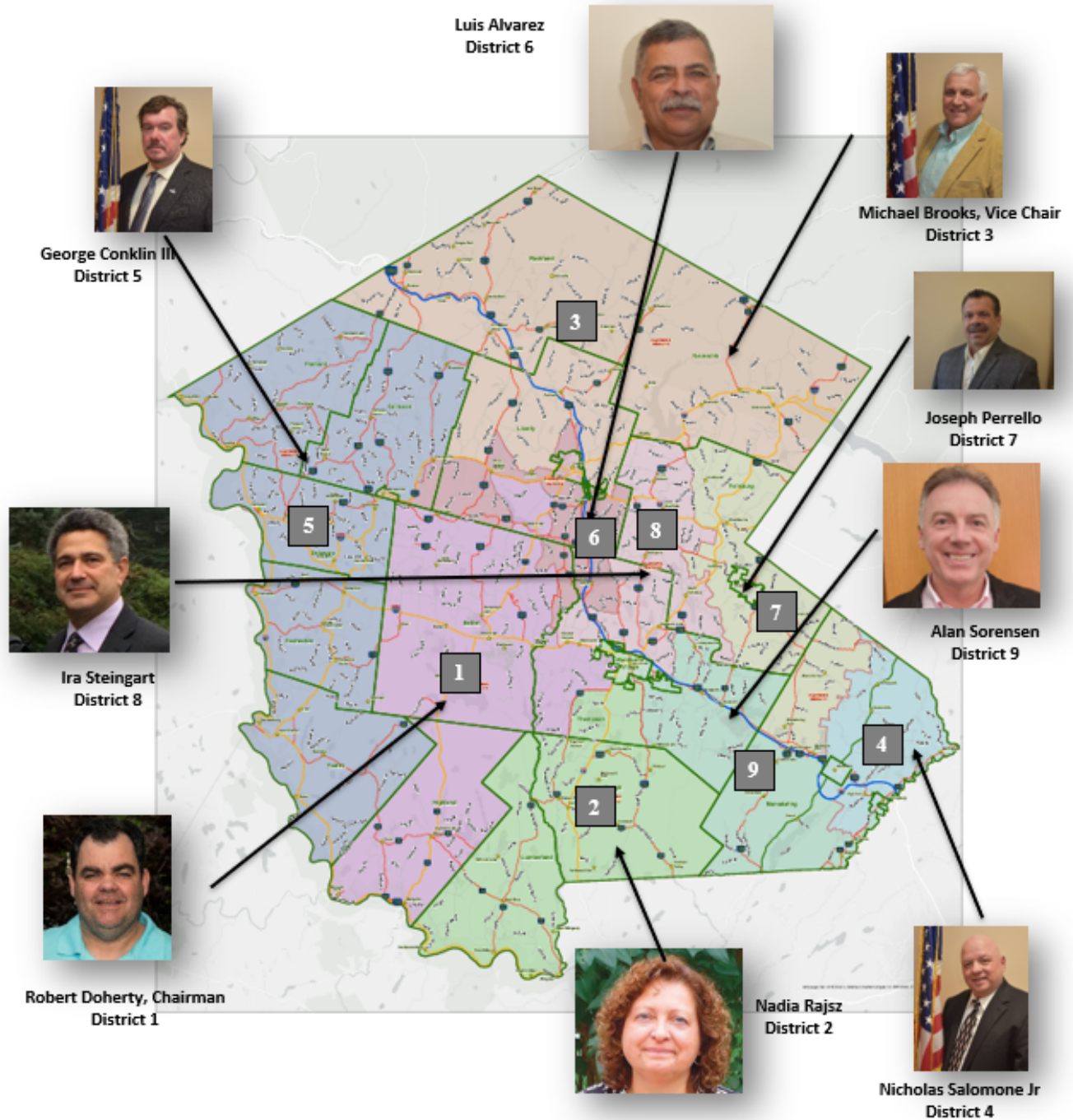
Christopher P. Morrill

Executive Director

Legislators 2024

2024 TENTATIVE BUDGET FOR SULLIVAN COUNTY

SULLIVAN COUNTY LEGISLATURE



Committee Chairs

2024 ADOPTED BUDGET FOR SULLIVAN COUNTY CHAIRS OF STANDING COMMITTEES OF COUNTY LEGISLATURE

Robert Doherty	<ul style="list-style-type: none">• Executive Committee
Ira Steingart	<ul style="list-style-type: none">• Planning, Community Development, Real Property, Capital Planning & Budgeting Committee
Alan Sorensen	<ul style="list-style-type: none">• Human Resources Committee
Nick Salomone	<ul style="list-style-type: none">• Health and Family Services• Public Safety and Law Enforcement Committee
Mike Brooks	<ul style="list-style-type: none">• Government Services Committee
George Conklin	<ul style="list-style-type: none">• Management & Budget Committee• Public Works Committee
Luis Alvarez	<ul style="list-style-type: none">• Veteran's Committee

Elected Officials

2024 TENTATIVE BUDGET FOR SULLIVAN COUNTY SULLIVAN COUNTY ELECTED OFFICIALS

County Treasurer	<ul style="list-style-type: none">• Nancy Buck
County Clerk	<ul style="list-style-type: none">• Russell Reeves
Acting District Attorney	<ul style="list-style-type: none">• Brian Conaty
Sheriff	<ul style="list-style-type: none">• Michael A. Schiff
Coroners	<ul style="list-style-type: none">• Michael J. Speer• Elton Harris• Alan Kesten• Albee Bockman

Introduction

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

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

History

Founded in 1809, Sullivan County was originally part of neighboring county, Ulster. Named for Major General John Sullivan, the County thrived at the height of the Industrial Revolution as factories and manufacturing began to enter the area driven by water power along the streams, bringing a population increase as workers began to migrate into the County. Civil war era Sullivan County saw a boom of business as local tanneries produced leather boots, bridles, holsters and belts for the army of the time.[1] At the Southeastern end of the County, the D & H Canal built up many towns as goods were transported up and down the waterways via tow paths. Progress gave way to change when the canal closed in 1898, giving the now bustling rail travel industry a boost. The O&W Railway was a popular mode of transportation at the time, making stops in Livingston Manor, Ferndale, Fallsburg and Monticello[2].

The conversion from manufacturing to tourism thrived with the ease of travel made possible by the rail industry in the early 20th century. Famously nicknamed the Borscht Belt, resort hotels featured many famous acts and thrived as a getaway for city dwellers of the time, seeking fresh air, open space and recreation. While a handful of hotels did stay open through the 1990s, most of the over 500 hotels in the area closed by 1970, with the height of the hotel boom ending in 1965[3].

Perhaps the most famous event within Sullivan County occurred as a stroke of luck when the town of Woodstock, NY (located in Ulster County) decided it would not host the Woodstock Festival of 1969. Instead, the festival was moved to Max Yasgur's dairy farm in Bethel in August of that year, with over 400,000 attendees and famous young legends performing such as Carlos Santana, Jimi Hendrix and Bob Dylan, just to name a few. Today, the site is home to Bethel Woods Center for the Arts, featuring a museum, 400 seat event gallery and 15,000 capacity outdoor staging area[4]. In February of 2018, Resorts World Catskill Casino and Hotel opened in the Town of Thompson, followed by the Kartrite Resort & Indoor Waterpark in April of 2019. The added tourism these properties have brought to the County have been a great asset. Interest in buying locally produced foods has continued its surge in popularity, and agritourism has become a staple recreational option. Combined with steady growth in the healthcare industry, as well as investment in the expansion of several existing businesses, recent economic activity has given Sullivan County reason to be highly optimistic about its future[5].

[1] Bethel Woods Center for the Arts

[2] Sullivan County Visitors Association

[3] Sullivan County Historical Society

[4] Sullivan County NY Wikipedia page

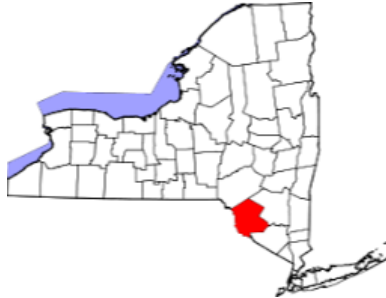
[5] New York, Ontario and Western Railway Wikipedia page



Geography

Sullivan County is a 968-square-mile rural county in New York State located approximately 90 miles northwest of New York City in the Catskill Mountains. Its western border is shared with Pennsylvania and is marked by the Delaware River. Neighboring counties include Delaware County to the north, Ulster County to the east and Orange County to the south. In addition to the Delaware River, notable features include the Catskill Park in the northeast, the Shawangunk Ridge and Bashakill Wetlands in the southeast, and farmland in the western and northwestern portion of the County[1].

[1] Sullivan County NY Wikipedia page

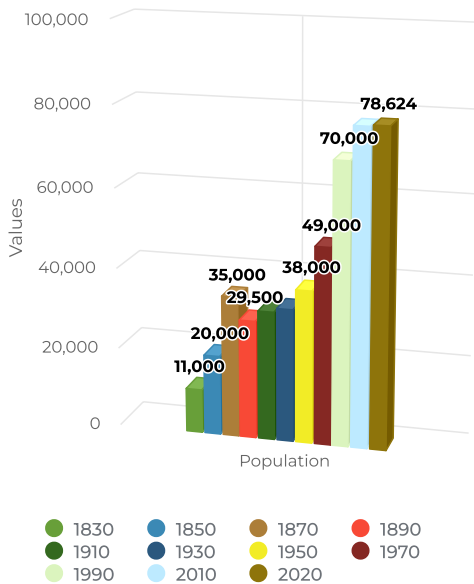


Population

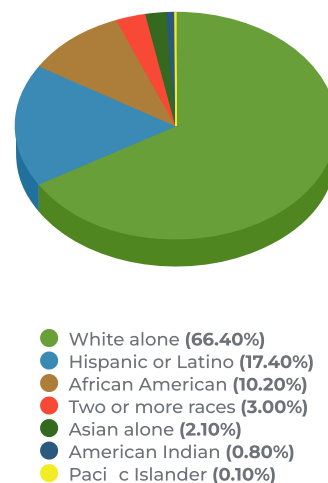
As of the 2021 U.S. Census estimates, Sullivan County has a full-time population of 78,230. This number is estimated to triple during the summer season, when the County experiences an influx of second homeowners and vacationers. The median household income was \$63,393 from 2017-2021, and 19% of the population was estimated to live below the poverty level for the same period. There were a total of 49,960 housing units in the County, and the homeownership rate was 69.2%.

In the early days of Sullivan County, the population was at around 6,100 residents. That number slowly grew as manufacturing and tourism developed. In 2022, the U.S. Census estimated a population of 79,658 with 59.6% of the population as working age (between 16 and 64).

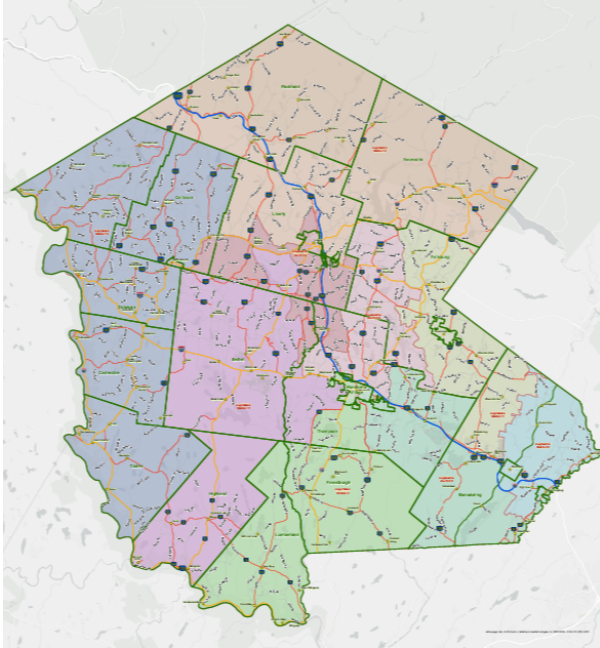
Sullivan County Population 1810-2020



Population by Race 2020



Education



With 8 school districts, making up 21 schools and servicing over 10,000 students, Sullivan County has a well-oiled infrastructure for Kindergarten to Grade 12 education. Sullivan County Community College enrolls an average of 1,600 students at any time with 71% of these students representing County residents. According to the 2022 U.S. Census estimates, 86.6% of the population of Sullivan County have a high school diploma or higher, with 27.0% of the population obtaining a bachelor' degree or higher[1].

[1] New York Schools statistics

Transportation



Our County Transportation Department offers open public transportation with two round-trip runs to various County hot spots on Thursdays and Fridays[1]. In 2020, those services were expanded to include Move Sullivan, a service that offers 72 stops between its four routes and express and local routes. This service operates Monday through Friday. There are also several local taxi companies as well as medical transportation services available. A Shortline bus station servicing several locations within New York State is located in Monticello[2], home of the County seat, and NJ Transit rail services are available in nearby Orange County, approximately 27 miles away[3]. Given that Sullivan County is fairly rural, having the means to provide your own transportation is the best way to get around the County. Mean travel time to work is 29.2 minutes, just under the New York State mean travel time of 32.3 minutes.

[1] Sullivan County Government

[2] CoachUSA

[3] NJ Transit

Government

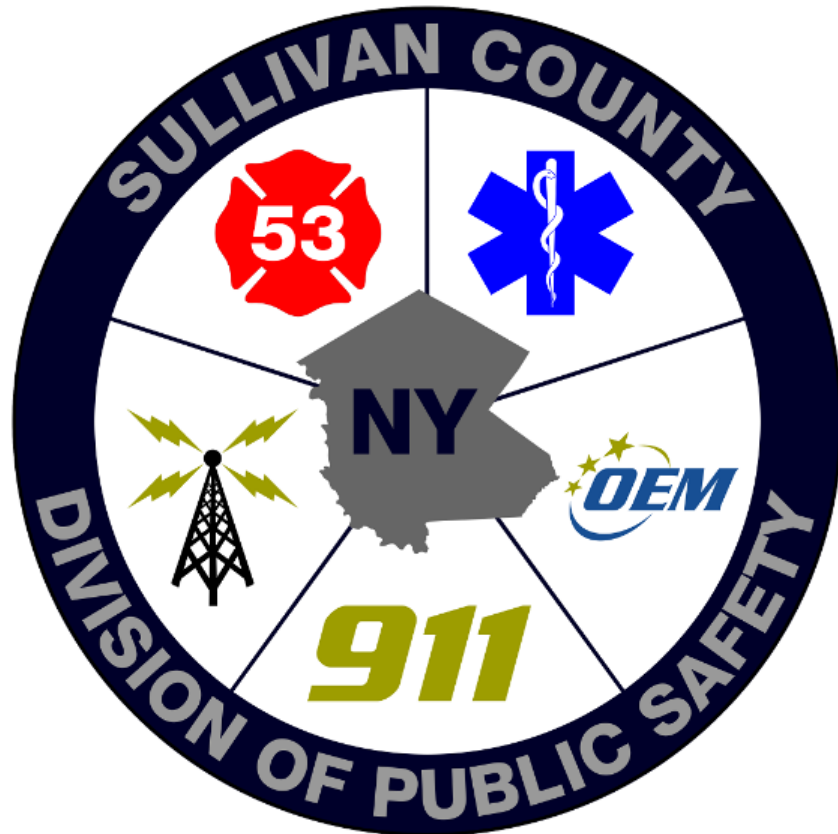
The Sullivan County Charter currently provides for a government consisting of nine elected County Legislators, each representing one legislative district within the County. The nine-member board of legislators appoints a County Manager to oversee the day-to-day County operations. County departments each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

1. Human Resources – Commissioner Julie Diescher
2. Community Resources – Commissioner Laura Quigley
3. Information Technology Services – Commissioner Lorne Green
4. Public Works – Commissioner Edward McAndrew
5. Public Safety – Commissioner Scott Schulte
6. Planning and Environmental Management – Commissioner Heather Brown
7. Health and Family Services – Commissioner John Liddle

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

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

Public Safety



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

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

[1] Sullivan County, NY police, fire and EMS departments by Google maps

Arts, Culture & Entertainment



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

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

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

Outdoor recreation opportunities exist in the form of hiking trails, local parks, a ski hill, several farms, rail trails and historical sites, such as the Stone Arch Bridge and Fort Delaware Museum of Colonial History[1].

[1] Sullivan County Visitor's Association

Economic Outlook

The 2021 U.S. Census estimated a civilian labor force of 59.6% of the total population of Sullivan County or 47,476 people. Total retail sales per capita were \$11,629. New York State Department of Labor statistics indicate that Sullivan County has a lower rate of unemployment compared with other Counties within the state at a range of 3.1% unemployed [3]. A look at private sector jobs by area in New York State indicate that Sullivan County is gaining jobs faster than the state rate of between 0.9% and 1.3%[1].

The 2023 assessed values for property in Sullivan County totaled \$5.6 billion with a 2024 estimated property tax revenue of \$70.1 million expected[2].

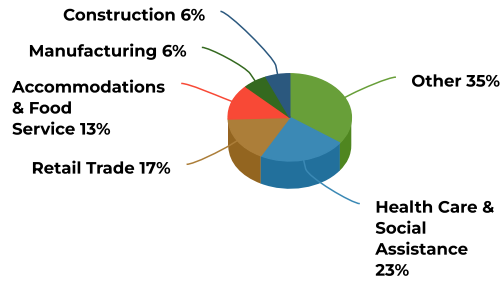
Employment by sector is broken down as follows:

[1] U.S. Census

[2] Sullivan County 2020 Assessment Rolls

[3] Trading Economics

Employment by Sector



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

Healthcare



Two hospitals in the area provide 24 hour emergency departments. Garnet Health Medical Center - Catskills has 2 locations, Harris and Callicoon.

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

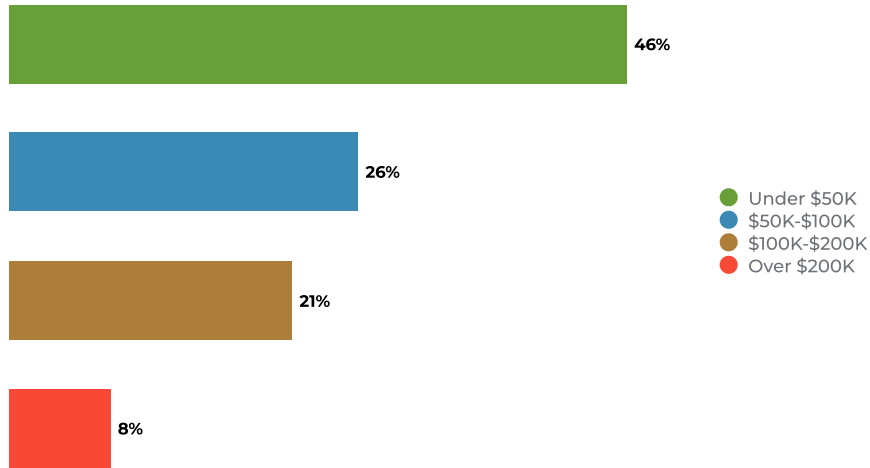
The Sullivan County Department of Public Health provides a variety of programs and health related services in Sullivan County. Sullivan County Public Health Services works within the framework of the Ten Essential Public Health Services, from the National Public Health Performance Standards which outline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

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

[1] Sullivan County Government

Income

2021 Household Income



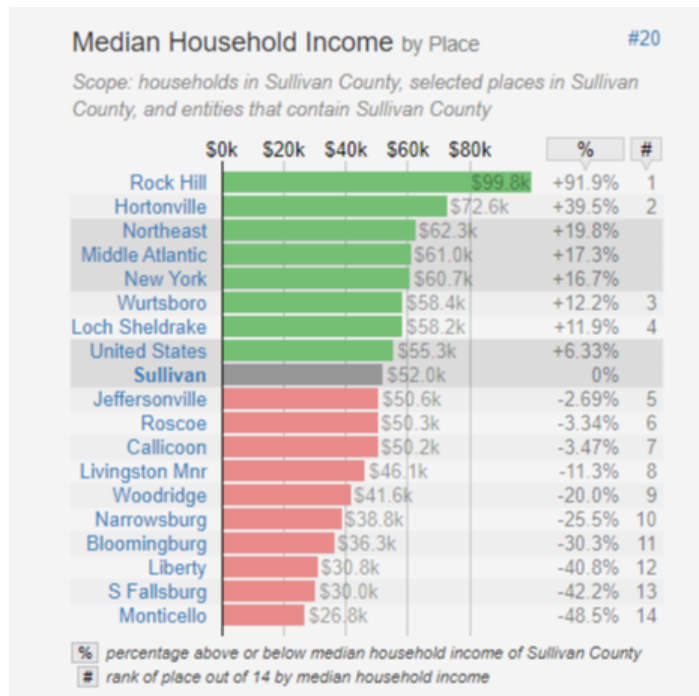
Percent (%)

Per capita income for Sullivan County is \$32,346 with median household income at \$63,393. The poverty rate is 19% within the County, while the New York State poverty rate was 13.6% in 2018. Poverty status is determined by comparing annual income to a set of dollar values that vary by family size, number of children and the age of the household. If a family's before-tax money income is less than the dollar value of their threshold, then that family and every individual in it are considered to be in poverty. For people not living in families, poverty status is determined by comparing the individual's income to his or her poverty threshold[1].

Household demographics with relation to income are as follows:

[1] U.S. Census

Median Household Income by Place



Readers Guide

This 2024 Tentative Budget Executive Summary represents a supplement, intended to be used in conjunction with the 2024 Tentative Budget Detail, and meant to supply a rounded understanding of the workings of the Sullivan County Government. The summary below describes each section of the book to help the reader find and understand the information contained within.

Organization of the Budget Book

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

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

Budget Overview- This section goes over the budget process, including an explanation of fund structures and through the process behind budget development. A strategy map outlines the priorities and issues for 2024 and clarifies the reasoning behind some of the spending for 2024. Included in the Budget Overview section are the following:

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

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

Department Summaries- An overview of each department by division, with the 2024 Tentative revenues and expenses, position counts and performance measures can be found here.

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

Population Overview



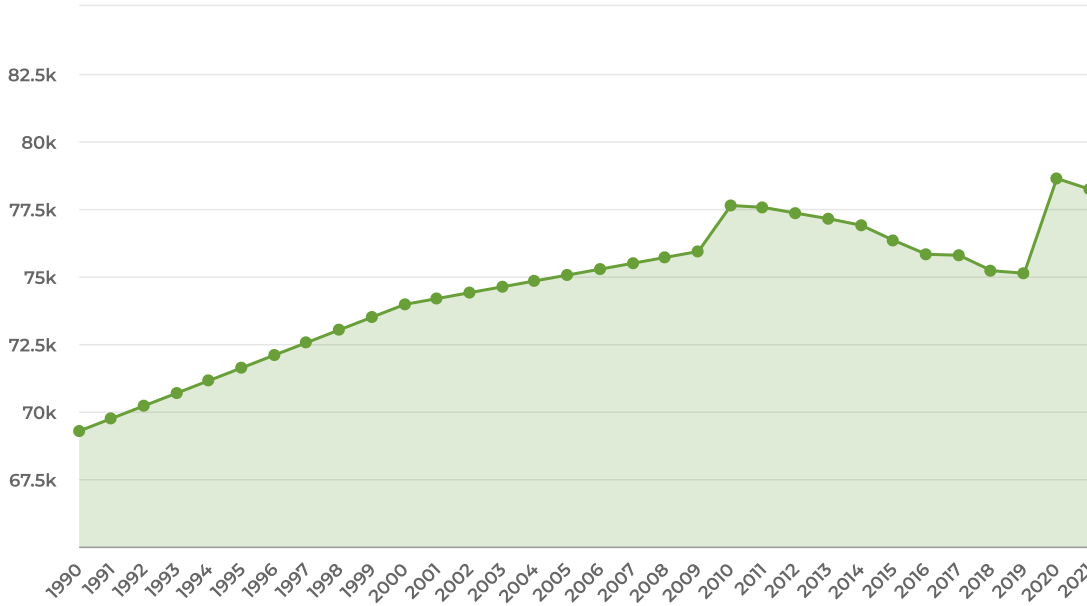
TOTAL POPULATION

78,230

▼ **.5%**
vs. 2020

GROWTH RANK

54 out of **58**
Counties in New York



* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses



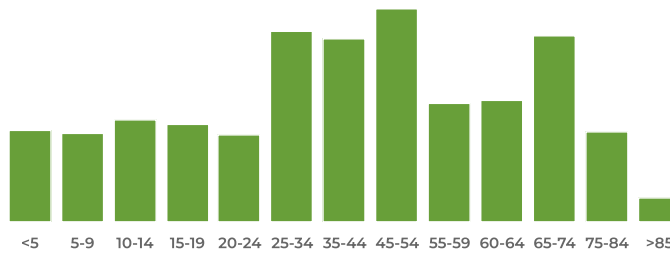
DAYTIME POPULATION

73,624

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

* Data Source: American Community Survey 5-year estimates

POPULATION BY AGE GROUP



Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

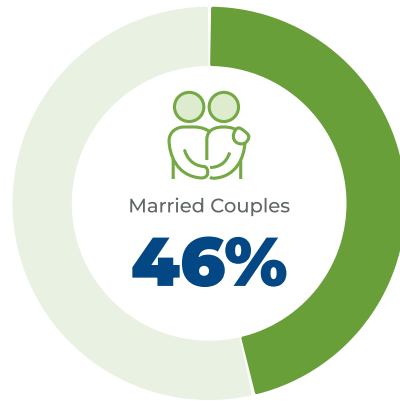
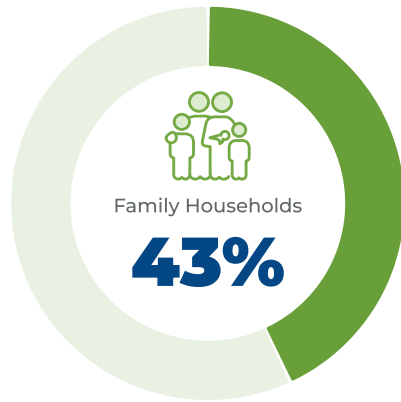
* Data Source: American Community Survey 5-year estimates

Household Analysis

TOTAL HOUSEHOLDS

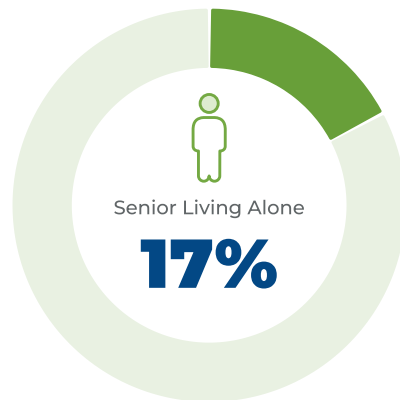
28,816

Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



▲ 5%

higher than state average



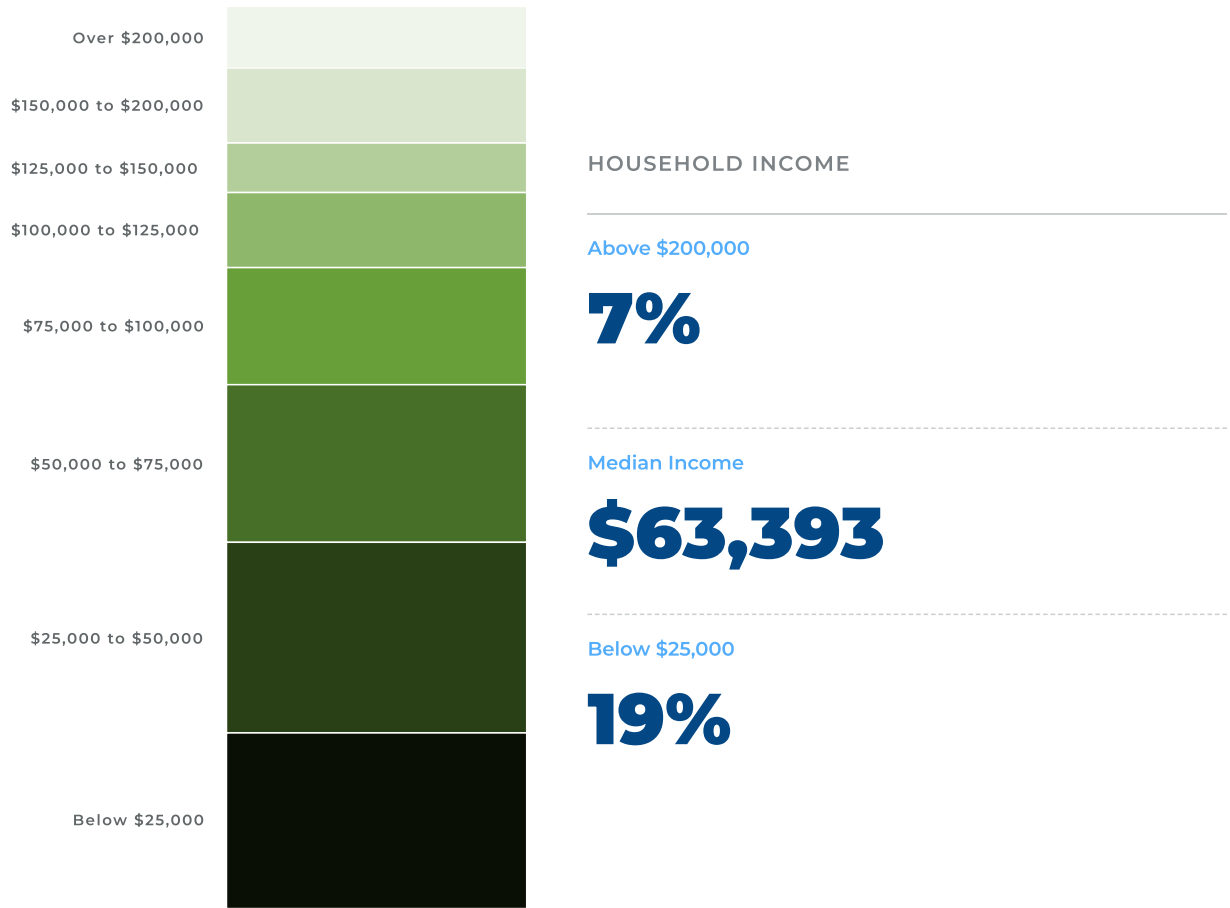
▲ 1%

higher than state average

** Data Source: American Community Survey 5-year estimates*

Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



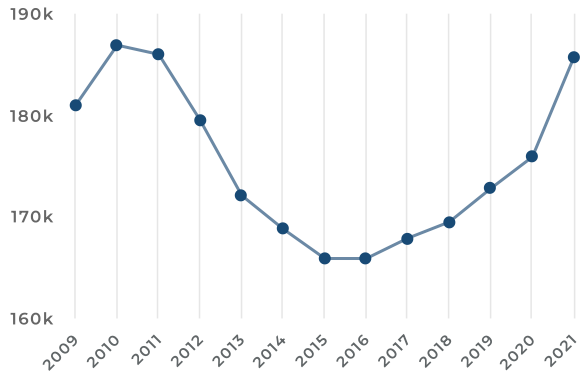
* Data Source: American Community Survey 5-year estimates

Housing Overview



2021 MEDIAN HOME VALUE

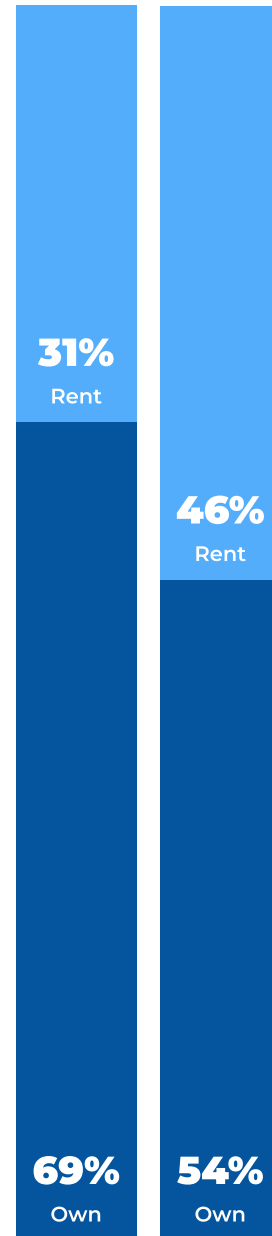
\$185,700



* Data Source: 2021 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

HOME OWNERS VS RENTERS

Sullivan State Avg.



HOME VALUE DISTRIBUTION

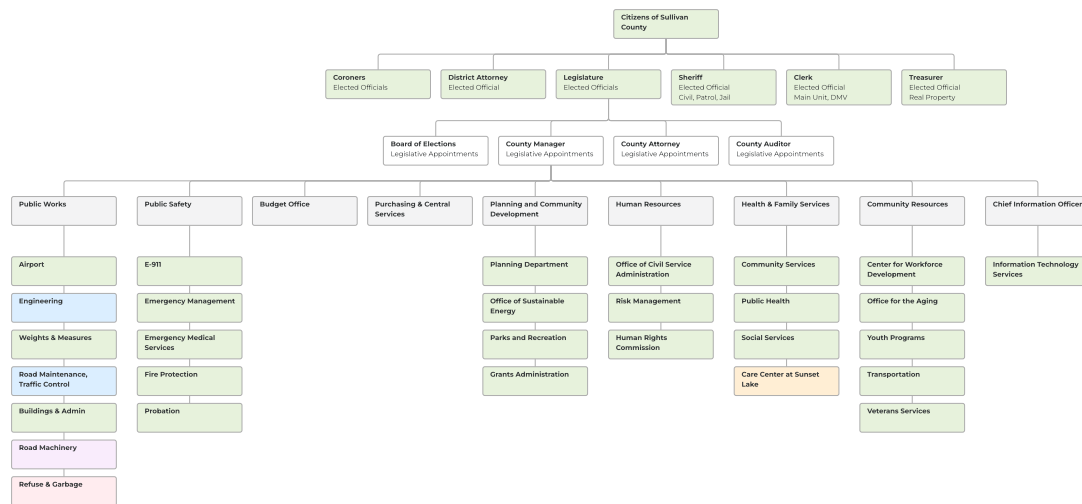


* Data Source: 2021 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

* Data Source: 2021 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

County Government Organization Chart

1. The Org Chart is sorted in hierarchy, to illustrate the structure of County government. Towards the top, you can see elected officials report to the Citizens of Sullivan County. Under that are positions appointed by those elected parties. Commissioners and Line Departments report up to the County Manager's office.
2. The colors represent the 5 funds currently utilized by Sullivan County where employees are housed. The majority of expenses are paid through the General Fund which is why the majority of departments are shown in green boxes. Blue boxes represent the County Road Fund (D), the pink box indicates the Refuse and Garbage Fund (CL), the purple box represents the Road Machinery Fund (DM) and the orange box represents the Enterprise Fund (EI).
3. Two larger segments of Sullivan County are Public Works and the Care Center at Sunset Lake. These two entities make up four funds shown. Public Works has some departments where appropriations are paid from the General Fund, but others use the Refuse and Garbage Fund, County Road Fund and Road Machinery Fund. The Care Center at Sunset Lake uses the EI Fund. This is an Enterprise Fund, meaning that it's run like a business and self-supporting for revenues and expenses.



Sullivan County Fund Structure & Categories

A. **Governmental Funds:** Governmental funds are those through which most general government functions are financed. The acquisition, use of balances of expendable financial resources, and the related liabilities are accounted for through governmental funds. The following are the County's Major governmental funds:

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

The following are the non-major governmental funds:

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

B. **Proprietary Funds:** Proprietary funds include enterprise and internal service funds.

- a. **Enterprise Funds:** Enterprise funds are used to account for operations that are financed and operated in a manner similar to private enterprises or where the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is necessary for management accountability. Enterprise funds are used to account for operations that provide services to the public.
 - i. **Sullivan County Adult Care Center:** The Adult Care Center is a skilled nursing facility established and operated under provisions of Article 6 of the General Municipal Law.
 - ii. **Sullivan County Tobacco Asset Securitization Corporation:** The Sullivan County Tobacco Securitization Corporation holds bonds that are payable by revenues from tobacco manufacturers that participated in the Master Settlement Agreement.
- b. **Internal Service Funds:** Internal service funds are used to account for those operations that provide services to other departments or agencies of the government, or to other governments, on a cost reimbursement basis.
 - i. **Workers' Compensation Benefits Fund:** The Workers' Compensation Fund is used to account for the revenues and expenses of all of the participating jurisdictions in the plan.
 - ii. **Self-Insured Dental Fund:** The Self-Insured Dental Fund is used to account for the expenses and revenues of the County's dental plan for employees.

C. **Fiduciary Funds:** Fiduciary funds are used to account for assets held by the County in an agency capacity on behalf of others.

a. **Trust and Agency:** The trust and agency fund is used to account for payroll withholdings and various other deposits that are payable to other individuals or entities.

Funds Subject to Appropriation

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

Basis of Budgeting

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

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

Financial Policies

Capital Budget and Planning

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

Policy:

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

Debt Management & Investment

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

Purpose:

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

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

Fund Balance

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

- Fund balance size and stability are important factors to credit markets when they determine the credit rating of Sullivan County debt instruments, which in turn affects the interest rate that taxpayers must pay for borrowed funds for many years;

- An adequate fund balance enables the County to respond to unforeseen negative events and to level out the impact of those events on taxpayers and service-delivery recipients;
- An adequate fund balance makes possible a cash position that is viewed by credit markets as healthy and avoids unnecessary staff time for accounting;
- Adequate reserves avoid the costs of borrowing, and generate interest earnings;
- Fund balance policy should ensure the County maintains adequate fund balance and reserves to provide the capacity to provide sufficient cash flow for daily financial needs, and to provide adequate reserves to offset significant economic downturns or revenue shortfalls.

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

Policy:

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

Operating Budget

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

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

Long-Range Financial Planning

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

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

Budget Adoption and Amendment Process

Operating Budget Adoption

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

- During the month of June, operating budget instructions are sent to County departments and external agencies that receive County funding.
- During the month of July, operating budget requests from County departments and external agencies are received. External agencies have a deadline of September 30 to submit their budget requests to the County Manager, in accordance with Resolution 327 of 2016.
- The County Manager submits the outside agency requests to the Sullivan County Legislature at the same time that the Tentative Budget is submitted.
- During the month of August, September, and October, the County Manager and Management and Budget staff review budget requests and meet with departments to discuss their requests.
- The Sullivan County Charter requires that the County Manager file the tentative operating budget no later than Nov 15 of each year. The Sullivan County Legislature has requested that it be submitted by October 21 to allow for more time to review the tentative budget.
- The Sullivan County Charter requires that the Sullivan County Treasurer certify revenues for the upcoming budget year no later than October 21 of each year. If the Sullivan County Treasurer, County Manager, and Commissioner of Management and Budget disagree on the revenue estimates, a public hearing is required. After the public hearing, the Sullivan County Legislature is required to determine the estimate of revenues.
- During the period of October 21 through December 20, the Sullivan County Legislature, normally through the Management and Budget Committee, reviews the tentative budget. The Management and Budget Committee meet with commissioners, department heads, and external agencies to discuss their budget request and the County Manager's recommendation for their department or agency.
- The Sullivan County Legislature holds two public hearings on the tentative budget to obtain taxpayer comments.
- All line item changes are made through majority vote by the County Legislature.
- After the two public hearings and on or before December 20, the Legislature holds a meeting to consider the adoption of the budget.
- The County Legislature has established legal control of the budget at the departmental level of expenditures and revenues. Transfers within departments can be performed administratively so long as total revenues or total expenses are not increasing. Transfers that require increases in total revenues or total expenses require a majority vote of the Legislature.

Operating Budget Amendment Process

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

Transfers within departments

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

Transfers requiring increases in total revenue/expense

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

Capital Plan Budget Adoption Process

- During the month of March, capital plan instructions are sent to County departments.
- During the month of May, the capital plan department requests are submitted to the Management and Budget office.
- The Sullivan County Charter requires that the capital plan department requests are submitted to the Sullivan County Legislature no later than June 1.
- During the months of July, August, September, and October, the Capital Planning and Budgeting Committee meet with commissioners, department heads, and external agencies to discuss their budget request.
- The County Manager includes the tentative capital budget in the operating budget submission to the Legislature.
- From the time the tentative budget is submitted through December 20, the Sullivan County Legislature, through the Capital Planning and Budgeting Committee, reviews the tentative capital budget. The Management and Budget Committee meet with commissioners and department heads to discuss their budget requests and the County Manager's recommendation for their department.
- The Sullivan County Legislature holds two public hearings on the tentative capital budget to obtain taxpayer comments.
- All line item changes are made through majority vote by the County Legislature.
- After the two public hearings and on or before December 20, the Legislature holds a meeting to consider the adoption of the capital budget.
- The County Legislature has established legal control of the capital budget at the project level of expenditures. Transfers within projects can be performed administratively so long as total expenses do not increase. Transfers that require increases in total expenses require a two-thirds majority vote of the Legislature.

BUDGET OVERVIEW

Understanding the Strategic Plan

Sullivan County's 2024 Strategic Plan encompasses goals and targets set for this particular year but also reflects goals and targets moving forward, since performance improvement is ongoing.

These initiatives and goals have been developed by the County Manager's Office in consultation and coordination with the involved and impacted divisions, departments, offices and units within County government.

Important terms in the following presentation include:

- Key Strategy – The particular strategic initiative
- Measurement Method – The way the strategy will be evaluated
- Target – The specific goal to be achieved
- Achieved – What was actually accomplished
- 2024 Actions – The details of how strategies will be carried out so that goals are achieved

The Achieved column remains blank on all strategies, as the related goals and initiatives are being implemented throughout 2024. The Achieved column will contain data at the end of the year.

Strategic Plan

Transportation, Mobility & Infrastructure			
KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
▶ Ensure Safe Modes of Transportation			
▶ Paved roads	Actual miles paved/surface-treated	50	
▶ Maintained bridges	Actual number of bridges maintained	5	
▶ Road striping	Actual miles striped	50	
▶ Bike-pedestrian facilities	Total miles of multi-use trails	30	
2024 ACTIONS	<ul style="list-style-type: none"> ▶ Procure services of a professional consultant to create a bicycle-pedestrian plan ▶ Establish an advisory group to help develop bicycle-pedestrian plan 		
▶ Manage Ownership Costs of Buildings via Effective Maintenance and Efficiency			
▶ "Clean" energy sources	Percentage of clean energy in use	100%	
▶ Cost of building stock	Total costs divided by total square footage	\$20/sq. ft.	
▶ Workers' Compensation claims	Annual percentage of reduction in claims	10%	
2024 ACTIONS	▶ Continue to improve facilities' energy performance		

Transportation, Mobility & Infrastructure (cont.)

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<ul style="list-style-type: none"> ▶ Increase Public Transportation Opportunities <ul style="list-style-type: none"> ▶ Ridership ▶ County cost ▶ Focus on Expanding Move Sullivan by Expanding Routes and Working with Community Partners and Businesses <ul style="list-style-type: none"> ▶ New routes 	<ul style="list-style-type: none"> Total number of 1-way riders per week County cost per rider New Localities Served 	<ul style="list-style-type: none"> 400 \$10 4 	
<p>2024 ACTIONS</p> <ul style="list-style-type: none"> ▶ Expand ridership by serving more communities and creating short-distance shuttles in Monticello and Liberty 			
<ul style="list-style-type: none"> ▶ Continued Development of County parks and trails <ul style="list-style-type: none"> ▶ Parks & Recreation Master Plan ▶ Rail trail mileage 	<ul style="list-style-type: none"> Complete Master Plan Total actual miles in County 	<ul style="list-style-type: none"> 100% 50 	
<p>2024 ACTIONS</p> <ul style="list-style-type: none"> ▶ Complete design documents for Liberty/Parksville, Neversink Crossing, Livingston Manor ▶ Clean up and prepare Callicoon Riverside Park for public opening 			

Safe Communities

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<ul style="list-style-type: none"> ▶ Improve Collaboration and Training Among EMS Agencies <ul style="list-style-type: none"> ▶ County-hosted training for EMS providers ▶ EMS training participant satisfaction ▶ Ensure Preparedness for Emergency Situations <ul style="list-style-type: none"> ▶ Emergency drills ▶ Planning exercises ▶ Increase Assistance with Recruitment of Fire and EMS Volunteers <ul style="list-style-type: none"> ▶ Recruit for EMS ▶ Recruit for Fire Service 	<ul style="list-style-type: none"> Total annual trainings Percentage of satisfied trainees Actual number of emergency drills Actual number of planning exercises Actual number of EMS recruits Actual number of firefighter recruits 	<ul style="list-style-type: none"> 4 75% 3 3 5 10 	
<p>2024 ACTIONS</p> <ul style="list-style-type: none"> ▶ Increase recruitment efforts and develop new strategies for recruitment ▶ Work with volunteer fire and EMS providers to recruit and retain volunteers ▶ Develop a Youth Explorer program 			

Safe Communities (cont'd.)

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<ul style="list-style-type: none"> ▶ Update Emergency Management Plan and Conduct Trainings <ul style="list-style-type: none"> ▶ Participant satisfaction with trainings ▶ Establish Threat Assessment group 	<ul style="list-style-type: none"> ▶ Percentage of satisfied participants ▶ Total recurring annual meetings (minimum) 	<ul style="list-style-type: none"> ▶ 66% ▶ 4 	
<ul style="list-style-type: none"> ▶ Review and Recommend Enhancements to Building Security <ul style="list-style-type: none"> ▶ Review of building security 	<ul style="list-style-type: none"> ▶ Percentage of buildings analyzed 	<ul style="list-style-type: none"> ▶ 100% 	
<ul style="list-style-type: none"> ▶ Improve Emergency Communications Coverage <ul style="list-style-type: none"> ▶ Install additional equipment/towers 	<ul style="list-style-type: none"> ▶ Number of additional towers in operation 	<ul style="list-style-type: none"> ▶ 1 	
<ul style="list-style-type: none"> ▶ 2024 ACTIONS <ul style="list-style-type: none"> ▶ Review and update the Hazard Mitigation Plan ▶ Review the Comprehensive Emergency Management Plan ▶ Review and update the County Emergency Preparedness Assessment (CEPA) ▶ Review and update the Domestic Terrorism Prevention Plan 			
<ul style="list-style-type: none"> ▶ 2024 ACTIONS <ul style="list-style-type: none"> ▶ Review building security posture and make recommendations to management concerning improved security needs 			
<ul style="list-style-type: none"> ▶ 2024 ACTIONS <ul style="list-style-type: none"> ▶ Procure and deploy new equipment to improve emergency communications ▶ Analyze and recommend new tower locations/construction 			

Healthy Communities

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<ul style="list-style-type: none"> ▶ Improve Length of Life and Quality of Life for All Residents <ul style="list-style-type: none"> ▶ Premature death rate ▶ Poor or fair health ▶ Poor physical health days ▶ Poor mental health days ▶ Low birthweight ▶ Families spending >30% income on housing ▶ Weekly work hours needed to afford housing 	<ul style="list-style-type: none"> ▶ Years of potential life lost before age 75 ▶ Percentage of adults reporting poor health ▶ Average # of unhealthy days in past month ▶ Average # of unhealthy days in past month ▶ Percentage of births with low birthweight ▶ American Community Survey 5-yr estimates ▶ Nat'l Low Income Housing Coalition report 	<ul style="list-style-type: none"> ▶ 7,900/100K ▶ 10% ▶ 3 ▶ 4.4 ▶ 7% ▶ 27% ▶ 50 	
<ul style="list-style-type: none"> ▶ End Sullivan County's Opioid Crisis <ul style="list-style-type: none"> ▶ Opioid deaths ▶ Opioid overdoses 	<ul style="list-style-type: none"> ▶ NYS Dept of Health reporting of deaths ▶ NYS Dept of Health reporting of ER visits 	<ul style="list-style-type: none"> ▶ 30/100K ▶ 65/100K 	
<ul style="list-style-type: none"> ▶ 2024 ACTIONS <ul style="list-style-type: none"> ▶ Continue Drug Task Force operations ▶ Continue to improve substance use data quality ▶ Implement opioid settlement spending plans 			

Healthy Communities (cont'd.)

▶ Ease Access to Physical and Behavioral Health Care

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
▶ Primary care provider ratio	# of primary care providers per capita	1/2,000	
▶ Mental health provider ratio	# of mental health providers per capita	1/400	
▶ Mental health patient census	Community Services and forensic patients	550	
▶ Maternal Child Health (MCH) Program census	Monthly MCH and Healthy Families report	100	

2024 ACTIONS

- ▶ Fully implement Unite Us network to increase interagency referrals and use of local resources
- ▶ Participate in development of Mid-Hudson Regional Social Care Network under Medicaid 1115 waiver
- ▶ Complete implementation of public/private partnership to expand pediatric mental health services
- ▶ Expand peer services, community outreach, and crisis mental health supports, and raise awareness of their availability

Healthy Communities (cont'd.)

▶ Enhance Community

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
▶ Local children in congregate care	Local foster care census	12	
▶ Homeless	Social Services biweekly report	85	
▶ High school graduates	American Community Survey data	89%	
▶ Childcare utilization	# of children benefitting from subsidies	300	

2024 ACTIONS

- ▶ Continue Housing Task Force and Continuum of Care activities
- ▶ Open additional foster homes
- ▶ Fully implement Family Advocacy Response and complete Performance Improvement Plans
- ▶ Increase childcare subsidy utilization

Healthy Communities (cont'd.)

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<p>Encourage Healthy Behavior</p> <ul style="list-style-type: none"> ▶ Adult smoking ▶ Adult obesity ▶ Mammography screenings ▶ Flu vaccinations 	<p>Percentage of adults currently smoking</p> <p>Percentage of adults at/above 30 BMI</p> <p>Centers for Medicaid/Medicare map</p> <p>Centers for Medicaid/Medicare map</p>	<p>15%</p> <p>30%</p> <p>40%</p> <p>52%</p>	
<p>2024 ACTIONS</p> <ul style="list-style-type: none"> ▶ Implement Community Health Improvement Plan (CHIP) ▶ Support Sullivan 180's Empowering a Healthier Generation and Encouraging Healthier Behavior challenges ▶ Promote and support maternal and child health programs by all Interested agencies 			

Economic Opportunities

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<p>Support the Growth and Attraction of Businesses</p> <ul style="list-style-type: none"> ▶ Unemployment rate ▶ Number of employed ▶ Change in assessed property values ▶ Per-capita income ▶ Business development ▶ Business development 	<p>U.S. Department of Labor statistics</p> <p>Total employment in County</p> <p>Increase in total taxable assessed value</p> <p>Mean income for every local individual</p> <p>Total employer establishments</p> <p>Total non-employer establishments</p>	<p>3%</p> <p>37,000</p> <p>2%</p> <p>\$35,000</p> <p>2,000</p> <p>6,000</p>	
<p>2024 ACTIONS</p> <ul style="list-style-type: none"> ▶ Increase recruitment events ▶ Launch financial literacy program ▶ Increase outreach to and awareness of disabled workers ▶ Build partnerships across systems ▶ Increase monthly outreach events at libraries, businesses, schools and youth organizations 			

Economic Opportunities (cont'd.)

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
Tourism Enhancement and the Creation and Promotion of Events			
▶ New events	Number of new events	2	
▶ Room tax revenues	Received from lodging establishments	\$3,500,000	
▶ Visitation to County parks and attractions	# of park passes/tickets sold annually	10,000	
2024 ACTIONS <ul style="list-style-type: none"> ▶ Award a contract or contracts for the development and promotion of tourism-related events ▶ Increase and expand participation in events at County parks ▶ Complete initial improvements to open the new County park in Callicoon, including site cleanup, parking and trails ▶ Develop County Parks and Recreation Plan, including marketing component 			

Economic Opportunities (cont'd.)

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
Housing and Quality-of-Life Improvement			
▶ Housing units	Total number of housing units	51,500	
▶ Occupied housing units	Percentage of occupied housing units	58%	
▶ Parks and recreation	Acres of active recreational areas	10/1K people	
▶ Walkability	Average "walk score" for downtowns	50	
▶ Public perception of quality of life	U.S. News Overview Score	50	
▶ Commute time	Mean travel time to work in minutes	25	
2024 ACTIONS <ul style="list-style-type: none"> ▶ Execute CDBG housing activities. Pursue implementation of the 2022 Housing Strategy, prioritizing development and administration of a housing trust fund ▶ Sell Land Bank properties for new home development ▶ Develop transitional housing for Social Services ▶ Support village and hamlet center business development through assistance with grants and loans 			

Economic Opportunities (cont'd.)

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED	
Support and Increase Services for the Business Industry				
Broadband Internet	Percentage of homes/businesses served	95%		
2024 ACTIONS	<ul style="list-style-type: none"> ▶ Spend U.S. Economic Development Agency grant ▶ Secure other funding ▶ Support and collaborate with private partner to wire most of County with broadband 			
	Identify and Protect Water Resources			
	Studies identifying local resources	Study each watershed in the County	100%	
	Ensure adequate infrastructure	Collect municipal water/wastewater data	21	
2024 ACTIONS	<ul style="list-style-type: none"> ▶ Complete Neversink Watershed Management Plan ▶ Initiate study to assess local watersheds and 21 municipalities' water/wastewater treatment infrastructure ▶ Establish program to assist communities in monitoring water usage 			

Accountable Government

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
Value Employees as Our Most Important Resource			
Employee motivation and satisfaction	Percentage motivated and satisfied	75%	
Employee development	Percentage feeling support in development	75%	
Be Fiscal Stewards of Taxpayer Funds by Managing Bond Ratings, Debt and Fund Balance Levels, and County Tax Rate			
Bond rating	Reported by S&P	AA-	
Fund balance (FB) level	Gen'l Fund Uncommitted + Committed FB	2-mo cushion	
Tax rate	Average County tax rate increase	<2% annually	
Debt outstanding	Gen'l Fund debt divided by revenues	<10%	
Improve Communication About County Information and Services to Residents and Customers			
Event participation and/or office/web visits	Website statistics/office reports	5-25/instance	
Facebook/Instagram fans/followers	Year-over-year increase total	1,000	
Legistar accounts created by local citizens	Number of accounts created annually	50-100	

Accountable Government (cont'd.)

KEY STRATEGY

MEASUREMENT METHOD

TARGET

ACHIEVED

Talent Management

- Retaining employees
- Timely filling of positions

Percentage retained for at least 2 years 66%
Average # of days from posting to offering 90 days

2024 ACTIONS

- Review and make recommendations to the management handbook
- Implement a management and supervisory leadership training program
- Implement an enhanced education and credentialing program
- Implement flexible work schedules, where possible

Improve Financial Stewardship

- Financial training for County staff

Percentage of trained employees 90%

2024 ACTIONS

- Review all financial policies and make recommendations for updates, where needed
- Develop a formal financial training curriculum
- Identify financial training programs for departments and positions

Accountable Government (cont'd.)

KEY STRATEGY

MEASUREMENT METHOD

TARGET

ACHIEVED

Continue to develop the County Compliance Program

- Policies/procedures to detect/prevent issues
- Update Corporate Compliance training
- Time to issue discovery

Percent of adopted policies/procedures 90%
Percent of trained County workers 100%
Gap between incident start & notification Same day

2024 ACTIONS

- Finalize the 2024 Risk Assessment and Work Plan, prioritizing comprehensive evaluation and strategic action for identified risks.
- Achieve completion of the Corporate Compliance Plan, create and modify compliance policies and procedures to ensure they are robust and effective.
- Respond to Regulatory Changes through NYS Part 521, ensuring continuous alignment with evolving legal requirements.
- Execute reviews across various operational areas, ensuring full alignment with OMIG Protocols and County Compliance standards.
- Update and deliver the 2024 Corporate Compliance Training, emphasizing risk awareness tailored to specific roles.
- Foster a culture of compliance through continuous engagement and promoting effective reporting of potential violations.
- Assist with updating County-wide policies, ensuring they remain relevant, effective, and aligned with current best practices, while also mitigating associated risks.
- Optimize the Compliance Review Process by enhancing strategic focus, minimizing incident response times, and streamlining incident management procedures.



Priorities and Issues

The Sullivan County 2024 Tentative Budget was developed amidst a record-setting boom period for the County, with sales, room and mortgage tax revenues well above historic norms. Combined with healthy infusions of State and Federal funds, plus sensible management, the County's financial condition is the best it's been in a very, very long time.

As 2022 gave way to 2023, the County's real estate market remained one of the hottest in the region, boosted not just by pandemic-fueled interest but our County's natural setting and less expensive cost of living compared to our downstate counterparts. Visitors, too, kept coming, and lodging revenue from room taxes arrived from all corners of the County.

Online sales continued to increase as well, a sign of consumers' growing preference for the wide selection and near-same-day delivery offered by Internet-based retailers. Local merchants, offering more unique items, have multiplied across our downtowns, providing face-to-face service that patrons crave. Along the way, Sullivan County captured 4% of every sale, shooting well past historic highs.

The result: Sullivan County remains well-positioned to pay for the present and plan for the future without dipping into reserves or borrowing money.

In fact, the \$288 million 2024 Tentative Budget proposes no increase in the tax levy.

This Tentative Budget does not include any layoffs and strategically recommends adding staff to better serve the public and fulfill our municipal mandate. Notably, this Budget also does NOT propose any short- or long-term borrowing, nor does it appropriate fund balance from the General Fund to support ongoing operations.

Nevertheless, the budgetary focus always remains on providing fiscal stability so that we are prepared for future economic downturns without relying as much on property taxpayers, particularly by maintaining a healthy fund balance, reducing debt and investing in our aging infrastructure. We also are keeping an eye on our total assessed value, which fell by over \$43 million this past year, versus our total market value, which rose by \$2 billion this past year. Should revaluations take place on a large enough scale, the County could see a fiscal impact.

- Safe communities
- Healthy communities

Our strategic focus areas are:

- Accountable government
- Transportation, mobility and infrastructure
- Economic opportunities

ACCOUNTABLE GOVERNMENT

Staying Ahead of Debt

With the full support of the Legislature, the County has determinedly decreased its debt ahead of schedule over the last several years, to the tune of \$18.3 million, representing short- and long-term debt, pension debt and loans. It is the County's ongoing intention to avoid borrowing as much as possible, and the 2024 Budget makes no provision for further indebtedness (though a prudent amount of funds are set aside for contingency purposes).

A Right-Sized Fund Balance

The County's Fund Balance Policy stipulates that at least two months' worth of operating funds be available in the County Budget at all times, per best-practices recommendations from the NYS Comptroller's Office and the Government Finance Officers Association. The goal is to maintain at least 16% of gross appropriations in fund balance. That goal has been met this year and will continue to be met in 2024.

Better Serving the Public

The 2024 Budget maintains funding for the recently-approved Google Chatbot expansion. Driven by artificial intelligence (AI), the chatbot is a collaboration with Google to provide a quick and easy way for anyone to find the information they seek on the County's website. A test of the system throughout 2023 demonstrated its effectiveness, reducing telephone

call volume in the County Clerk's Office by 62%, giving employees more time to deal with the complicated issues that cannot be resolved via web-based information. The Legislature in 2023 authorized the expansion of this service to every department's page on the website, which will also prove useful in understanding public sentiment and interest.

Training and Retaining Employees

Sullivan County has continued to lead most of the State in job growth, but as a result, potential employees have a wide array of employer choices. The County must be competitive to attract and retain high-quality candidates, and the 2024 Budget will invest \$150,000 in such retention and training. The County is committed to the development of employees and the belief that education is a lifelong process which enhances work performance and increases career mobility within the organization, thereby helping employees provide better service to the public.

The County is also highly interested in developing the private workforce, which is why \$40,000 in the 2024 Budget is earmarked for providing new trade skills programs at no cost to eligible applicants, similar to the Construction Trades and Welding courses the County successfully offered through BOCES in 2023.

TRANSPORTATION, MOBILITY AND INFRASTRUCTURE

Investing in Roads and Bridges

The County currently maintains 385 centerline miles of highways and 400 bridges. The 2024 Budget provides over \$9.375 million for roadwork, of which \$6 million is the County's share – none of which will be bonded but instead paid out of 2024 operating funds. This represents a 10% increase over 2023 and the third year in a row of not borrowing for road infrastructure. Historically the County has routinely bonded millions of dollars for roadwork, racking up thousands of dollars in interest and finance fees.

An additional \$14.3 million is earmarked for work on nine bridges Countywide in 2024. Just over \$4 million of that will be the County's share, again paid for without bonding and the attendant interest charges. The proposed Budget also provides for two fully staffed bridge crews, to ensure work is done on time and within budget. A new Bridge Carpenter, plus a Welder, are also allocated for in the 2024 Budget, bolstering the existing crews.

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

Reaching Farther Out into the County

Move Sullivan has proven to be a popular and successful public transportation alternative for residents of and visitors to the County. Thus the 2024 Budget earmarks an additional \$470,000 for expansion of the program, allowing buses to make trips to Eldred, Jeffersonville, Roscoe, Livingston Manor, Foxcroft Village, Neversink, Grahamsville, Cohecton and Narrowsburg. And the cost to ride will remain free.

Planning for the Future of Our Buildings

The County's Building Master Plan was reactivated in 2022. For 2024, \$2 million is proposed to fund design and engineering services for aging County structures, specifically the Liberty campus and space for County Court and related functions. The next Legislature, to be seated in January, will determine the resulting infrastructure priorities.

A complete listing of all 2024 proposed capital projects can be found in the capital budget narrative.

ECONOMIC OPPORTUNITIES

Addressing the Housing Crisis

With a vigorous real estate market and the impacts of inflation and short-term rentals, it's difficult enough for middle- and high-income-earners to find permanent housing in Sullivan County. It's become virtually impossible for our low-income-earners, even if all they want to do is rent. So the 2024 Budget sets aside \$2 million for a Housing Trust Fund to implement the recommendations of our recently completed Housing Study. It is particularly recommended priority be given to renovating existing rental units. The Legislature can use this as seed money while they determine a recurring funding stream to address local housing issues.

Tearing Down and Building Up

The 2024 Budget continues support for the Sullivan County Land Bank, including \$100,000 to demolish blighted buildings. The RUS (Remove Unsafe Structures) Program, which assists municipalities with removing dilapidated buildings, will also be funded at \$200,000.

Flying Higher

The Sullivan County Airport is an underutilized asset that could prove to be a money-maker for the County. Therefore the 2024 Budget maintains pre-existing increases in support for various upgrades, including hangars and a new terminal (the majority cost of which will come from State and Federal sources). The intent is to position the facility to serve as a business jetport, attractive to aviation companies and plane owners who are seeking lower costs and more room than can be found in airports closer to the New York City area.

Opening New Channels

The 2024 Budget provides funds for a to-be-constructed emergency communications tower on a hill overlooking Jeffersonville. In addition to better radio reception for first responders, the tower will eventually feature one or more cell service providers, filling a current service gap for a significant number of County residents, businesses and visitors.

SAFE COMMUNITIES

Beefing Up the Ranks

Sullivan County has been gradually but consistently moving toward salary parity, both internally and with neighboring counties. It is necessary – particularly in the extremely busy District Attorney’s Office – to offer competitive pay rates when trying to attract talent, and thus the 2024 Budget sets all Assistant District Attorney positions at a minimum of \$90,000 a year, with salary increases for existing ADAs.

Bolstering Public Safety

Currently, dispatchers in the Sheriff’s Office are full-fledged deputies. Their training and skills are better utilized on road patrol duty, so the 2024 Budget allocates over \$165,000 to hire two new dispatchers, freeing up the deputies to be out in our communities.

The Budget also provides funding for a Sheriff’s Office Professional Standards & Compliance Officer, along with \$360,000 to replace patrol vehicles.

Focusing on Animal Issues

The 2024 Budget retains the existing \$60,000 relationship with a local animal control officer to handle seizures of mistreated pets and wildlife, but it also now proposes \$45,000 for the Public Safety Division to contract with another animal control officer to focus specifically on rabies concerns collaboratively with Public Health.

HEALTHY COMMUNITIES

Enhancing Public Health

With an aging and low-income population, Sullivan County can find it challenging to ensure citizens are living their best lives. Public Health is a key part of meeting that challenge, and so the 2024 Budget makes room for hiring two Community Health Workers and an Epidemiologist Supervisor. Likewise, the Office for the Aging is an essential partner, and thus the Budget proposes adding two Personal Care Aides to its ranks.

Investing in and Retaining Our Young Adults

Continuing a well-utilized and appreciated “Sullivan Promise” initiative, the 2024 Budget maintains the necessary level of funding to permit local high school graduates to attend SUNY Sullivan for two years at no cost to them. This achieves the twin goals of keeping our young people in Sullivan County and boosting the enrollment at our incredibly valuable community college.

Investing in Our Children

The 2024 Budget proposes increasing the funding for the Youth Bureau from \$200,000 to \$300,000, which will be made available for eligible local organizations catering to youth and their families.

Keeping the County Clean

The 2024 Budget sustains the popular municipal cleanups, roadside litterpluck and household hazardous waste events coordinated through our Department of Solid Waste and Recycling.

Preserving Our Most Valuable Resources

Development in certain parts of the County have put our aquifers under unknown strain, so the 2024 Budget provides \$150,000 for a water resource study to map our inventory of this liquid necessity – and, just as importantly, recommend where development and water infrastructure should and shouldn’t occur.

And \$200,000 (\$50,000 is the County’s share, the rest being from State aid) is set aside for a Local Waterfront Revitalization Program along the Delaware River, to be overseen by the Division of Planning.

Expanding Access to the Outdoors

While design and development of the coming Callicoon Riverside Park continues, the 2024 Budget also sets aside monies for Lake Superior State Park in Bethel (which the County maintains): \$50,000 apiece for expansion of the beach and design/development of a walking trail system.

The Office of Parks, Recreation and Beautification will also get a new Assistant Recreation Director position. And at no cost to the County, the Office of Sustainable Energy will collaborate with the NYS Department of Environmental Conservation on identifying local roads suitable to accommodate bike trails.

Giving Nonprofits a Boost

The Legislature's popular Discretionary Funding Program returns in 2024, making \$424,000 (the largest amount to date) available to eligible nonprofits serving Sullivan County, broadening their reach and enhancing their offerings.

CONCLUSION

This Tentative Budget endeavors to balance need with capability. While the 2024 Budget proposes no tax levy increase, a key goal remains attainable: building a solid foundation for growth and to weather any potential economic downturn.

The 2024 Budget was crafted amidst a moment of fiscal stability and plentiful resources, but my office's approach to the Budget adhered to time-honored planning and processes intended to ensure we are prepared to face whatever financial storms may loom.

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

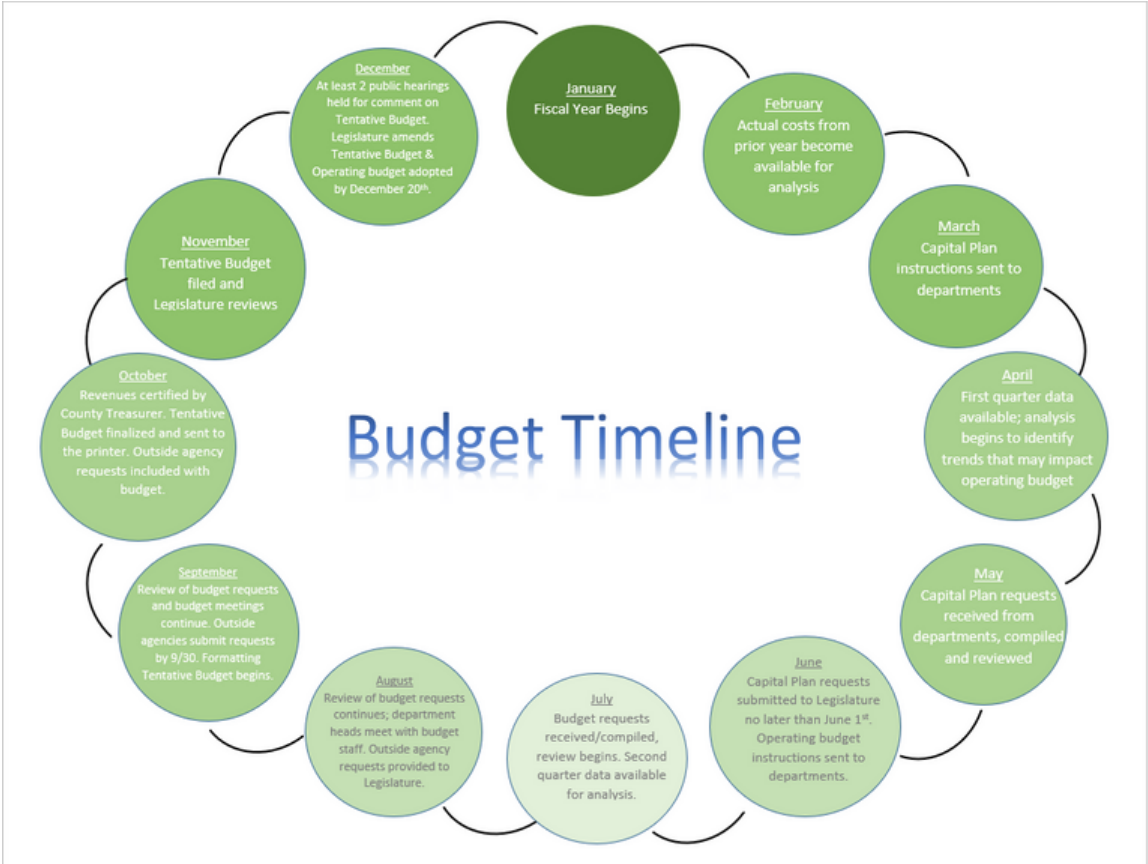
In the meantime, I am confident this 2024 Budget, as proposed, positions Sullivan County for innovative progress in a fiscally sound and responsible manner.

Joshua A. Potosek
County Manager
November 2023

Budget Calendar for Fiscal Year 2024

Date	Activity
February 1-28	Analysis of actual costs from prior years begins
March 1-31	Capital Plan instructions sent to departments
April 1-30	First quarter data available, trend analysis begins
May 1-31	Capital Plan requests received, compiled and reviewed
June 1st	Capital Plan requests submitted to Legislature
June 1-30	Operating budget instructions sent to departments
July-September	Budget requests received/compiled. Review begins.
August-September	Meetings between department heads and budget staff commence
September 30th	Outside agency requests are provided to the Legislature for review.
September 1-30	Tentative Budget formatting begins
October 21st	County Treasurer certifies revenues
November 9th	Tentative Budget submitted to Legislature for review
November 11-30	Legislature reviews Tentative Budget
December 1-19	Two public hearings for comment on Tentative Budget
December 20th	Legislature submits amendments to budget and operating budget adopted.

Budget Timeline



2024 Tentative Budget for Sullivan County

Summary of Budget - All Funds

Total Appropriations - Excluding Interfund Items	288,585,351
Less: Estimated Revenues - Excluding Interfund Items	210,387,533
Appropriated Fund Balance-Road Machinery Fund	185,661
Appropriated Fund Balance - County Road	1,242,139
Appropriated Fund Balance-Refuse and Garbage	1,248,757
Appropriated Fund Balance - Assigned Fund Balance Health Insurance Contributions	1,000,000
Appropriated Fund Balance Buildngs - Tobacco	621,539
Appropriated Fund Balance Debt Service	2,500,000
Appropriated Fund Balance - Unassigned	2,000,000
	<u>219,185,629</u>
Real Property Tax Levy For Current Budget	69,399,722
Add: Allowance for Uncollectible Taxes*	<u>750,000</u>
Total Tax Levy	<u><u>70,149,722</u></u>
Medicaid	20,675,001
Welfare Mandates	14,168,826
Other State Mandates	21,466,539
County Levy	13,839,356

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

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

2024 Tentative Budget for Sullivan County

Summary of Budget - By Fund

	Total	General Fund	County Road Fund	Road Machinery Fund	Enterprise Fund Adult Care Center	Refuse & Garbage Fund	Debt Service Fund
Appropriations - Excluding Interfund Items	288,585,351	203,035,952	35,245,620	6,212,072	18,113,555	14,307,448	11,670,704
Interfund Appropriations	45,223,437	38,684,852	3,684,554	665,484	1,400,000	788,547	
Total Appropriations	333,808,788	241,720,804	38,930,174	6,877,556	19,513,555	15,095,995	11,670,704
Less:							
Estimated Revenues, other than Real Estate Taxes and excluding Interfund Items	210,387,533	164,799,543	13,092,477	702,000	19,442,071	12,351,442	
Interfund Revenue, etc.	45,223,437	1,400,000	24,595,558	5,989,895	71,484	1,495,796	11,670,704
Appropriated Fund Balance - Road Machinery	185,661			185,661			
Appropriated Fund Balance - County Road	1,242,139		1,242,139				
Appropriated Fund Balance - Refuse & Garbage	1,248,757					1,248,757	
Appropriated Fund Balance - Assigned Fund Balance - Health Insurance Contribution	1,000,000	1,000,000					
Appropriate Tobacco Fund Balance	621,539	621,539					
Appropriate Assigned Fund Balance Debt Service	2,500,000	2,500,000					
Appropriate Unassigned Fund Balance	2,000,000	2,000,000					
Total Revenues, etc.	264,409,066	172,321,082	38,930,174	6,877,556	19,513,555	15,095,995	11,670,704
Appropriations to be raised by Real Property Tax	69,399,722	69,399,722					
Allowance for Uncollectible Taxes	750,000	750,000					
Total Tax Levy	70,149,722	70,149,722					
Medicaid	20,675,001						
Welfare Mandates	14,168,826						
Other State Mandates	21,466,539						
County Levy	13,839,356						

2024 Tentative Budget for Sullivan County

2024 TAX CAP CALCULATION		
2023 Tax Levy		\$72,152,840.00
Tax Base Growth Factor*	x	1.0082
	=	\$72,744,493.29
Estimated PILOTS in 2023	+	\$1,620,286.40
	=	\$74,364,779.69
Allowable Levy Growth (1.02%)**	x	1.02
	=	\$75,852,075.28
Estimated PILOTS in 2024	-	\$1,495,866.79
Available Carryover	+	
Maximum Tax Levy to remain within the cap	=	\$74,356,208.49
Allowable Increase in Tax Levy within the Tax Cap before chargebacks		\$2,203,368.49
Chargeback - 2024 Town Portion of Worker's Comp Costs	-	\$1,904,140.00
Chargebacks - Other (Estimated)	-	\$331,954.00
2024 Total Tax Levy Cap after chargebacks	=	\$72,120,114.49
2023 Total Tax Levy after chargebacks	-	\$70,149,722.00
Allowable Increase in Tax Levy within the Tax Cap after chargebacks		\$1,970,392.49
2024 Tentative Tax Levy		\$70,149,722.00
<i>* Provided by NYS Taxation & Finance</i>		
<i>** Provided by NYS Comptroller's Office</i>		

Tax Rate Calculation 2024

Amount to be raised for 2024 budget	70,149,722.00
Less Prorated and Omitted Taxes	<u>(57,708.06)</u>
Adjusted taxes to be levied	70,092,013.94
Divided by Taxable Assessed Value of County	<u>5,656,381,090</u>
Tax Rate	0.01239167107

Summary of Financial Sources and Uses 2024 Adopted Budget

	General Fund	County Road Fund	Fund (Refuse and Garbage)	Enterprise Fund (ACC)	Road Machinery Fund	Debt Service Fund	Total All Funds
Revenues							
Real Property Taxes (*)	69,399,722	-	-	-	-	-	69,399,722
Other Tax Items	6,620,286	-	-	-	-	-	6,620,286
Non-Property Taxes	83,162,000	-	-	-	-	-	83,162,000
Departmental Income	19,071,282	-	12,006,000	-	700,000	-	31,777,282
Intergovernmental Charges	649,003	95,000	-	88	-	-	744,003
Use of Money and Property	1,177,024	4,000	-	-	-	-	1,177,112
Licenses and Permits	2,550,600	-	-	-	-	-	2,554,600
Fines and Forfeitures	131,000	-	-	-	-	-	131,000
Sales of Property and Compensation for Loss	616,800	50	265,000	-	-	-	881,850
Miscellaneous Local Sources	3,448,449	500	-	19,441,983	2,000	-	22,892,932
Interfund Revenue	175,000	-	-	-	-	-	175,000
State Aid	26,779,801	3,539,000	80,442	-	-	-	30,399,243
Federal Aid	20,418,298	3,453,327	-	-	-	-	23,872,225
Transfers	1,400,000	24,595,558	1,495,796	71,484	-	11,670,704	45,223,437
Fund Balance	6,121,539	1,242,139	1,248,757	-	185,661	-	8,798,096
Total Revenues	\$ 241,720,804	\$ 38,930,174	\$ 15,095,995	\$ 19,513,555	\$ 6,877,556	\$ 11,670,704	\$ 333,808,788

	General Fund	County Road Fund	Fund (Refuse and Garbage)	Enterprise Fund (ACC)	Road Machinery Fund	Debt Service Fund	Total All Funds
Expenditures - By Function							
General Government Support	48,222,784	-	-	-	-	-	48,222,784
Education	6,175,000	-	-	-	-	-	6,175,000
Public Safety	35,106,038	1,216,695	-	-	-	-	36,322,733
Health	30,204,248	-	-	19,513,555	-	-	49,717,803
Transportation	4,582,005	34,028,925	-	-	6,212,072	-	44,823,002
Economic Opportunity and Development	70,551,613	-	-	-	-	-	70,551,613
Culture and Recreation	5,041,746	-	-	-	-	-	5,041,746
Home and Community Services	3,152,518	-	15,095,995	-	-	-	18,248,513
Debt Service	-	-	-	-	-	11,670,704	11,670,704
Other Financing Uses	38,684,852	3,684,554	-	-	665,484	-	43,034,890
Total Expenditures	\$ 241,720,804	\$ 38,930,174	\$ 15,095,995	\$ 19,513,555	\$ 6,877,556	\$ 11,670,704	\$ 333,808,788

	General Fund	County Road Fund	Fund (Refuse and Garbage)	Enterprise Fund (ACC)	Road Machinery Fund	Debt Service Fund	Total All Funds
Expenditures - By Category							
Personal Services	56,805,510	4,660,952	1,226,258	8,333,792	1,324,797	-	72,351,309
Fixed Equipment	2,339,500	-	545,000	-	1,167,000	-	4,051,500
Contracted Services	109,148,498	26,904,335	11,776,581	4,549,936	2,712,625	-	155,091,975
Employee Benefits	34,742,444	3,680,333	759,609	5,229,827	1,007,650	-	45,419,863
Debt Service	-	-	-	-	-	-	-
Principal Interest	-	-	-	-	-	8,490,000	8,490,000
Transfers	38,684,852	3,684,554	788,547	1,400,000	665,484	3,180,704	45,223,437
Total Expenditures	\$ 241,720,804	\$ 38,930,174	\$ 15,095,995	\$ 19,513,555	\$ 6,877,556	\$ 11,670,704	\$ 333,808,788

	General Fund	County Road Fund	Fund (Refuse and Garbage)	Enterprise Fund (ACC)	Road Machinery Fund	Debt Service Fund	Total All Funds
Fund Balance							
2023 Beginning Balance	54,865,646	3,538,810	3,599,171	(19,032,947)	3,070,200	-	-
Appropriated Fund Balance	6,121,539	1,242,139	1,248,757	-	185,661	-	-
2024 Surplus/(Deficit)	9,000,000	1,100,000	1,000,000	-	450,000	-	-
Change in Balance	2,878,461	(142,139)	(248,757)	-	264,339	-	-

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

Summary of Financial Resources and Uses 2022 - 2024

*In thousands of dollars

	General Fund			County Road Fund			Special Revenue Fund (Refuse and Garbage)			Enterprise Fund (ACC)			Road Machinery Fund			Debt Service Fund			Total All Funds		
	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget
Revenues																					
Real Property Taxes (*)	69,787	69,400	69,400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	69,787	69,400	69,400
Other Tax Items	11,646	8,120	6,620	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	11,646	8,120	6,620
Non-Property Taxes	77,193	72,412	83,162	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	77,193	72,412	83,162
Departmental Income	16,619	19,049	19,071	10,136	10,206	12,006	9,882	9,882	9,882	-	-	-	-	-	-	-	-	-	37,665	29,955	31,777
Intergovernmental Charges	708	645	649	101	373	95	-	-	-	-	-	-	-	-	-	-	-	-	809	1,018	744
Use of Money and Property	646	564	1,177	2	4	4	1	1	1	2	2	2	-	-	-	-	-	-	656	564	1,177
Licenses and Permits	3,262	3,052	2,551	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,264	3,056	2,555
Fines and Forfeitures	278	130	131	286	250	265	2,497	2,348	18,471	134	134	134	131	131	131	1,759	1,072	882	7,535	20,457	22,893
Sales of Property and Compensation for loss	1,342	822	617	74	50	80	-	-	-	-	-	-	6	2	2	187	75	175	29,311	30,825	30,399
Miscellaneous Local Sources	2,683	1,983	3,448	151	6,720	9,454	74	3,151	6,720	134	134	134	78	78	78	28,800	29,934	29,872	49,054	42,931	45,223
Interfund Revenue	53	75	175	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
State Aid	23,485	26,091	26,780	27,391	21,501	24,595	943	1,496	1,879	1,879	1,162	71	6,531	6,167	5,990	13,103	11,758	11,671	49,054	42,931	45,223
Federal Aid	25,571	23,214	20,418	3,700	3,736	3,684	2,334	2,334	2,334	1,332	213	332	727	2,863	186	14,119	14,119	14,119	14,119	14,119	14,119
Miscellaneous	150	1,400	1,400	(377)	2,290	1,242	1,119	1,119	1,119	1,119	1,119	1,119	1,119	1,119	1,119	1,119	1,119	1,119	1,119	1,119	1,119
Transfers	(15,700)	6,619	6,122	36,023	35,573	38,930	13,783	15,096	15,577	13,783	15,096	15,577	6,869	9,732	6,878	13,186	11,758	11,671	303,491	324,268	333,809
Other Financing Sources																					
Fund Balance																					
Total Revenues	\$ 217,723	\$ 233,576	\$ 241,721	\$ 14,113	\$ 15,096	\$ 14,113	\$ 13,783	\$ 15,096	\$ 15,577	\$ 13,783	\$ 15,096	\$ 15,577	\$ 6,869	\$ 9,732	\$ 6,878	\$ 13,186	\$ 11,758	\$ 11,671	\$ 303,491	\$ 324,268	\$ 333,809

	General Fund			County Road Fund			Special Revenue Fund (Refuse and Garbage)			Enterprise Fund (ACC)			Road Machinery Fund			Debt Service Fund			Total All Funds		
	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget
Expenditures - By Function																					
General Government Support	43,228	43,180	48,223	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	43,228	43,180	48,223
Education	5,476	6,175	6,175	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,476	6,175	6,175
Public Safety	32,001	35,777	35,106	966	1,068	1,217	-	-	-	-	-	-	-	-	-	-	-	-	32,967	36,845	36,323
Health	23,660	29,481	30,204	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	39,237	49,327	49,717
Transportation	2,798	4,238	4,582	24,164	30,769	34,029	-	-	-	-	-	-	5,795	9,057	6,112	-	-	-	32,757	44,064	44,823
Econ. Opportunity and Development	57,361	65,001	70,552	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	57,361	65,001	70,552
Culture and Recreation	3,386	4,659	5,042	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,386	4,659	5,042
Home and Community Services	3,085	3,232	3,152	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17,198	17,015	18,248
Debt Service	1,776	-	-	7,193	-	-	14,113	13,783	15,096	-	-	-	-	-	-	13,181	11,758	11,671	22,588	11,758	11,671
Other Financing Uses	44,952	41,833	38,685	3,700	3,736	3,684	-	-	-	-	-	-	666	675	666	5	5	5	49,323	46,244	43,035
Total Expenditures	\$ 217,723	\$ 233,576	\$ 241,721	\$ 14,113	\$ 15,096	\$ 14,113	\$ 13,783	\$ 15,096	\$ 15,577	\$ 13,783	\$ 15,096	\$ 15,577	\$ 6,869	\$ 9,732	\$ 6,878	\$ 13,186	\$ 11,758	\$ 11,671	\$ 303,491	\$ 324,268	\$ 333,809

	General Fund			County Road Fund			Special Revenue Fund (Refuse and Garbage)			Enterprise Fund (ACC)			Road Machinery Fund			Debt Service Fund			Total All Funds		
	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget	2022 Actual	2023 Amended Budget	2024 Tentative Budget
Expenditures - By Category																					
Personal Services	48,450	53,060	56,806	3,840	4,479	4,661	1,073	1,183	1,226	5,942	8,324	8,333	1,127	1,287	1,325	-	-	-	60,432	68,333	72,351
Fixed Equipment	899	2,490	2,340	55	-	-	271	1,250	545	54	54	54	1,428	4,274	1,167	-	-	-	2,653	8,068	4,052
Contracted Services	93,778	101,967	109,148	18,239	23,924	26,905	10,017	9,847	11,777	6,765	4,719	4,550	2,421	2,569	2,713	4	-	-	131,244	143,026	155,093
Employee Benefits	27,797	33,941	34,742	2,976	3,454	3,680	667	715	760	2,870	5,349	5,230	819	927	1,008	-	-	-	35,129	44,366	45,420
Debt Service	1,652	-	-	7,087	-	-	-	-	-	-	-	-	402	-	-	9,315	8,260	8,490	-	-	-
Principal	125	-	-	106	-	-	-	-	-	-	-	-	6	-	-	3,862	3,498	3,181	4,099	3,498	3,181
Interest	45,022	42,118	38,685	3,700	3,736	3,684	2,085	788	788	1,400	1,400	1,400	666	675	665	5	5	5	51,478	48,717	45,222
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 217,723	\$ 233,576	\$ 241,721	\$ 14,113	\$ 15,096	\$ 14,113	\$ 13,783	\$ 15,096	\$ 15,577	\$ 13,783	\$ 15,096	\$ 15,577	\$ 6,869	\$ 9,732	\$ 6,878	\$ 13,186	\$ 11,758	\$ 11,671	\$ 303,491	\$ 324,268	\$ 333,809

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

Sullivan County Multiyear Budget

2024-2029

	2024 Tentative Budget	2025	2026	2027	2028	2029
Real Property Taxes (*)	69,399,722	70,787,716	72,203,470	73,647,539	75,120,490	76,622,900
Other Tax Items	6,620,286	6,620,286	6,620,286	6,620,286	6,620,286	6,620,286
Non-Property Taxes	83,162,000	84,825,240	86,521,745	88,252,180	90,017,224	91,817,568
Departmental Income	19,071,282	19,071,282	19,071,282	19,071,282	19,071,282	19,071,282
Intergovernmental Charges	649,003	649,003	649,003	649,003	649,003	649,003
Use of Money and Property	1,177,024	1,177,024	1,177,024	1,177,024	1,177,024	1,177,024
Licenses and Permits	2,550,600	2,550,600	2,550,600	2,550,600	2,550,600	2,550,600
Fines and Forfeitures	131,000	131,000	131,000	131,000	131,000	131,000
Sales of Property and Compensation for Loss	616,800	616,800	616,800	616,800	616,800	616,800
Miscellaneous Local Sources	3,448,449	3,448,449	3,448,449	3,448,449	3,448,449	3,448,449
Interfund Revenue	175,000	-	-	-	-	-
State Aid	26,779,801	26,779,801	26,779,801	26,779,801	26,779,801	26,779,801
Federal Aid	20,418,298	20,418,298	20,418,298	20,418,298	20,418,298	20,418,298
Miscellaneous						
Transfers	1,400,000	-	-	-	-	-
Other Financing Sources						
Fund Balance	6,121,539					
Total Revenues	\$ 241,720,804	\$ 237,075,499	\$ 240,187,758	\$ 243,362,262	\$ 246,600,257	\$ 249,903,011

Expenditures - By Category						
Personal Services	56,805,510	57,941,620	59,100,452	60,282,461	61,488,110	62,717,872
Fixed Equipment	2,339,500	2,339,500	2,339,500	2,339,500	2,339,500	2,339,500
Contracted Services	109,148,498	111,331,468	113,558,097	115,829,259	118,145,844	120,508,761
Employee Benefits	34,742,444	36,479,566	38,303,544	40,218,721	42,229,657	44,341,140
Debt Service						
Principal						
Interest						
Transfers	38,684,852	39,071,701	39,462,418	39,857,042	40,255,612	40,658,168
Total Expenditures	\$ 241,720,804	\$ 247,163,855	\$ 252,764,011	\$ 258,526,983	\$ 264,458,723	\$ 270,565,441

Debt Schedule Additions/(Subtractions)						
Changes in Debt Payments - Existing Schedule						
2022 Borrowing	-	(2,779,554)	(56,593)	(726,912)	(33,094)	(28,425)
2023 Borrowing	-	-	-	-	-	-
2024 Borrowing	-	-	-	-	-	-
2025 Borrowing	-	-	-	-	-	-
2026 Borrowing	-	-	-	-	-	-
Total New Debt - Tentative Capital Budget	-	-	-	-	-	-
Total Net New Debt Payment	\$ -	\$ (2,779,554)	\$ (56,593)	\$ (726,912)	\$ (33,094)	\$ (28,425)

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

Assumptions Used For Multiyear Budget

Revenues

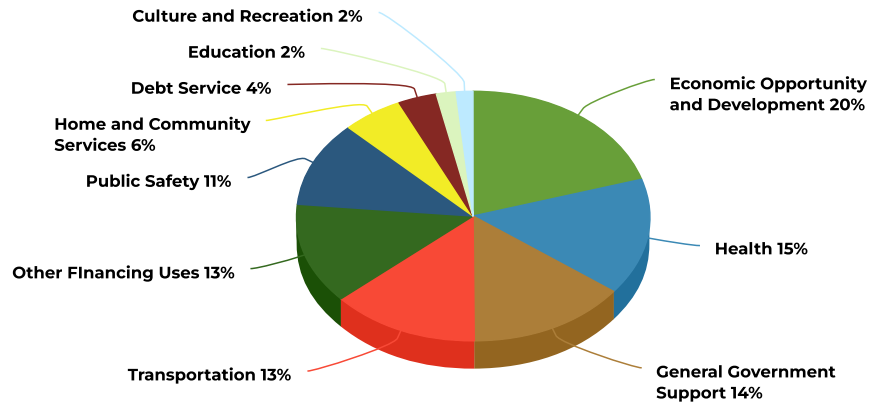
- Real Property Tax: 2% Annual Growth
- Other Property Tax Items: 0% Growth
- Non-Property Tax Items: 2024 through 2028 2% Annual Growth
- Departmental Income: 0% based upon historic trend
- Intergovernmental Charges: 0% based upon historic trend
- Use of Money and Property: 0% based upon historic trend
- Licenses and Permits: 0% based upon historic trend
- Fines and Forfeitures: 0% based upon historic trend
- Sale of Property and Comp. for Loss: 0% based upon historic trend
- Misc. Local Sources: 0% based upon historic trend
- State and Federal Aid: 0%
- Casino Resort Mitigation Payment: 2024 - \$2.5 million; 2025 through 2029 \$2.5 million based upon New York State Department of Budget estimates
- Fund Balance

Expenses:

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

Total Appropriations by Function - 2024 Tentative Budget

Total Appropriations by Function



Five Year Trend

Expenditures- By Function	2020	2021	2022	2023	2024
General Government Support	35,457,039	35,646,510	41,038,754	44,303,787	48,222,784
Education	5,675,000	5,675,000	5,675,000	6,175,000	6,175,000
Public Safety	30,710,749	31,084,244	31,867,327	34,747,103	36,322,733
Health	44,452,965	42,476,111	48,491,140	48,680,228	49,717,803
Transportation	20,184,648	24,429,458	28,363,104	39,710,201	44,823,002
Economic Opportunity and Development	64,767,464	64,074,282	63,960,974	64,581,905	70,551,613
Culture and Recreation	3,859,047	3,580,997	3,565,453	4,523,627	5,041,746
Home and Community Services	15,587,752	14,012,847	15,659,226	16,072,563	18,248,513
Debt Service	14,525,645	17,058,596	22,557,908	11,757,598	11,670,704
Other Financing Uses	31,831,885	32,140,884	43,280,786	39,385,431	43,034,890
Total Expenditures	267,052,194	270,178,929	304,459,672	309,937,443	333,808,788

Expenditures- By Function	2021	2022	2023	2024
General Government Support	0.53%	15.13%	7.96%	8.85%
Education	0.00%	0.00%	8.81%	0.00%
Public Safety	1.22%	2.52%	9.04%	4.53%
Health	-4.45%	14.16%	0.39%	2.13%
Transportation	21.03%	16.10%	40.01%	12.88%
Economic Opportunity and Development	-1.07%	-0.18%	0.97%	9.24%
Culture and Recreation	-7.21%	-0.43%	26.87%	11.45%
Home and Community Services	-10.10%	11.75%	2.64%	13.54%
Debt Service	17.44%	32.24%	-47.88%	-0.74%
Other Financing Uses	0.97%	34.66%	-9.00%	9.27%
Total Expenditures	1.17%	12.69%	1.80%	7.70%

Definition of Expenditures

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

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

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

Expense Discussion

The following operational expenses represent those areas with significant, recurring increases that will impact the 2024 Operating budget as well as future budgets.

Employee Related Costs

Employee related costs total over \$117 million and represent 35.3% of total appropriations. Salaries and Wages total \$72.4 million and employee benefits total \$45.4 million. Employee benefits as a percentage of wages equal 62.7%.

The elevated and rapidly increasing cost of health benefits has made it difficult to be able to adequately compensate our County employees while holding spending to a level that is responsible to the taxpayers of Sullivan County. Sullivan County participates in the New York Health Insurance Plan (NYSHIP). This plan (or a plan that is comparable) is required to be provided for county employees as detailed in the various collective bargaining agreements. NYSHIP administers the program and determines the applicable employer contribution rates. The tentative budget anticipates a 7.5% increase in contribution rates for active and retired employees for 2024. The 2023 budget anticipated total employer contributions of \$28.7 million. The 2024 Tentative Budget anticipates contributions of \$29.3 million, representing an increase of \$633,514.

Sullivan County employees are participants in the New York State Retirement System. The New York State Comptroller is the sole trustee of the plan. He and his office administer the program and set employer contribution rates as a percentage of payroll, with the goal of ensuring that the plan is fully funded. The plan is heavily invested in the stock and bond markets. As these markets underperform, employer contribution rates can increase dramatically. This was evidenced during the last global recession when contribution rates went from the low single digits to over twenty percent. The tentative budget appropriates \$9.1 million for pension contributions. This represents an average contribution rate of 12.6% of payroll.

Sullivan County along with all of the towns and villages in the county are part of a self-insured Worker's Compensation plan. Total plan contributions from all entities for the year are set at \$3.65 million. This represents the same dollar level as 2023. Total plan contributions are set based upon estimated claim expenses and administrative costs. The County's portion of the plan cost is \$1.27 million.

New York State Mandates

New York State mandates various programs that County governments must run. However, the State does not fully fund the costs of the programs. Examples of such programs are the Early Intervention program in Public Health, Social Service Programs, and the County Jail. The costs of these mandates equal \$35.6 million. In addition to the requirement that each county maintain these programs, New York State bills its counties for a portion of the state's share of Medicaid. In 2024 that bill equals \$20.7 million. Mandated programs and our share of Medicaid costs represents 80% of the 2024 tax levy.

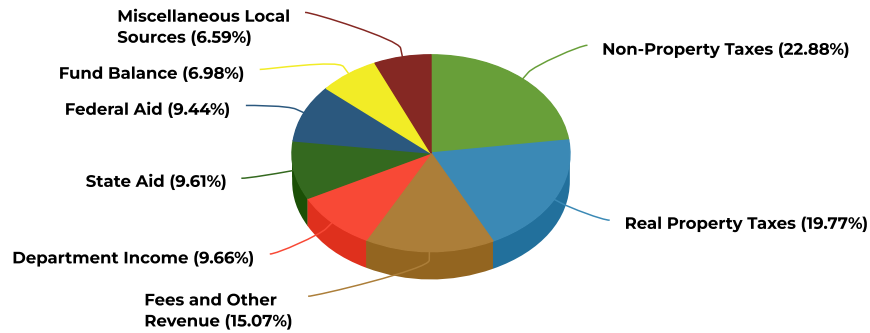
County of Sullivan Employee Workforce Costs

2019-2023 Adopted Budgets, 2024 Tentative Budget

Employee Costs	2019	2020	2021	2022	2023	2024	Five Yr Inc	Avg Yrly Inc
All Positions at Adoption	1240	1260	1164	1235	1229	1247		
Salaries and Wages								
Salaries	55,801,127	59,587,870	55,897,261	59,113,734	64,086,568	67,743,782	11,942,655	3.53%
Overtime	2,449,370	2,424,020	2,041,024	2,760,300	2,707,000	2,766,000	316,630	2.34%
Longevity	1,077,575	1,053,556	998,831	1,026,031	1,011,561	908,799	(168,776)	-3.34%
Shift Differential	299,461	269,141	231,227	247,956	283,300	167,860	(131,601)	-9.29%
Other Pay	365,366	303,750	354,978	330,178	282,218	764,868	399,502	28.31%
Total Salaries and Wages	59,992,899	63,638,337	59,523,321	63,478,199	68,370,647	72,351,309	12,358,410	3.42%
Employee Benefits								
Health Insurance								
Active Employees	20,920,467	20,908,276	19,683,786	20,599,967	21,953,422	22,053,915	1,133,448	1.03%
Retired Employees	5,490,760	5,903,085	6,257,269	5,762,469	6,559,333	7,031,491	1,540,731	4.70%
Buyout	117,000	95,881	125,250	115,001	160,459	221,322	104,322	13.00%
Pension	8,982,053	9,043,464	10,423,409	8,348,545	8,922,128	9,111,039	128,986	0.29%
Workers Comp	1,350,023	1,388,082	1,410,299	1,461,729	1,348,501	1,266,614	(83,409)	-1.24%
FICA & Medicare	4,650,992	4,918,728	4,597,455	4,733,890	5,140,887	5,462,550	811,558	3.16%
Disability	111,294	107,635	103,363	110,465	113,799	111,932	638	0.11%
Unemployment	25,000	-	6,850	6,000	6,000	-	(25,000)	-83.33%
Other	44,200	-	80,300	136,000	161,810	161,000	116,800	14.44%
Total Employee Benefits	41,691,789	42,365,151	42,687,981	41,274,066	44,366,339	45,419,863	3,728,074	1.64%
Total Salaries and Wages	101,684,688	106,003,488	102,211,302	104,752,265	112,736,986	117,771,172	16,086,484	2.73%

Total Revenues by Function - 2024 Tentative Budget

Total Revenues by Type - 2023 Adopted Budget



Five Year Trend

Revenues	2019	2020	2021	2022	2023	2024
Real Property Taxes	63,963,292	65,615,677	67,819,592	69,403,281	61,279,436	76,099,149
Fees and Other Revenue	44,106,005	46,683,171	47,991,289	57,800,021	46,717,441	50,807,861
Non-Property Taxes	49,462,000	52,432,000	52,590,000	57,360,000	70,912,000	83,162,000
Department Income	37,571,152	37,858,199	35,520,656	29,174,776	29,954,811	31,777,282
Miscellaneous Local Sources	11,440,770	11,657,684	8,369,336	25,163,412	20,432,106	22,892,932
State Aid	25,766,951	25,633,198	25,368,053	27,702,396	29,789,461	30,399,243
Federal Aid	23,905,246	20,410,166	23,325,743	24,753,411	29,258,353	29,872,225
Fund Balance	11,282,314	6,762,099	9,194,260	13,102,375	21,593,835	8,798,096
Total Revenues	267,497,730	267,052,194	270,178,929	304,459,672	309,937,443	333,808,788

Revenues	2020	2021	2022	2023	2024
Real Property Taxes	2.58%	3.36%	2.34%	-11.71%	24.18%
Fees and Other Revenue	5.84%	2.80%	20.44%	-19.17%	8.76%
Non-Property Taxes	6.00%	0.30%	9.07%	23.63%	17.27%
Department Income	0.76%	-6.17%	-17.87%	2.67%	6.08%
Miscellaneous Local Sources	1.90%	-28.21%	200.66%	-18.80%	12.04%
State Aid	-0.52%	-1.03%	9.20%	7.53%	2.05%
Federal Aid	-14.62%	14.28%	6.12%	18.20%	2.10%
Fund Balance	-40.06%	35.97%	42.51%	64.81%	-59.26%
Total Revenues	-0.17%	1.17%	12.69%	1.80%	7.70%

Definition of Revenues

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

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

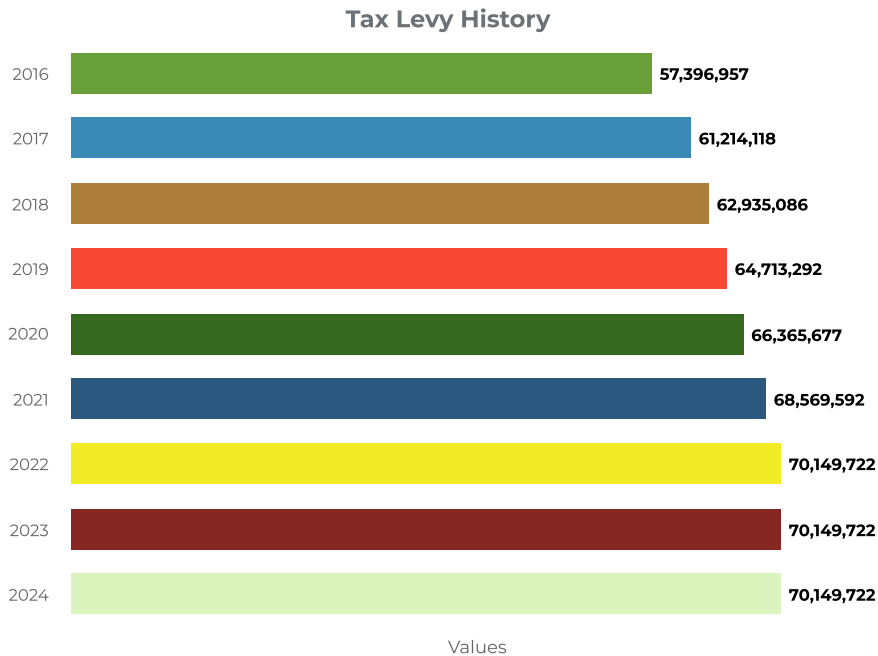
*Source: Office of the New York State Comptroller: Citizens Guide to Local Budgets

Property Tax

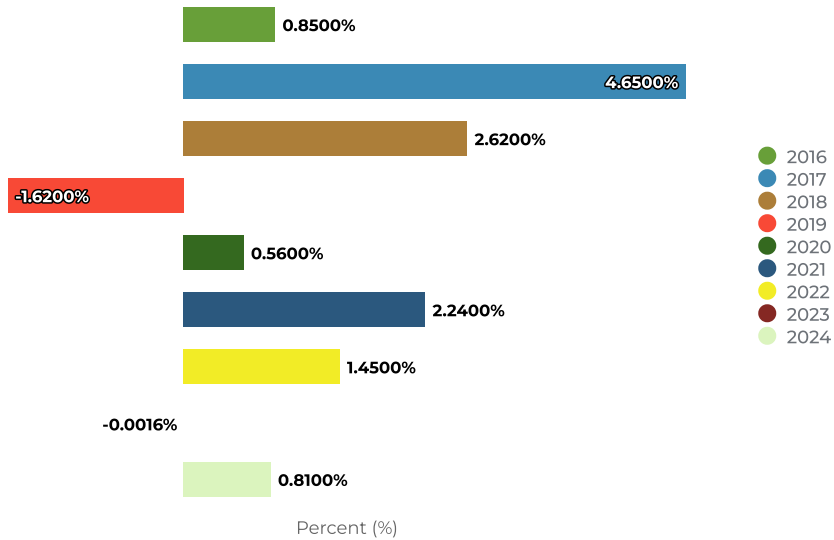
Property Taxes are the largest source of revenue for the County and the only primary revenue that we have direct control over.

The property tax levy for 2024 is \$70,149,722 and the tax rate per thousand is 12.39. This represents a tax rate increase of .805474448%. For every \$100,000 worth of assessment, the annual increase in taxes would be approximately \$1.63 per year.

The tax levies for the period 2016 through 2024 are listed below.



Tax Rate Changes



New York State Tax Cap - Tax Levy/Tax Rate

On June 24, 2011 the New York State Property Tax Cap program was enacted and became effective for the 2012 Sullivan County Budget. In 2016 the law was extended by New York State for another five-year period. The law requires that municipalities raise taxes no more than 2 percent or the rate of inflation, whichever is less. The County cannot legally adopt a budget that has a tax levy above the tax cap threshold unless a two thirds majority of the Legislature has enacted a local law for such a purpose. The Legislature adopted a tax cap override for the 2017 budget due to the construction of a new county jail. There are other factors that can result in an actual levy growth higher than 2 percent or inflation. Examples could be an increase in the quantity change factor for the county or a change in Payment in Lieu of Taxes. The allowable tax levy growth for Sullivan County equates to 2% for 2024. Increasing the tax levy up to the tax cap would increase the levy by \$1.97 million. The Tentative Budget does not include a growth in the levy. For every \$100,000 worth of assessment the annual increase in taxes would be approximately \$1.63 per year.

Sales Tax

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

The County has collected \$57 million in sales tax in 2023 so far through the end of October.

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

The 2024 Tentative Budget anticipates \$77.5 million in sales tax. This is an increase of \$11.5 million over the 2023 Adopted budget. Final 2023 figures will not be known until March of 2024 as we get final data from the State on 2023 taxable sales. The anticipated changes are due to the economic impact of the COVID-19 pandemic and the influx of people moving into the area and receiving internet orders at their local address. Another large driver of increased sales tax stems from the 2018 Wayfair vs South Dakota case, requiring third party sellers on large sites, like Amazon and Walmart, to remit sales tax to local municipalities. This took time to implement, and municipalities began to see the impact of this decision in early 2020. Coupled with stimulus money received by the public and the need to procure goods without leaving home, Sullivan County has seen record sales tax revenue since the pandemic began.

Historic sales tax collections are graphed below for the period that the County has had a 4% rate. 2014 through 2022 represent actual receipts. 2023 reflects collections of just over \$78 million based upon the percentage increase we have seen through the month of October.

The 2024 budget anticipates collecting \$77 million.

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

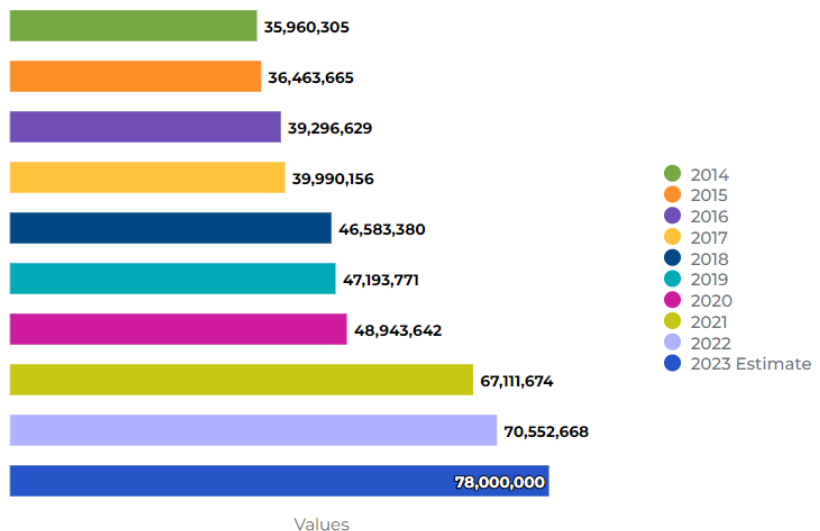
National Economic Indicators

- o GDP
- o Inflation
- o Consumer Spending
- o Consumer Debt load

Sullivan County Economic Indicators

- o Unemployment Rate
- o Job Growth

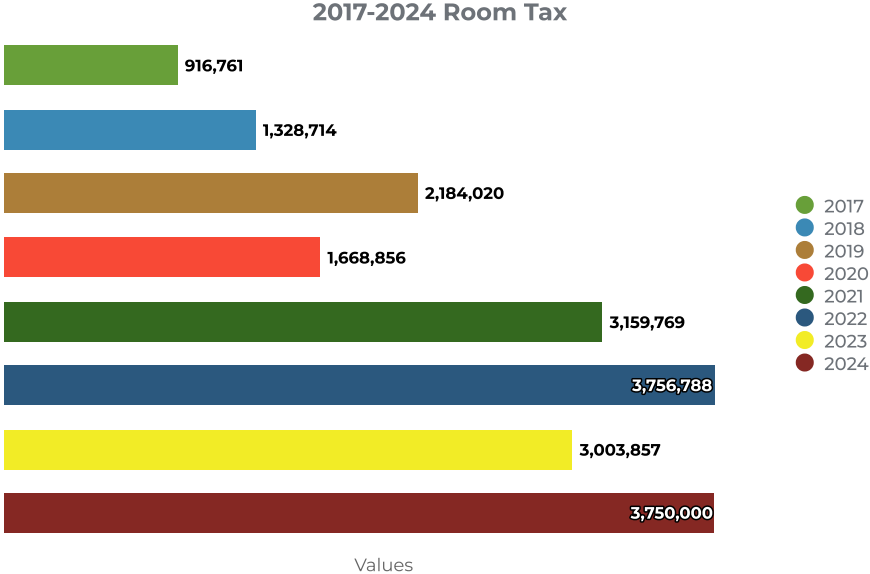
2014-2023 Sales Tax Receipts 



Room Tax

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

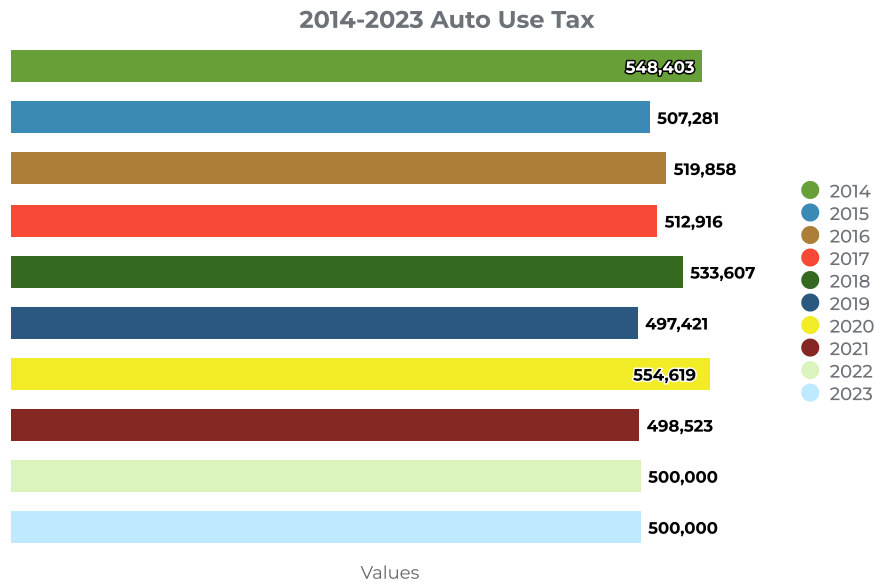
At least 85% of the money must be used to promote tourism-related activities within the County. The 2024 Budget anticipates \$3.75M. The following graph depicts 2017 through 2022 actual receipts and 2023 and 2024 budget figures.



Auto Use Tax

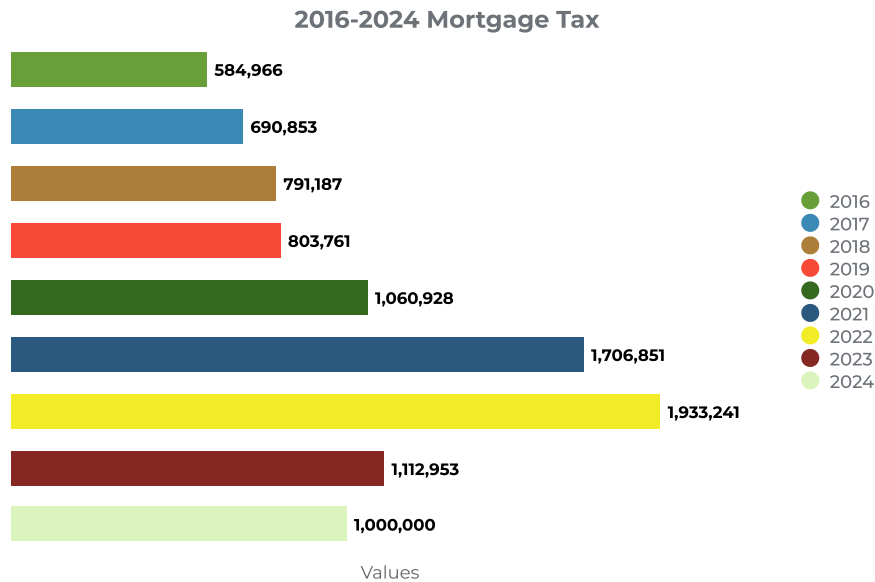
New York State Tax Law section 1201(e) allows Counties to impose a vehicle use tax on individuals and businesses when registering a vehicle with the New York State Department of Motor Vehicles. In accordance with Tax Law section 1201(e), Sullivan County imposes a fee of \$5 per year for vehicles weighing 3,500 lbs. and under and \$10 per year for vehicles over 3,500 lbs. In fiscal year 2016, Sullivan County received \$512,916 through this revenue source. The 2024 budget conservatively anticipates \$500,000. The following graph depicts 2015 through 2022 actual receipts and 2023 and 2024 budget figures.

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



Mortgage Tax

Sullivan County imposes a mortgage tax on mortgages issued for property located within Sullivan County. The tax rate is 1 percent of original principal. Principal that is refinanced is not taxed a second time. Similar to sales tax, mortgage tax is economically sensitive. In 2008 the County collected over \$1.1 million in mortgage tax. Since then, the County has experienced a dramatic reduction in mortgage tax collections, until the COVID19 pandemic when a large influx of new residents purchased homes in the area. The 2024 Budget takes a conservative approach and anticipates \$1M. The following graph depicts 2016 through 2022 actual receipts and 2023 and 2024 budget figures.



State Aid & Federal Aid

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

Departmental Income

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

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

Fund Balance

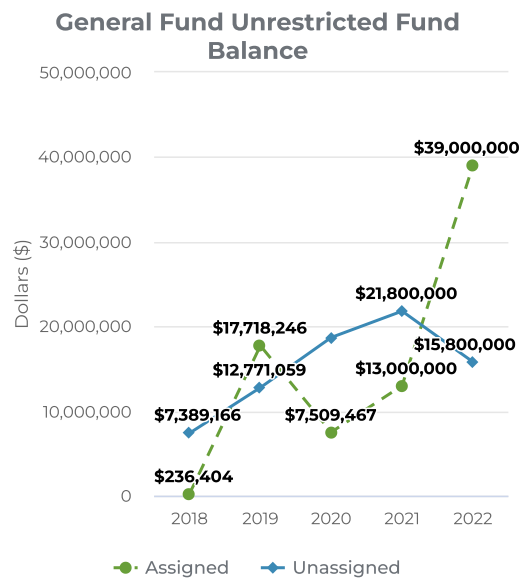
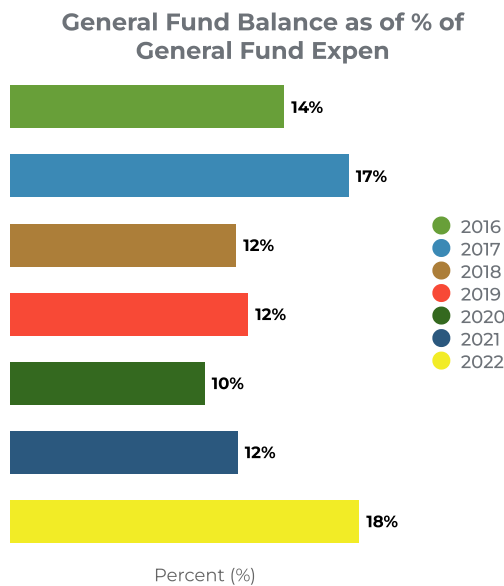
Fund balance can be considered a source of funds to mitigate unforeseen cost increases or revenue shortfalls. Fund balance is useful in times of emergency or an economic downturn. It is generally recommended that between 5 and 15 percent of fund balance should be maintained as a percentage of appropriations. However, the Sullivan County Legislature in 2021 adopted a revised Fund Balance Policy, stipulating that at least two months' worth of operating funds be available in the County Budget at all times, per best-practices recommendations from the NYS Comptroller's Office and the Government Finance Officers Association. The 2024 Budget thus aims to maintain at least 16% of gross appropriations in fund balance.

FUND BALANCE DEFINITIONS:

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

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

At the end of 2022, unassigned fund balance for the General Fund was \$15.8M or 18% of the total General Fund expenditures or transfers out. This amount constitutes approximately 28.83% of the General Fund's total fund balance of \$54.8M at the end of December 31, 2022 and is available for spending per the County's policy on fund balance. The five-year history of General Fund Balance as a percent of General Fund Expenditures is detailed in the below chart.



Significant Appropriation Increases

2024 BUDGET - SIGNIFICANT APPROPRIATION IMPACTS (*)		
Source of Increased Cost	Item	Tax Levy Impact
NYS Mandate	Medicaid Increase (ACA eFMAP) Intercept	\$3,102,571
NYS Mandate	Assigned Counsel Pay Doubled	\$200,000
NYS Mandate	NYS Retirement	\$830,000
NYS Mandate	Early Intervention	\$425,000
US Supreme Court	Tax Foreclosure Sales Reveune Loss	\$1,500,000
Local	Roads and Bridges	\$1,740,000
Local	Buildings and Equipment	\$2,900,000
Local	Labor (**)	\$4,000,000
Local	Health Insurance	\$970,000
Total Levy Increase		\$15,667,571
(*) Not all inclusive of 2024 Budgeted Appropriations		
(**) Net new positions and increases in salaries		



2021-2024 Paving Summary

	2021	2022	2023***	2024****
# of miles paved	26.50	30.73	27.12	30.00
# of miles surface treated	19.00	35.65	25.60	25.00
Previous Years Rollover	876,966.16	1,475,711.16	394,819.82	1,100,000.00
Paving				
CHIPS Used/Expensed **	3,966,177.48	5,473,333.76	4,919,004.00	3,375,000.00
Operating Funds*	14,637.94	2,803,406.92	5,141,019.28	4,000,000.00
Bonded Funds	-	-	-	-
ARPA monies	2,836,882.47	913,117.53	-	-
Other Federal/State Funding	-	-	-	-
Paving Completed	6,817,697.89	9,189,858.21	10,060,023.28	7,375,000.00
Surface Treatment				
CHIPS Used/Expensed**	1,046,345.38	-	-	-
Operating Funds	-	1,828,635.66	1,223,667.93	2,000,000.00
Bonded Funds	-	-	-	-
ARPA monies	-	-	-	-
Other Federal/State Funding	-	-	-	-
Surface Treatment Completed	1,046,345.38	1,828,635.66	1,223,667.93	2,000,000.00
CHIPS Rollover	562,593.63	394,819.82	1,100,000.00	
ARPA Rollover	913,117.53	-	-	

*Excluding ancillary items (guiderales, pipes, etc)

** Includes PaveNY and Extreme Weather Funding & POP (2023)

***Based on 2023 Adopted Budget

**** Estimated based on historical data

Assessor's Report

NYS - Real Property System
County of Sullivan

Assessor's Report - 2023 - Current Year File
S495 Exemption Impact Report
County Summary

RPS221/V04/L001
Date/Time - 9/27/2023 13:46:47
Total Assessed Value 7,372,581,104

Equalized Total Assessed Value 17,302,589,782

Exemption Code	Exemption Name	Statutory Authority	Number of Exemptions	Total Equalized Value of Exemptions	Percent of Value Exempted
10100	SPEC DIST USED FOR PURPOSE ESTAB	RPTL 410	68	35,365,349	0.20
10110	O/S SPEC DIST - SEWER OR WATER	RPTL 410-a	8	727,506	0.00
12100	NYS - GENERALLY	RPTL 404(1)	105	471,808,848	2.73
12350	PUBLIC AUTHORITY - STATE	RPTL 412	8	446,073	0.00
13100	CO - GENERALLY	RPTL 406(1)	91	245,410,510	1.42
13101	CO - GENERALLY	RPTL 406(1)	13	36	0.00
13240	CO O/S LIMITS - SEWER OR WATER	RPTL 406(3)	2	264,819	0.00
13350	CITY - GENERALLY	RPTL 406(1)	2	9,864,466	0.06
13500	TOWN - GENERALLY	RPTL 406(1)	380	166,707,977	0.96
13510	TOWN - CEMETERY LAND	RPTL 446	9	227,576	0.00
13570	TOWN O/S LIMITS - SPECIFIED USES	RPTL 406(2)	8	671,551	0.00
13650	VG - GENERALLY	RPTL 406(1)	92	23,875,810	0.14
13730	VG O/S LIMITS - SPECIFIED USES	RPTL 406(2)	3	391,800	0.00
13740	VG O/S LIMITS - SEWER OR WATER	RPTL 406(3)	28	13,898,276	0.08
13741	VG O/S LIMITS - SEWER OR WATER	RPTL 406(3)	2	676,758	0.00
13742	VG O/S LIMITS - SEWER OR WATER	RPTL 406(3)	2	3,576,378	0.02
13800	SCHOOL DISTRICT	RPTL 408	36	258,010,060	1.49
13850	BOCES	RPTL 408	1	9,365,553	0.05
13870	SPEC DIST USED FOR PURPOSE ESTAB	RPTL 410	71	40,762,375	0.24
13890	PUBLIC AUTHORITY - LOCAL	RPTL 412	2	5,254,800	0.03
14100	USA - GENERALLY	RPTL 400(1)	8	11,513,088	0.07
14110	USA - SPECIFIED USES	STATE L 54	9	4,248,385	0.02
18020	MUNICIPAL INDUSTRIAL DEV AGENCY	RPTL 412-a	180	989,337,224	5.72
18060	URBAN REN. OWNER-MUN U R AGENCY	GEN MUNY 555 & 560	1	52,138	0.00
18080	MUN HSNB AUTH-FEDERAL/MUN AIDED	PUB HSNB L 52(3)&(5)	3	6,373,148	0.04
21600	RES OF CLERGY - RELIG CORP OWNER	RPTL 462	28	7,227,641	0.04
25110	NONPROF CORP - RELIG(CONST PROT)	RPTL 420-a	591	506,797,696	2.93
25120	NONPROF CORP - EDUC(CONST PROT)	RPTL 420-a	206	292,710,801	1.69
25130	NONPROF CORP - CHAR (CONST PROT)	RPTL 420-a	53	54,924,463	0.32
25210	NONPROF CORP - HOSPITAL	RPTL 420-a	5	86,802,899	0.50
25220	NONPROF CORP-CEMETERY	RPTL 420(1)(a)	9	413,367	0.00
25230	NONPROF CORP - MORALMENTAL IMP	RPTL 420-a	76	44,197,333	0.26
25300	NONPROF CORP - SPECIFIED USES	RPTL 420-b	47	34,939,375	0.20

Equalized Total Assessed Value 17,302,589,782

Exemption Code	Exemption Name	Statutory Authority	Number of Exemptions	Total Equalized Value of Exemptions	Percent of Value Exempted
25600	NONPROFIT HEALTH MAINTENANCE ORG	RPTL 486-a	2	908,138	0.01
25900	SYSTEM CODE	STATUTORY AUTH NOT DEFINED	53	4,572,644	0.03
26050	AGRICULTURAL SOCIETY	RPTL 450	1	509,259	0.00
26100	VETERANS ORGANIZATION	RPTL 452	5	860,893	0.00
26250	HISTORICAL SOCIETY	RPTL 444	1	164,337	0.00
26400	INC VOLUNTEER FIRE CO OR DEPT	RPTL 464(2)	20	11,485,240	0.07
26600	CORP/ASSN DEV GOOD SPORTSMANSHIP	RPTL 476	1	540,316	0.00
27350	PRIVATELY OWNED CEMETERY LAND	RPTL 446	190	6,328,610	0.04
28120	NOT-FOR-PROFIT HOUSING CO	RPTL 422	1	1,013,200	0.01
29700	PROP WITHDRAWN FROM FORECLOSURE	RPTL 1138	27	1,464,138	0.01
32252	NYS OWNED REFORESTATION LAND	RPTL 534	7	1,735,200	0.01
32301	NYS LAND TAXABLE FOR SCHOOL ONLY	RPTL 536	12	2,593,379	0.01
33201	TAX SALE - COUNTY OWNED	RPTL 406(5)	154	10,193,156	0.06
33701	TAX SALE - VG OWNED	RPTL 406(5)	12	1,681,107	0.01
41101	VETS EX BASED ON ELIGIBLE FUNDS	RPTL 458(1)	47	1,738,936	0.01
41120	ALT VET EX-WAR PERIOD-NON-COMBAT	RPTL 458-a	1,026	29,006,102	0.17
41121	ALT VET EX-WAR PERIOD-NON-COMBAT	RPTL 458-a	29	784,171	0.00
41130	ALT VET EX-WAR PERIOD-COMBAT	RPTL 458-a	781	36,856,016	0.21
41131	ALT VET EX-WAR PERIOD-COMBAT	RPTL 458-a	30	1,450,445	0.01
41140	ALT VET EX-WAR PERIOD-DISABILITY	RPTL 458-a	458	27,564,390	0.16
41141	ALT VET EX-WAR PERIOD-DISABILITY	RPTL 458-a	16	1,044,669	0.01
41160	COLD WAR VETERANS (15%)	RPTL 458-b	1	18,545	0.00
41161	COLD WAR VETERANS (15%)	RPTL 458-b	224	3,255,595	0.02
41162	COLD WAR VETERANS (15%)	RPTL 458-b	75	1,097,773	0.01
41171	COLD WAR VETERANS (DISABLED)	RPTL 458-b	24	719,020	0.00
41172	COLD WAR VETERANS (DISABLED)	RPTL 458-b	5	101,968	0.00
41300	PARAPLEGIC VETS	RPTL 458(3)	1	342,600	0.00
41400	CLERGY	RPTL 460	20	126,779	0.00
41690	VOLUNTEER FIREFIGHTERS AND AMBULANCE	RPTL 466-c.d.e.f.g.h&i	156	576,840	0.00
41691	VOLUNTEER FIREFIGHTERS AND AMBULANCE	RPTL 466-c.d.e.f.g.h&i	47	174,963	0.00
41692	VOLUNTEER FIREFIGHTERS AND AMBULANCE	RPTL 466-c.d.e.f.g.h&i	9	35,102	0.00
41700	AGRICULTURAL BUILDING	RPTL 483	45	4,164,343	0.02
41720	AGRICULTURAL DISTRICT	AG-MKTS L 305	1,014	88,524,723	0.51

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Equalized Total Assessed Value 17,302,589,782

Exemption Code	Exemption Name	Statutory Authority	Number of Exemptions	Total Equalized Value of Exemptions	Percent of Value Exempted
41730	AGRIC LAND-INDV NOT IN AG DIST	AG MKTS L 306	48	3,619,930	0.02
41800	PERSONS AGE 65 OR OVER	RPTL 467	322	28,595,054	0.17
41801	PERSONS AGE 65 OR OVER	RPTL 467	339	21,048,447	0.12
41802	PERSONS AGE 65 OR OVER	RPTL 467	121	5,556,533	0.03
42100	SILOS, MANURE STORAGE TANKS,	RPTL 483-a	50	1,258,062	0.01
42120	TEMPORARY GREENHOUSES	RPTL 483-c	9	368,927	0.00
44210	HOME IMPROVEMENTS	RPTL 421-f	32	764,032	0.00
44211	HOME IMPROVEMENTS	RPTL 421-f	10	370,821	0.00
44212	HOME IMPROVEMENTS	RPTL 421-f	1	2,027	0.00
46450	INC ASSN OF VOLUNTEER FIREMEN	RPTL 464(1)	1	11,212	0.00
47100	Mass Telecomm Ceiling	RPTL S499-qqqq	11	1,477,480	0.01
47200	RAILROAD - PARTIALLY EXEMPT	RPTL 489-d&d&d	6	38,992,128	0.23
47450	FOREST/REF LAND - FISHER ACT	RPTL 480	26	2,854,267	0.02
47460	FOREST LAND CERTD AFTER 8/74	RPTL 480-a	768	134,510,057	0.78
47550	STEEL MFG PROP - CITY POP<50000	RPTL 485-a	5	1,213,665	0.01
47610	BUSINESS INVESTMENT PROPERTY POST 8/5	RPTL 485-b	26	2,781,073	0.02
47611	BUSINESS INVESTMENT PROPERTY POST 8/5	RPTL 485-b	14	1,245,244	0.01
48100	URB DEV ACTION AREA PROJECT	GEN MUNY L 696	1	6,183,549	0.04
48660	HOUSING DEVELOPMENT FUND CO	P H F I L 577,654-a	5	27,919,000	0.16
48670	REDEVELOPMENT HOUSING CO	P H F I L 125 & 127	4	10,863,585	0.06
49500	SOLAR OR WIND ENERGY SYSTEM	RPTL 487	191	21,640,805	0.13
49501	SOLAR OR WIND ENERGY SYSTEM	RPTL 487	37	1,810,888	0.01
49502	SOLAR OR WIND ENERGY SYSTEM	RPTL 487	1	62,892	0.00
49505	SOLAR OR WIND ENERGY SYSTEM	RPTL 487	13	602,815	0.00
50000	SYSTEM CODE	STATUTORY AUTH NOT DEFINED	9	1,118,128	0.01
50001	SYSTEM CODE	STATUTORY AUTH NOT DEFINED	11	0	0.00

Equalized Total Assessed Value 17,302,589,782

Exemption Code	Exemption Name	Statutory Authority	Number of Exemptions	Total Equalized Value of Exemptions	Percent of Value Exempted
50005	SYSTEM CODE	STATUTORY AUTH NOT DEFINED	4	0	0.00
Total Exemptions Exclusive of System Exemptions:			8,682	3,882,229,169	22.44
Total System Exemptions:			24	1,116,128	0.01
Totals:			8,706	3,883,347,297	22.44

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

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

Authorized Positions: A Few Pointers

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

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

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

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

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

An example of this is evident in Parks and Recreation. You can see that the Position Counts total is 30.00, while the FTE is only 10.95.

Parks and Recreation has 5 Full Time Employees, 19 Seasonal Employees and 6 Part Time or Per Diem Employees. The exact calculation is as follows:

Employee Type	Count	Value	Total
Seasonal	19	0.25	4.75
Full Time	5	1	5.00
PD or PT	6	0.2	1.20
Totals	30		10.95

Dept #	Department Name	2022 Adopted Position Counts	2023 Adopted Position Counts	2024 Tentative Position Counts
A-7110	Parks and Recreation ³	24.00	26.00	30.00

Dept #	Department Name	2022 Adopted FTE	2023 Adopted FTE	2024 Tentative FTE
A-7110	Parks and Recreation	8.15	9.35	10.95

Authorized Position Counts by Department				
Dept #	Department Name	2022 Adopted Position Counts	2023 Adopted Position Counts	2024 Tentative Position Counts
Elected Officials				
A-1010	County Legislature	11.00	11.00	11.00
A-1185	Coroners	4.00	4.00	4.00
A-1165	District Attorney	22.00	23.00	23.00
A-3150	Sheriff's Office- Jail	109.82	109.32	108.82
A-3110-29	Sheriff's Office- Patrol	64.00	65.00	68.00
A-3110-30	Sheriff's Office- Civil	14.18	15.18	16.18
A-3110-31	Sheriff's Office- Security	7.00	7.00	7.00
A-1410-10	County Clerk- Main Unit	15.00	17.00	16.00
A-1410-11	County Clerk- DMV	18.00	19.00	19.00
A-1460	County Clerk - Records Management	1.00	1.00	1.00
A-1325-1330	County Treasurer	12.50	12.50	12.50
A-1355	Real Property Tax Map	3.50	3.50	3.50
Elected Officials Totals		282.00	287.50	290.00
Legislative Appointments				
A-1420	County Attorney	11.00	12.00	14.00
A-1230	County Manager	6.00	7.00	8.00
A-1450	Elections	6.00	8.00	8.00
A-1320	Audit and Control	7.00	7.00	7.00
Legislative Appointment Totals		30.00	34.00	37.00
Line Departments				
Division of Public Works				
A-1490	Public Works Administration	5.00	5.00	6.00
A-1620	Public Works Building Department	41.00	41.00	41.00
A-5610	Sullivan County International Airport	5.00	6.00	6.00
A-6610	Consumer Affairs- Weights and Measures	1.00	1.00	1.00
CL-8160	Public Works- Refuse and Garbage	18.00	18.00	18.00
D-3310	County Road Fund-Public Works- Traffic Control	7.00	7.00	6.00
D-5110	County Road Fund-Public Works- Road Maintenance	51.00	52.00	54.00
D-5020	County Road Fund-Public Works- Engineering	6.00	7.00	7.00
DM-5130	Public Works- Road Machinery	19.00	19.00	19.00
Division Total		153.00	156.00	158.00
Division of Public Safety				
A-1170	Public Defense	1.00	1.00	1.00
A-3010	Public Safety Administration	3.00	5.00	6.00
A-3010-212	Public Safety Administration - EMS	3.00	3.00	3.00
A-3020	Public Safety Communications E911	20.00	21.00	21.00
A-3140	Department of Probation	29.00	29.00	29.00
A-3410	Fire Protection	8.00	16.00	18.00
Division Total		64.00	75.00	78.00

Dept #	Department Name	2022 Adopted Position Counts	2023 Adopted Position Counts	2024 Tentative Position Counts
Division of Management and Budget				
A-1340	Budget Office	10.00	11.00	11.00
A-1344	Health Finance	11.00	11.00	11.00
A-1345-1610	Purchasing and Central Services	5.00	5.00	6.00
	Division Total	26.00	27.00	28.00
Division of Planning and Community Development				
A-8020-90	Planning and Community Development	9.00	8.00	10.00
A-7110	Parks and Recreation ³	24.00	26.00	30.00
A-1341	Grants Administration	2.00	2.00	2.00
A-8090	Office of Sustainable Energy	3.00	3.00	3.00
	Division Total	38.00	39.00	45.00
Division of Human Resources				
A-1430	Human Resources ¹	17.00	14.00	19.00
A-8040	Human Rights Commission	1.00	1.00	1.00
A-1342	Risk Management	4.00	3.00	3.00
	Division Total	22.00	18.00	23.00
Division of Health & Family Services				
A-4010-4082	Department of Public Health Services	77.00	80.00	83.00
A-4220-4322	Department of Community Services	54.00	47.00	50.00
A-6010-6142	Department of Family Services	177.00	177.00	179.00
EI-6020	Care Center at Sunset Lake	210.00	190.00	191.00
	Division Total	518.00	494.00	503.00
Division of Community Resources				
A-6293	Center for Workforce Development ²	48.00	29.00	16.00
A-7310	Youth Programs	1.00	2.00	2.00
A-7610	Office for the Aging	30.00	30.00	30.00
A-6510	Veterans Service Agency	4.00	4.00	5.00
A-5680	Transportation	10.00	11.00	11.00
	Division Total	93.00	76.00	64.00
Division of Information Technology				
A-1680	Information Technology Services	21.00	21.00	20.00
	Division Total	21.00	21.00	20.00
	Total Position Counts	1247.00	1228.50	1247.00
¹ Interns housed in the Human Resources department are responsible for the jump in positions				
² Due to a grant ending, several Clerk positions created for the grant have been abolished				
³ Three part timer per diem positions have been added to the Parks department and one full time position				

Authorized Position FTE's by Department				
Dept #	Department Name	2022 Adopted FTE	2023 Adopted FTE	2024 Tentative FTE
Elected Officials				
A-1010	County Legislature	11.00	11.00	11.00
A-1185	Coroners	0.80	0.80	0.80
A-1165	District Attorney	22.00	22.50	22.50
A-3150	Sheriff's Office- Jail	110.02	109.32	108.82
A-3110-29	Sheriff's Office- Patrol	64.00	67.00	68.00
A-3110-30	Sheriff's Office- Civil	13.18	13.38	13.58
A-3110-31	Sheriff's Office- Security	7.00	7.00	7.00
A-1410-10	County Clerk- Main Unit	14.20	17.00	16.00
A-1410-11	County Clerk- DMV	17.20	18.20	19.00
A-1460	Records Management	1.00	1.00	1.00
A-1325-1330	County Treasurer	12.50	12.50	12.50
A-1355	Real Property Tax Map	3.50	3.50	3.50
Elected Officials Totals		276.40	283.20	283.70
Legislative Appointments				
A-1420	County Attorney	11.00	12.00	14.00
A-1230	County Manager	6.00	7.00	8.00
A-1450	Elections	6.00	6.40	8.00
A-1320	Audit and Control	7.00	7.00	7.00
Legislative Appointments Totals		30.00	32.40	37.00
Line Departments				
Division of Public Works				
A-1490	Public Works Administration	5.00	5.00	6.00
A-1620	Public Works Building Department	38.75	38.75	38.75
A-5610	Sullivan County International Airport	4.25	4.25	5.25
A-6610	Consumer Affairs- Weights and Measures	1.00	1.00	1.00
CL-8160	Public Works- Refuse and Garbage	17.25	17.25	17.25
D-3310	County Road Fund-Public Works- Traffic Cont	5.50	5.50	5.50
D-5110	County Road Fund-Public Works- Road Maint	51.00	53.00	54.00
D-5020	County Road Fund-Public Works- Engineering	6.00	7.00	6.00
DM-5130	Public Works- Road Machinery	19.00	19.00	19.00
Division Total		147.75	150.75	152.75
Division of Public Safety				
A-1170	Public Defense	1.00	1.00	1.00
A-3010	Public Safety Administration	2.20	3.90	4.20
A-3010-212	Public Safety Administration - EMS	0.60	0.60	0.60
A-3020	Public Safety Communications E911	17.90	18.90	18.90
A-3140	Department of Probation	29.00	29.00	29.00
A-3410	Fire Protection	1.60	3.30	3.00
Division Total		52.30	56.70	56.70

Dept #	Department Name	2022 Adopted FTE	2023 Adopted FTE	2024 Tentative FTE
Departments overseen by County Manager				
A-1340	Budget Office	9.00	11.00	11.00
A-1344	Health Finance	12.00	11.00	11.00
A-1345-1610	Purchasing and Central Services	5.00	5.00	6.00
Division Total		26.00	27.00	28.00
Division of Planning and Community Development				
A-8020-90	Planning and Community Development	7.45	7.20	7.90
A-7110	Parks and Recreation	8.15	9.35	10.95
A-1341	Grants Administration	2.00	2.00	2.00
A-8090	Office of Sustainable Energy	2.00	2.00	1.00
Division Total		19.60	20.55	21.85
Division of Human Resources				
A-1342	Risk Management	3.50	2.00	2.50
A-8040	Human Rights Commission	0.20	0.20	0.20
A-1430	Human Resources	9.50	12.00	14.50
Division Total		13.20	14.20	17.20
Division of Health & Family Services				
A-4010-4082	Department of Public Health Services	61.20	69.60	71.60
A-4220-4322	Department of Community Services	46.80	43.30	46.90
A-6010-6142	Department of Family Services	174.60	175.20	177.20
EI-6020	Care Center at Sunset Lake	181.60	166.40	164.10
Division Total		464.20	454.50	459.80
Division of Community Resources				
A-6293	Center for Workforce Development	20.30	19.50	13.00
A-7310	Youth Programs	1.00	2.00	2.00
A-7610	Office for the Aging	21.80	21.80	21.80
A-6510	Veterans Service Agency	4.00	4.00	5.00
A-5680	Transportation	8.50	11.00	11.00
Division Total		55.60	58.30	52.80
Division of Information Technology				
A-1680	Information Technology Services	21.00	21.00	20.00
Division Total		21.00	21.00	20.00
Total Full Time Equivelents		1106.05	1118.60	1129.80

Position Changes within Tentative Budget

Positions to be Abolished	
Department	Title
Budget Office	#3469 Financial Account Clerk
Center for Workforce Dev	#2108 E&T Supervisor
Center for Workforce Dev	#752 E&T Specialist
Center for Workforce Dev	#3434-3446 Clerks and Account Clerk
Community Services	#3504 Clinical Program Coordinator
Department of Public Works	#3548 Engineering Aide
Department of Social Services	#514 Caseworker
Fire Protection	#189 Fire Coordinator
Office of Sustainable Energy	#3467 Dep Comm Planning
Probation	#2500 Probation Officer
Public Health	#3515 Sr FAO
Sheriff - Civil	#3550 Financial Analyst
Positions to be Upgraded	
Department	Title
Purchasing	Upgrade from Sr Account Clerk/Database to Principal Account Clerk/Database
Fire Protection	Upgrade Deputy Fire Coord to Chief Deputy Fire Coord
Fire Protection	Upgrade Fire Investigator to Chief Fire Investigator
Department of Social Services	Upgrade from Account Clerk to Account Clerk/Database
Department of Social Services	Upgrade from Account Clerk to Account Clerk/Database
Department of Social Services	Upgrade Case Services Aide to CAC Coordinator
New Positions	
Department	Title
Budget Office	Financial Analyst
County Manager	Research Assistant
DPW Road Maintenance	Bridge Carpenter
DPW Road Maintenance	Welder I
Parks & Rec Admin	Assistant Recreation Director
Parks & Rec Lake Superior	Lifeguard - Per Diem
Parks & Rec Lake Superior	Lifeguard - Part Time
Parks & Rec Lake Superior	Park Entry Attendant - Part Time
Probation	Probation Assistant
Public Health	Community Health Worker
Public Health	Community Health Worker
Public Health	Personal Care Aide
Public Health	Personal Care Aide
Public Health	Epidemiologist Supervisor
Purchasing	Bid and Contract Coordinator
Sheriff - Civil	Professional Standards & Compliance Officer
Sheriff - Patrol	Public Safety Dispatcher
Sheriff - Patrol	Public Safety Dispatcher

Overtime

Department	2021 Actual Amount	2022 Actual Amount	2023 Adopted Budget	2023 Actual Amount	2024 Tentative Budget
ADULT CARE CENTER	872,390.00	920,046.00	858,900.00	484,495.00	858,900.00
AGING PROGRAMS	71.00	5.00	-	34.00	-
AUDIT AND CONTROL	43.00	3.00	-	-	-
BUDGET OFFICE	-	1,303.00	-	25.00	-
CENTER FOR WORKFORCE DEVELOPMENT	297.00	926.00	-	16.00	-
COMMUNITY SERVICES	22,526.00	20,070.00	-	13,205.00	-
COUNTY CLERK	3,144.00	4,884.00	4,600.00	588.00	4,600.00
COUNTY LEGISLATURE	-	13.00	-	-	-
COUNTY MANAGER	47.00	57.00	-	-	-
COUNTY TREASURER	-	205.00	-	222.00	-
DISTRICT ATTORNEY	24,116.00	21,056.00	-	17,532.00	-
ELECTIONS	5,360.00	14,719.00	7,500.00	6,107.00	10,000.00
FAMILY SERVICES ADMINISTRATION	256,607.00	435,141.00	314,900.00	319,589.00	310,400.00
FIRE PROTECTION	-	75.00	-	-	-
HUMAN RESOURCES	216.00	202.00	500.00	484.00	500.00
INFORMATION TECHNOLOGY SERVICES	6,825.00	12,577.00	10,000.00	2,766.00	10,000.00
PARKS & RECREATION	886.00	2,260.00	2,000.00	1,212.00	2,000.00
PLANNING	222.00	372.00	-	38.00	-
PROBATION	11.00	1,462.00	3,000.00	3,189.00	3,500.00
PUBLIC HEALTH	95,755.00	119,144.00	72,000.00	82,431.00	124,000.00
PUBLIC SAFETY ADMINISTRATION	-	171.00	-	-	5,000.00
PUBLIC SAFETY COMMUNICATION E911	67,919.00	52,061.00	55,000.00	49,952.00	60,000.00
PUBLIC WORKS	69,353.82	92,154.93	85,100.00	67,867.40	85,100.00
REAL PROPERTY TAX MAP	-	123.00	-	14.00	1,000.00
SC INTERNATIONAL AIRPORT	11,868.00	11,580.00	12,000.00	4,420.00	12,000.00
SHERIFF	1,159,317.00	1,962,019.00	1,108,500.00	1,139,379.00	1,106,000.00
SNOW REMOVAL	177,545.00	183,003.00	150,000.00	87,852.00	150,000.00
SOLID WASTE	28,153.00	27,398.00	23,000.00	8,087.00	23,000.00
TRANSPORTATION	3,440.00	6,427.00	-	3,405.00	-
VETERANS SERVICES	10.00	1,425.00	-	1,987.00	-
Grand Total	2,806,121.82	3,890,881.93	2,707,000.00	2,294,896.40	2,766,000.00

Statement of Debt - As of December 31, 2023 - Outstanding

2024 BUDGET FOR SULLIVAN COUNTY
STATEMENT OF DEBT - AS OF DECEMBER 31, 2023 - NOTES

BOND ANTICIPATION NOTES OUTSTANDING	DATE OF ISSUE	RATES%	AMOUNT	DUE DATE	SCHEDULED PAYMENT
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TOTAL BANS OUTSTANDING AT DECEMBER 31, 2023			\$ -		\$ -
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TAX ANTICIPATION NOTES

TOTAL TANS OUTSTANDING AT DECEMBER 31, 2023			\$ -		\$ -
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Statement of Debt - As of December 31, 2023 - Bonds

2024 BUDGET FOR SULLIVAN COUNTY
STATEMENT OF DEBT - AS OF DECEMBER 31, 2023 - BONDS

BOND OUTSTANDING	ORIGINAL ISSUE	DATE OF ISSUE	RATE %	TOTAL BOND SALE	TOTAL BALANCE STILL DUE	PRINCIPAL PAYABLE 2024	ANNUAL PAYMENT SCHEDULE
PUBLIC IMPROVEMENT		2010	3.110% - 5.932%	\$17,185,000	\$1,570,000	\$1,570,000	\$1,570,000 IN 2024 5.932%
SCCC RENOVATION	\$544,337.95						
08 ROAD & BRIDGE RECONSTRUCTION	\$2,765,577.02						
DPW EQUIPMENT	\$1,897,406.58						
DPW EQUIPMENT	\$167,967.14						
DPW EQUIPMENT	\$72,951.01						
SCCC RENOVATION	\$583,219.24						
LANDFILL PHASE II	\$388,812.82						
10 ROAD PAVING	\$7,406,649.07						
10 BRIDGE RECONSTRUCTION	\$777,625.65						
LANDFILL EQUIPMENT	\$758,185.01						
10 DPW EQUIPMENT	\$1,773,958.51						
10 DPW EQUIPMENT	\$48,309.99						
PUBLIC IMPROVEMENT		2014	2.0%-2.25%	\$11,315,000	\$1,270,000	\$1,270,000	\$1,270,000 IN 2024 2.250%
GOVT CTR/LIBERTY FACILITY	\$439,000.00						
HURLEYVILLE MUSEUM	\$215,000.00						
TRANSPORTATION VEHICLES	\$80,000.00						
AIRPORT	\$77,000.00						
COMMUNICATIONS UPGRADE	\$1,920,000.00						
SOLID WASTE EQUIPMENT	\$817,000.00						
ROADS/BRIDGES	\$6,122,000.00						
DPW EQUIPMENT	\$1,645,000.00						
PUBLIC IMPROVEMENT		2016	2.0%-5.0%	\$23,822,000	\$12,985,000	\$1,730,000	\$ 1,730,000 IN 2024 4.00%
AIRPORT IMPROVEMENTS	\$174,000.00					\$ 1,770,000	IN 2025 4.00%
BLDG RECONSTRUCTION	\$1,559,000.00					\$ 1,810,000	IN 2026 2.00%
DPW EQUIPMENT	\$1,137,000.00					\$ 1,855,000	IN 2027 2.00%
HIGHWAY BRIDGE RECONS	\$6,300,000.00					\$ 1,895,000	IN 2028 2.00%
PUBLIC SAFETY	\$6,878,000.00					\$ 1,940,000	IN 2029 2.25%
ROAD RECONSTRUCTION	\$7,774,000.00					\$ 1,985,000	IN 2030 2.25%
JAIL CONSTRUCTION		2016	3.00%-3.25%	\$85,000,000	\$72,430,000	\$2,300,000	\$2,300,000 IN 2024 3.00%
JAIL CONSTRUCTION - H69	\$85,000,000.00					\$2,365,000	IN 2025 3.00%
						\$2,425,000	IN 2026 3.00%
						\$2,495,000	IN 2027 3.00%
						\$2,565,000	IN 2028 3.00%
						\$2,635,000	IN 2029 3.00%
						\$2,705,000	IN 2030 3.00%
						\$2,780,000	IN 2031 3.00%
						\$2,855,000	IN 2032 3.00%
						\$2,935,000	IN 2033 3.00%
						\$3,015,000	IN 2034 3.00%
						\$3,100,000	IN 2035 3.00%
						\$3,185,000	IN 2036 3.00%
						\$3,270,000	IN 2037 3.00%
						\$3,360,000	IN 2038 3.00%
						\$3,455,000	IN 2039 3.13%
						\$3,550,000	IN 2040 3.13%
						\$3,645,000	IN 2041 3.13%
						\$3,745,000	IN 2042 3.13%
						\$3,850,000	IN 2043 3.25%
						\$3,955,000	IN 2044 3.25%
						\$4,065,000	IN 2045 3.25%
						\$4,175,000	IN 2046 3.25%
PUBLIC IMPROVEMENT		2018	3.0%-3.5%	\$15,140,000	\$12,280,000	\$630,000	\$630,000 IN 2024 3.00%
JAIL CONSTRUCTION	\$10,000,000.00					\$815,000	IN 2025 3.00%
ROADS AND BRIDGES	\$4,000,000.00					\$815,000	IN 2026 3.00%
BUILDING RECONSTRUCTION	\$1,140,000.00					\$835,000	IN 2027 3.00%
						\$835,000	IN 2028 3.00%
						\$835,000	IN 2029 3.00%
						\$835,000	IN 2030 3.00%
						\$835,000	IN 2031 3.00%
						\$835,000	IN 2032 3.13%
						\$835,000	IN 2033 3.25%
						\$835,000	IN 2034 3.25%
						\$835,000	IN 2035 3.38%
						\$835,000	IN 2036 3.38%
						\$835,000	IN 2037 3.38%
						\$835,000	IN 2038 3.50%

PUBLIC IMPROVEMENT ROAD AND BRIDGE RECON	\$6,000,000.00	2019	3%	\$6,000,000	\$4,825,000	\$315,000	\$315,000 IN 2024	3.00%
							\$320,000 IN 2025	3.00%
							\$330,000 IN 2026	3.00%
							\$340,000 IN 2027	3.00%
							\$350,000 IN 2028	3.00%
							\$360,000 IN 2029	3.00%
							\$370,000 IN 2030	3.00%
							\$380,000 IN 2031	3.00%
							\$390,000 IN 2032	3.00%
							\$400,000 IN 2033	3.00%
							\$410,000 IN 2034	3.00%
							\$425,000 IN 2035	3.00%
							\$435,000 IN 2036	3.00%
PUBLIC IMPROVEMENT CO. JAIL LAND PURCHASE 1&2 TRANSFER STATION & MRF	\$703,870.00 \$2,646,130.00	2021	2-4%	\$3,350,000	\$2,070,000	\$675,000	\$675,000 IN 2024	2.00%
							\$685,000 IN 2025	4.00%
							\$710,000 IN 2026	4.00%
TOTAL BONDS				\$161,812,000	\$107,430,000	\$8,490,000		

Capital Project Plans Authorized but Not Issued

2024 BUDGET FOR SULLIVAN COUNTY
STATEMENT OF DEBT - AS OF DECEMBER 31, 2023 - BONDS

CAPITAL PROJECT PLANS AUTHORIZED BUT UNISSUED	AS OF 12/31/22	RESOLUTION	12/31/2023
PROJECT			
SUNY SULLIVAN ATHLETIC FACILITY COMPLEX	\$ 20,000,000	382-22	\$ 20,000,000
		\$	-
		\$	-
TOTAL	\$ 20,000,000		\$ 20,000,000

Debt Payments by Year

DEBT PAYMENTS BY YEAR

YEAR	AMOUNT
2024	\$ 8,490,000.00
2025	\$ 5,955,000.00
2026	\$ 6,090,000.00
2027	\$ 5,525,000.00
2028	\$ 5,645,000.00
2029	\$ 5,770,000.00
2030	\$ 5,895,000.00
2031	\$ 3,995,000.00
2032	\$ 4,080,000.00
2033	\$ 4,170,000.00
2034	\$ 4,260,000.00
2035	\$ 4,360,000.00
2036	\$ 4,455,000.00
2037	\$ 4,105,000.00
2038	\$ 4,195,000.00
2039	\$ 3,455,000.00
2040	\$ 3,550,000.00
2041	\$ 3,645,000.00
2042	\$ 3,745,000.00
2043	\$ 3,850,000.00
2044	\$ 3,955,000.00
2045	\$ 4,065,000.00
2046	\$ 4,175,000.00
GRAND TOTAL	\$ 107,430,000.00

Current Debt Levels and Legal Debt Limits

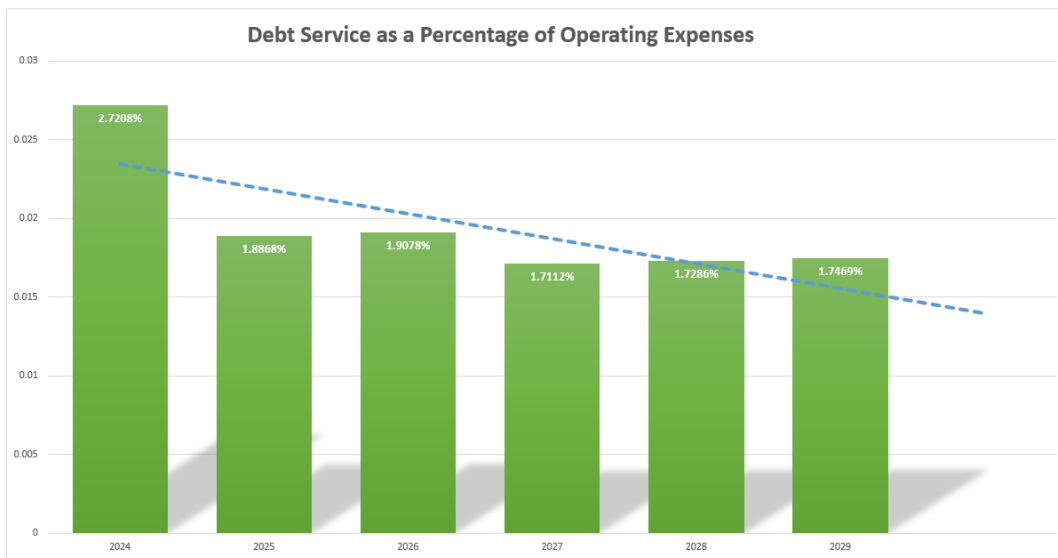
Current Debt Obligations

The 2024 Tentative Budget includes a total of \$8.49 million in debt repayment. A breakdown of principal and interest payments by fund is detailed in the below chart.

Sullivan County 2024 Debt Payments

	General Fund	County Road Fund	Road Machinery Fund	ACC	Solid Waste Fund	Total
Debt Payments by Fund						
BANs						
Principal	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Total TANs/BANs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Long Term Debt						
Principal	4,751,872	2,680,375	484,115		573,638	8,490,000
Interest	1,780,247	1,004,179	181,369		214,909	3,180,704
Total Long Term Debt	\$ 6,532,119	\$ 3,684,554	\$ 665,484	\$ -	\$ 788,547	\$11,670,704
Total Debt Payments	\$ 6,532,119	\$ 3,684,554	\$ 665,484	\$ -	\$ 788,547	\$11,670,704

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



Effect of Existing Debt Levels on Current Operations of Government

In order for government to continue to run efficiently and effectively, large capital projects require an influx of money as part of the puzzle. The responsible management of debt levels helps government to maintain consistency and continuity in decision making, while allowing for room to act if a fiscal emergency arises. The irresponsible management of debt could lead to a disruption of services and poor infrastructure for our residents. The Sullivan County Legislature has adopted an Investment and Debt Management Policy (resolution 180 of 2013) which aims to standardize and support the issuance and management of debt by the County of Sullivan ("County"). Their primary objective is to establish conditions for the use of debt and to create procedures and policies that minimize the County's debt service and issuance costs, maintain the highest

practical credit rating, and provide full and complete financial disclosure and reporting. The policies apply to all general obligation debt issued by the County. More detail on this policy can be found at our website under the Legislative tab.

New York State Constitutional Debt Limit

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

Sullivan County, based upon the 2023 calculation for the five-year full valuation of taxable property, and the 2024 proposed debt outstanding is at 37% of our debt limit in 2024. The County's debt limit is \$288 million for 2024, while the outstanding bonds equal \$107 million.

DEPARTMENTS

Division of Community Resources

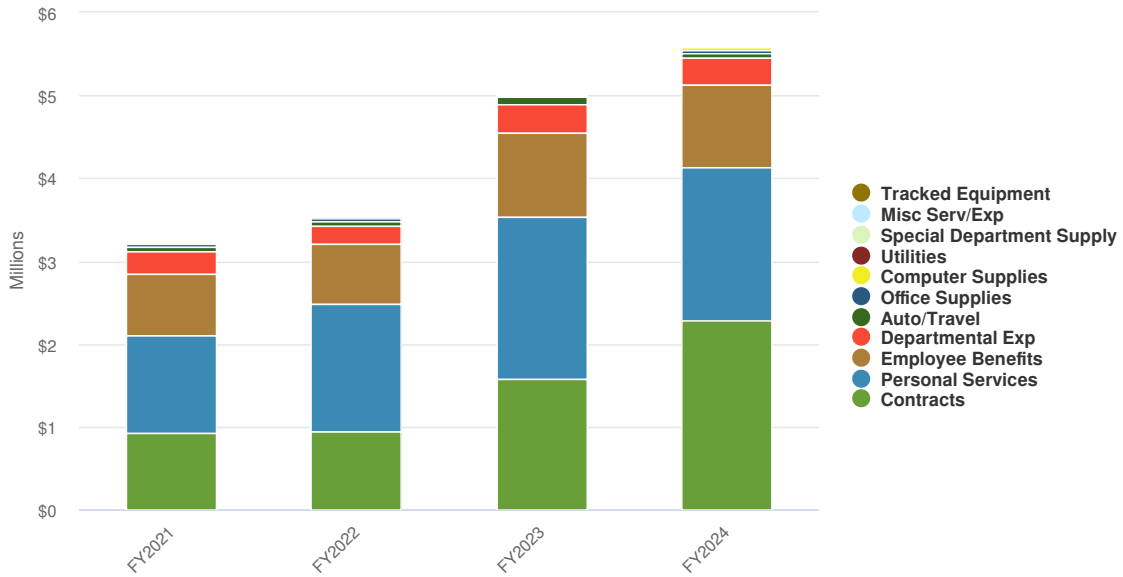
Laura Quigley
Commissioner

The Division of Community Resources is comprised of the following departments:

- Center for Workforce Development [↗](#)
- Office for the Aging [↗](#)
- Transportation [↗](#)
- Veterans [↗](#)
- Youth Programs [↗](#)

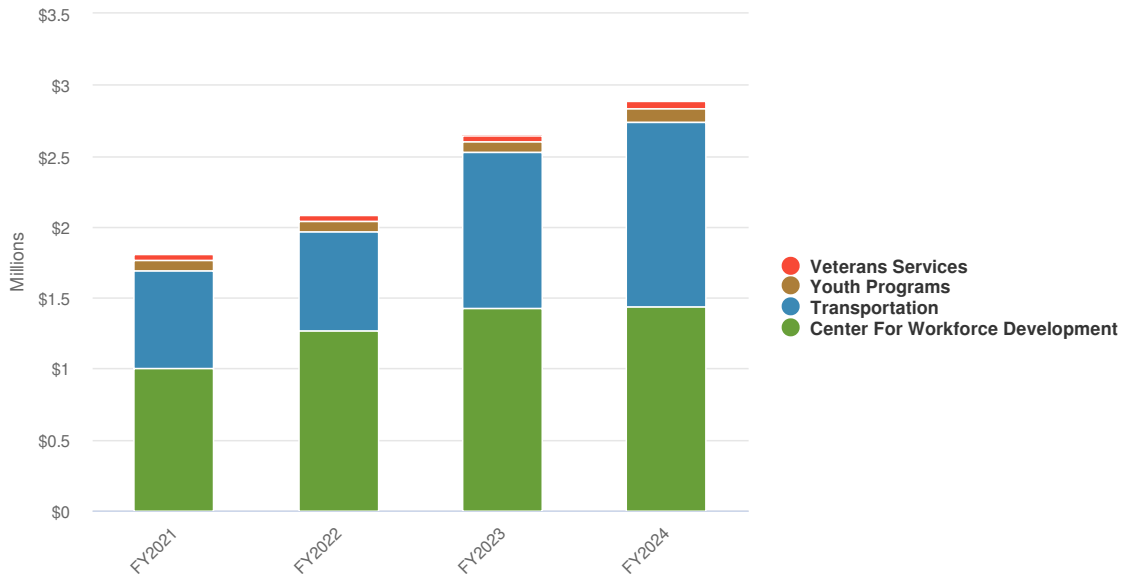
Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type

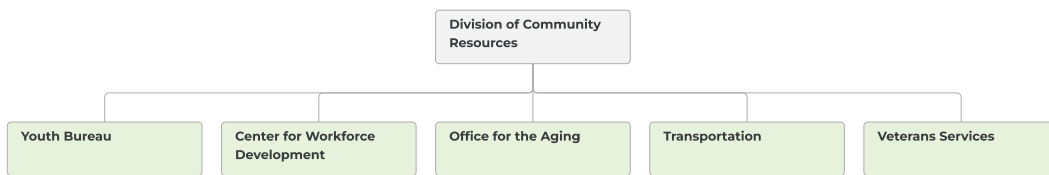


Revenue by Department

Budgeted and Historical 2024 Revenue by Department



Organizational Chart



Center for Workforce Development

Loreen Gebelein

Director

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

CWD currently oversees and implements employment and training related programs. In addition, the Center for Workforce Development staffs the Workforce Development Board. CWD works closely with the NYS Department of Labor staff and other local partners to provide services to individuals and businesses in Sullivan County. CWD also manages the Sullivan County Career Center and the Director is the designated Center Operator.

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

Core Services

Functions of the Center for Workforce Development include:

- *Administration:* The administration funds cover the fiscal duties required under the Workforce Innovations & Opportunity Act (WIOA). This includes the filing of monthly state reports, processing of vouchers, auditing of outside contracts, drawing down of funds, procurement, meeting with state monitors/auditors and other related fiscal functions.
- *Title I Adult Program & Dislocated Worker:* Assist individuals in achieving self-sufficiency by providing opportunities to increase their income through higher wage employment, education and/or training, as well as to assist individuals who have been laid off to rapidly reattach to the workforce.
- *Title I Youth Program:* Provide youth with opportunities for education, training and employment. Focus is on education and skills development. Employment is a focus for older youth.
- *TANF/SN Employment & Training Program (Welfare to Work):* Assist individuals in transitioning off of public assistance and into the labor force while complying with mandated activities. Applicants/recipients of public assistance receive orientation, assessment of skills, development of Individual Employment Plan, direct job referrals, placement in education and /or occupational skills training, placement in work experience, monitoring and case management, and coordination of supportive services such as transportation and child care.
- *Summer Youth Employment Program:* Six weeks of paid work experience and work readiness skills development
- *Business Services:* Work with businesses to help them clarify their staffing needs. To support the businesses, the Center for Workforce Development assists in finding the right workers through customized job matching, on site recruitments, targeted weekly job postings, Job Fairs, and On-the-Job Training.

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
ACCOUNT CLERK	1	1	1
ACCOUNT CLERK (TEMP)	0.5	0	0
CLERK	6	0	0
CREW LEADER	1	1	1
DEI RESOURCE COORDINATOR	1	1	1
DIR CWD	1	1	1
EMPL & TRNG SPECIALIST	4	3	3
EMPL & TRNG SUPERVISOR	2	1	1
EMPLOYMENT CENTER COORD	1	1	1
JOB DEVELOPER	1	1	1
JUNIOR ACCOUNTANT	1	1	1
SENIOR EMPLMT & TRAINING SPRVSR	1	1	1
YOUTH WORKFORCE COORDINATOR	1	1	1
Total	21.5	13	13

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Economic Opportunity and Development				
Economic Opportunity and Development				
Center For Workforce Development				
Personal Services	\$676,257	\$791,876	\$1,013,603	\$838,864
Contracts	\$61,866	\$74,120	\$73,778	\$191,750
Auto/Travel	\$75	\$5,686	\$5,400	\$5,426
Office Supplies	\$31,073	\$19,289	\$26,866	\$18,600
Computer Supplies	\$21,876	\$21,417	\$22,750	\$27,200
Utilities	\$2,412	\$2,370	\$2,000	\$2,700
Special Department Supply	\$1,070	\$1,352	\$4,500	\$4,000
Misc Serv/Exp	\$897	\$6,673	\$1,167	\$1,450
Departmental Exp	\$134,010	\$83,151	\$148,544	\$144,485
Employee Benefits	\$367,374	\$320,302	\$474,159	\$438,685
Total Center For Workforce Development:	\$1,296,909	\$1,326,236	\$1,772,767	\$1,673,160
Total Economic Opportunity and Development:	\$1,296,909	\$1,326,236	\$1,772,767	\$1,673,160
Total Economic Opportunity and Development:	\$1,296,909	\$1,326,236	\$1,772,767	\$1,673,160
Total Expenditures:	\$1,296,909	\$1,326,236	\$1,772,767	\$1,673,160

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Economic Assistance and Opportunity Income				
ECONOMIC ASSIST MISC FEE/REIMBURSMNT	\$39,821			
ECONOMIC ASSIST TANF EMPLOY PROGRM	\$180,000	\$221,575	\$221,000	\$221,000
Total Economic Assistance and Opportunity Income:	\$219,821	\$221,575	\$221,000	\$221,000
Total Income:	\$219,821	\$221,575	\$221,000	\$221,000
Federal Aid				
Economic Assistance and Opportunity				
FED AID OTHR ECONOMIC ASSIST DEPARTMENTL AID	\$35,305	\$293,827	\$227,529	\$150,400
FED AID OTHR ECONOMIC ASSIST TANF SUMMER YOUTH	\$143,182	\$171,639	\$171,640	\$197,083
FED AID OTHR ECONOMIC ASSIST WHEELS TO WORK	\$2,625	\$3,631	\$2,000	\$1,000
FED AID WIA/WIOA ADMINISTRATION - POOL	\$57,405	\$59,729	\$60,044	\$71,401
FED AID WIA/WIOA DISLOCATED WORKER	\$137,834	\$201,861	\$252,987	\$298,160
FED AID WIA/WIOA YOUTH	\$207,075	\$159,650	\$263,647	\$274,852
FED AID WIA/WIOA ADULT	\$198,933	\$158,597	\$230,179	\$224,230
Total Economic Assistance and Opportunity:	\$782,359	\$1,048,933	\$1,208,026	\$1,217,126
Total Federal Aid:	\$782,359	\$1,048,933	\$1,208,026	\$1,217,126
Total Revenue Source:	\$1,002,180	\$1,270,508	\$1,429,026	\$1,438,126

Strategies and Key Performance Indicators

Strategies and Key Performance Indicators for 2024

Strategy: Increase awareness and outreach to businesses in Sullivan County, of CWD's business service and services for individuals with disabilities

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Number of in-house recruitment events	Scheduling, tracking, and analyzing data	20 for year 2024
Increased disability awareness & outreach	number of presentations, round table events, and outreach tracked	10 for year 2024

Strategy: Work with partners to develop a Financial Literacy in-house course for WIOA & TA programs

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Launch Financial Literacy in-house program	Track number of participants under programs	Jun-24

Key Initiatives for 2024

Strategy: WIOA Youth In-School and Out-of-School Program

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Increased community outreach	Monthly outreach to communities, schools, towns & Libraries & youth organizations	20 for year 2024
Cross-systems partnership building	Tracking new substantive partnerships developed	5 new partnerships for 2024

Annual Actions:

1. Continual social media awareness.
2. Monthly meeting w/Youth Coordinator, Job Developer & DRC.
3. Monthly progress reports.

Office for the Aging

Lise-Anne Deoul

Director

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

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

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

Core Services

Functions of the Office for the Aging include:

- AAA Transportation
 - Supplemental program to cover costs of medical transportation & special needs transportation which includes some ambulette transports out of the county.
- Caregiver Resource Center
 - This service provides information & counseling to caregivers through a contract with the Cornell Cooperative Extension.
- Community Services for the Elderly (CSE)
 - Medical Transportation, Information & Assistance, & Case Management
- Nutrition Program Congregate Service Initiative (CSI)
 - Required Dietician provides Nutrition Education & development of menus
- Expanded In-home Services for the Elderly Program (EISEP)
 - Homecare, medical alerts, medical equipment & case management
 - Program is designed to help keep seniors in their own homes.
- Health Insurance Information, Counseling and Assistance Program (HIICAP)
 - Health insurance counseling & referral program
 - Provides key assistance to seniors who are Medicare eligible
- MIPPA SHIP/ADRC
 - Outreach, Information & Assistance with Medicare Beneficiaries, LIS/MSP & Part D counseling
 - Medicare preventive Services.
- Nutrition Services Incentive Program (NSIP)
 - Reimburses 69 cents per meal for eligible meals served to both congregate & home bound clients
- Point of Entry
 - Assist clients, regardless of age, with information for all aspects of Long Term Care
- Retired Senior Volunteer Program (Federal)
 - Reimburses administrative costs associated with the volunteer program
- Retired Senior Volunteer Program (State)
 - Reimburses some costs for volunteers providing medical transportation out of the County
- Supplemental Nutrition Assistance Program (SNAP)
 - Home delivered meals to home bound clients
 - Provides a valuable service to our most vulnerable clients, who often do not see anyone other than the driver who delivers their meal
 - Majority of clients are checked on daily Monday thru Friday
- Title III B
 - Shopping bus service; legal services; case management; information & assistance.
- Title III C-1
 - Serving congregate meals to clients at 13 Nutrition Sites.
- Title III C-2
 - Home delivered meals to home bound clients
 - Provides a valuable service to our most vulnerable clients, who often do not see anyone other than the driver who delivers their meal
 - Majority of clients are checked on daily Monday thru Friday
- Title III D
 - Evidence-Based Disease & Disability Prevention Program
 - Must provide a service as outlined by NYSOFA which may include fall prevention, physical activities, nutrition & diet.
- Title III E
 - Caregiver services through Cornell Cooperative Extension
 - Medical alerts
 - Information & Assistance

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
AG - MAIN UNIT	11	12	12
ADMINISTRATIVE AIDE	0	1	1
AGING SVCS AIDE	1	1	1
AGING SVCS ASST	1	1	1
AGING SVCS SPECIALIST	2	2	2
CASE MGMT SPECIALIST	1	1	1
CASE MGMT SPECIALIST - EISEP	1	1	1
COORD OF SVCS FOR THE AGING	1	1	1
DIR AGING SERVICES	1	1	1
FULL CHARGE BOOKKEEPER	1	1	1
POINT OF ENTRY ASST	2	2	2
AG - NUTRITION	9.8	9.8	9.8
AGING SVCS AIDE	1	1	1
AGING SVCS ASST	1	1	1
AGING SVCS SPECIALIST	1	1	1
CHAUFFERU/FLOATER	0.2	0.2	0.2
CHAUFFEUR	2.5	2.5	2.5
NUTRITION SITE OPERATOR	3.1	3.1	3.1
NUTRITION SVS COORD	1	1	1
AG - RSVP	1	1	1
RSVP COORDINATOR	1	1	1
Total	21.8	22.8	22.8

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Culture and Recreation				
Culture				
Aging Programs				
Ag - Main Unit				
Personal Services	\$531,032	\$601,894	\$594,707	\$620,320
Contracts	\$314,442	\$302,449	\$435,088	\$387,262
Auto/Travel	\$2,483	\$3,035	\$6,246	\$6,400
Office Supplies	\$53,661	\$65,801	\$70,834	\$63,650
Computer Supplies	\$16,315	\$12,011	\$12,500	\$12,500
Utilities	\$1,869	\$1,535	\$2,000	\$2,000
Special Department Supply		\$70	\$0	\$0
Misc Serv/Exp	\$0	\$0	\$4,750	\$4,750
Departmental Exp	\$12,377	\$20,436	\$16,828	\$161,941
Employee Benefits	\$395,629	\$366,321	\$395,631	\$418,631
Total Ag - Main Unit:	\$1,327,807	\$1,373,551	\$1,538,584	\$1,677,454
Ag - Nutrition				
Personal Services	\$355,025	\$403,606	\$472,186	\$546,526
Contracts	\$231,119	\$270,611	\$367,428	\$367,428
Auto/Travel	\$38,369	\$37,521	\$48,810	\$49,010

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Office Supplies	\$1,671	\$1,683	\$2,100	\$2,200
Computer Supplies	\$2,754	\$2,754	\$2,800	\$2,800
Utilities	\$1,124	\$942	\$1,220	\$920
Special Department Supply	\$11,758	\$6,208	\$4,545	\$4,545
Misc Serv/Exp	\$0	\$0	\$30	\$30
Departmental Exp	\$0	\$0	\$800	\$1,800
Employee Benefits	\$199,304	\$187,404	\$227,381	\$246,693
Total Ag - Nutrition:	\$841,124	\$910,730	\$1,127,300	\$1,221,952
Ag - Rsvp				
Personal Services	\$51,250	\$53,947	\$51,753	\$53,207
Auto/Travel	\$28,481	\$42,299	\$65,140	\$66,170
Office Supplies	\$1,149	\$1,843	\$2,329	\$2,300
Computer Supplies	\$989	\$989	\$1,402	\$1,402
Utilities	\$0	\$319	\$500	\$500
Special Department Supply	\$495	\$0	\$1,200	\$1,200
Misc Serv/Exp	\$301	\$0	\$350	\$350
Departmental Exp	\$5,376	\$5,379	\$8,500	\$9,500
Employee Benefits	\$55,060	\$29,436	\$33,200	\$11,849
Total Ag - Rsvp:	\$143,099	\$134,211	\$164,374	\$146,478
Total Aging Programs:	\$2,312,030	\$2,418,491	\$2,830,258	\$3,045,884
Total Culture:	\$2,312,030	\$2,418,491	\$2,830,258	\$3,045,884
Total Culture and Recreation:	\$2,312,030	\$2,418,491	\$2,830,258	\$3,045,884
Total Expenditures:	\$2,312,030	\$2,418,491	\$2,830,258	\$3,045,884

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Economic Assistance and Opportunity Income	\$16,371	\$15,946	\$39,500	\$36,500
Misc	\$23,173	\$24,947	\$63,400	\$63,400
Total Income:	\$39,544	\$40,893	\$102,900	\$99,900
State Aid				
Economic Assistance and Opportunity	\$524,650	\$983,539	\$726,710	\$887,172
Total State Aid:	\$524,650	\$983,539	\$726,710	\$887,172
Federal Aid				
Economic Assistance and Opportunity	\$561,016	\$912,106	\$777,163	\$737,395
Total Federal Aid:	\$561,016	\$912,106	\$777,163	\$737,395

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Total Revenue Source:	\$1,125,210	\$1,936,538	\$1,606,773	\$1,724,467

Strategies and Key Performance Indicators

Strategy: Increasing access and improvement to programs

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Increasing access to existing programs	Increase outreach, tabling, direct outreach. Notably to underserved populations.	Client forms and information to be available in at least one additional language, creation of request interpretation availability language for all Limited English Proficiency clients.

Strategy: Laying the foundation for a county wide Aging in Place Initiative

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Develop Age Friendly Communities in Sullivan County	Utilize outcomes and recommendations of Community Needs assessment-final results due December 2023.	Put together an implementation team to develop a plan of action and look for grant funding opportunities.

Strategy: Focus on customer satisfaction and ensuring high quality service delivery.

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Customer Satisfaction	Conducting surveys for major programs at least twice yearly, updated program monitoring of contracted services	Bi-annual
Ensure quality control & compliance	Review & update written policies and procedures for all programs. Fiscal & program staff are trained in processes and expectations.	By end of second quarter of 2024

Key Initiatives for 2023

Strategy:

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Public engagement, tabling events	Outreach, tabling, partnerships with CBO's	Target exceeded of goal of increase of over 50%
Increasing employee competency/cross training	Enhanced risk management trainings and EAP, availability of additional optional trainings through CADER & NYSOFA, SAGE, etc.	All department employees have exceeded minimum required trainings and have availed themselves of optional training opportunities.

Annual Actions:

1. Outreach events at libraries, public information events, increase collaboration with CBO's, etc. increasing OFA's presence as a trusted source of information in the community.
2. Through a strong partnership with Transportation Dept., have increased community distribution of our Monthly Hoot to approximately 100 local businesses and organizations. Newsletter available electronically and through direct mail to 200+ homes. Monthly circulation is up to 3,000.

Transportation

Ruthann Hayden
Director

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

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

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
TRANSPORTATION	11	11	11
ADMINISTRATIVE ASSISTANT	1	1	1
BUS DRIVER	7	7	7
COMM OF COMMUNITY RESOURCES	1	1	1
DIR OF TRANSPORTATION	1	1	1
TRANSPORTATION DISPATCHER	1	1	1
Total	11	11	11

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Transportation				
Public Transport				
Transportation				
Personal Services	\$250,182	\$402,805	\$573,842	\$600,175
Tracked Equipment		\$0	\$2,000	\$500
Fixed Assets		\$0	\$45,894	\$0
Contracts	\$642,339	\$665,373	\$1,187,000	\$1,657,000
Auto/Travel	\$44,649	\$51,029	\$61,410	\$51,410
Office Supplies	\$4,616	\$11,485	\$7,900	\$7,900
Utilities	\$2,979	\$2,893	\$11,267	\$11,750
Special Department Supply	\$0	\$0	\$650	\$350
Misc Serv/Exp	\$4,930	\$3,981	\$9,025	\$8,700
Departmental Exp	\$69,039	\$70,115	\$125,267	\$123,286
Employee Benefits	\$131,296	\$190,910	\$344,652	\$290,697
Total Transportation:	\$1,150,029	\$1,398,591	\$2,368,907	\$2,751,768
Total Public Transport:	\$1,150,029	\$1,398,591	\$2,368,907	\$2,751,768
Total Transportation:	\$1,150,029	\$1,398,591	\$2,368,907	\$2,751,768
Total Expenditures:	\$1,150,029	\$1,398,591	\$2,368,907	\$2,751,768

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Transportation Income	\$371,382	\$323,445	\$313,175	\$313,175
Intergovernmental Charges		\$6,324	\$0	\$0
Total Income:	\$371,382	\$329,769	\$313,175	\$313,175
State Aid				
Transportation	\$322,976	\$332,662	\$593,500	\$800,000
Total State Aid:	\$322,976	\$332,662	\$593,500	\$800,000
Federal Aid				
Transportation	\$0	\$31,819	\$188,263	\$188,263
Total Federal Aid:	\$0	\$31,819	\$188,263	\$188,263
Total Revenue Source:	\$694,357	\$694,250	\$1,094,938	\$1,301,438

Strategies and Key Performance Indicators		
Department of Transportation		
Strategy: Increase access to Move Sullivan Public Transit System		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Ensure current routes are operating at a high level of efficiency and customer service.	Customer service surveys of riders of each route.	A minimum of 2 surveys conducted per route. Secret shopping routes at least twice per year.
Expand current system with additional routes to improve rider movement and to begin service to outlying areas.	Expansion to 4 outlying areas based on best benefit. Creation of shuttles around 2 largest towns to increase quick access to employment and services.	Community outreach to expansion areas. Continued follow up with riders.
Strategy: Ensure OFA and Veteran clients using County transportation are receiving the highest quality customer experience.		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Customer Satisfaction	Percentage of riders highly satisfied with the services received.	Customer surveys to establish a baseline. Ride alongs by Dept. Head to engage riders.
Communication with OFA	Number of rides scheduled and completed without error.	Establish baseline. Monthly reporting. Staff trainings.

Veterans Service Agency

Stephen Walsh
Director

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

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

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

Core Services

Functions of the Veterans Service Agency include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
VETERANS SERVICES	5	5	5
ADMINISTRATIVE ASSISTANT	1	1	1
CLERK	1	1	1
DIR VETERAN SVS	1	1	1
VETERANS SERVICE OFFICER	2	2	2
Total	5	5	5

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Economic Opportunity and Development				
Economic Opportunity and Development				
Veterans Services				
Personal Services	\$208,405	\$258,697	\$245,045	\$289,550

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Contracts	\$135,575	\$135,575	\$135,575	\$135,575
Auto/Travel	\$1,275	\$2,570	\$6,360	\$7,500
Office Supplies	\$3,093	\$1,634	\$4,058	\$2,250
Special Department Supply	\$720	\$253	\$1,500	\$1,500
Misc Serv/Exp	\$0	\$0	\$60	\$0
Departmental Exp	\$25,778	\$18,472	\$20,320	\$20,320
Employee Benefits	\$182,017	\$167,850	\$183,466	\$181,187
Total Veterans Services:	\$556,863	\$585,050	\$596,384	\$637,882
Total Economic Opportunity and Development:	\$556,863	\$585,050	\$596,384	\$637,882
Total Economic Opportunity and Development:	\$556,863	\$585,050	\$596,384	\$637,882
Total Expenditures:	\$556,863	\$585,050	\$596,384	\$637,882

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Economic Assistance and Opportunity Income	\$5,850	\$0	\$4,500	\$4,500
Misc	\$425	\$620	\$0	\$500
Total Income:	\$6,275	\$620	\$4,500	\$5,000
State Aid				
Health	\$34,600	\$42,352	\$45,000	\$45,000
Total State Aid:	\$34,600	\$42,352	\$45,000	\$45,000
Total Revenue Source:	\$40,875	\$42,972	\$49,500	\$50,000

Youth Programs

Kristen Kitson
Manager

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

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

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

Core Services

Functions of the Youth Bureau include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
YOUTH PROGRAMS	2	2	2
MANAGER OF YOUTH SVCS	1	1	1
YOUTH INTERNSHIP COORD	1	1	1
Total	2	2	2

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Culture and Recreation				
Recreation				
Youth Programs				
Personal Services	\$53,572	\$79,214	\$114,471	\$125,467
Contracts	\$81,324	\$74,381	\$200,000	\$300,000
Auto/Travel	\$169	\$829	\$1,900	\$2,500

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Office Supplies	\$1,612	\$98	\$1,759	\$700
Utilities		\$0	\$0	\$300
Special Department Supply	\$0	\$0	\$4,500	\$4,500
Departmental Exp	\$51,029	\$47,658	\$52,658	\$26,300
Employee Benefits	\$47,712	\$43,672	\$83,115	\$88,230
Total Youth Programs:	\$235,417	\$245,853	\$458,403	\$547,997
Total Recreation:	\$235,417	\$245,853	\$458,403	\$547,997
Total Culture and Recreation:	\$235,417	\$245,853	\$458,403	\$547,997
Total Expenditures:	\$235,417	\$245,853	\$458,403	\$547,997

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
State Aid				
Culture and Recreation	\$72,982	\$72,982	\$72,982	\$96,055
Total State Aid:	\$72,982	\$72,982	\$72,982	\$96,055
Total Revenue Source:	\$72,982	\$72,982	\$72,982	\$96,055

Strategies and Key Performance Indicators

Strategy: Increasing Youth Involvement with County Government, Practices & Divisions

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Schools attending Government Days	Increasing the number of Sullivan County schools that participate in Government Days.	50% of Sullivan County schools

Strategy: Streamlining and simplifying the claim process for both the County and State funding streams through the Youth Bureau

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Shorten the process of applying and reduce claim errors.	Educating awardees with video presentations on how to claim. Have a tutorial on the website on how to claim. Going out and meeting with awardees as needed to assist with the claim process.	50% less errors
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Increase County Partnership with other agencies, etc. that provide services to Sullivan County Youth	Continue community outreach and re-branding of the Youth Bureau. Continue to be a voice at the table for many Sullivan County events and projects.	Sullivan County

Strategy: Increasing the number of youth that enter into the Youth Internship Program

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Increase youth involvement	The number of youth that enroll in the Youth Internship will continue to increase	50%
Increase school participation	The number of youth that enroll of Sullivan County School students that participate in the Youth Internship will continue to increase	20%

Division of Health and Human Services

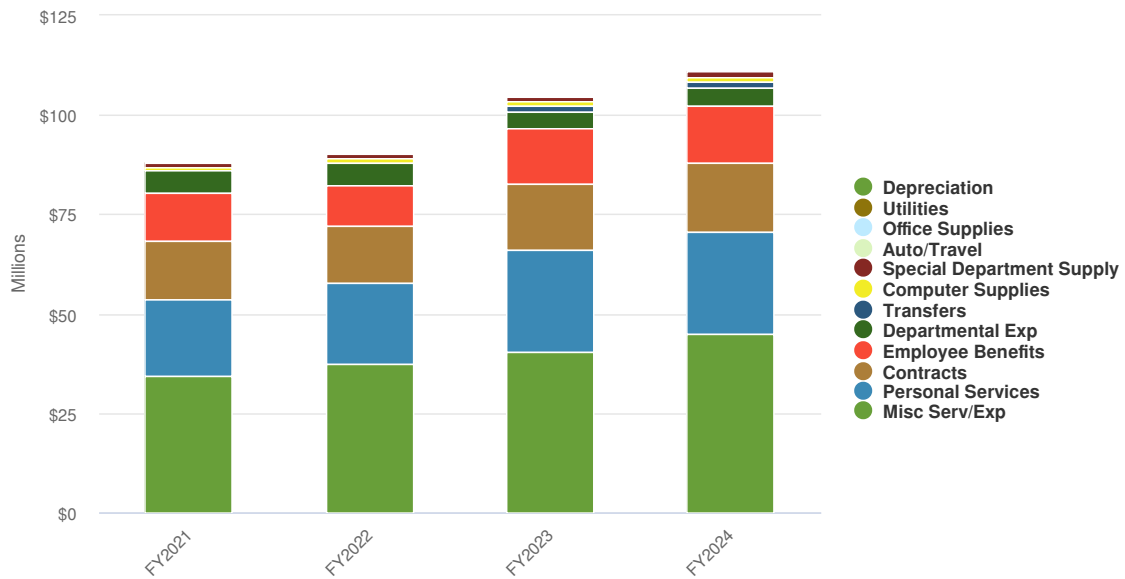
John Liddle
Commissioner

The mission of the division is to provide consolidated, efficient and cost-effective services for county residents. The commissioner provides administrative oversight for the following departments:

- Care Center at Sunset Lake [↗](#)
- Department of Community Services [↗](#)
- Department of Social Services [↗](#)
- Public Health [↗](#)

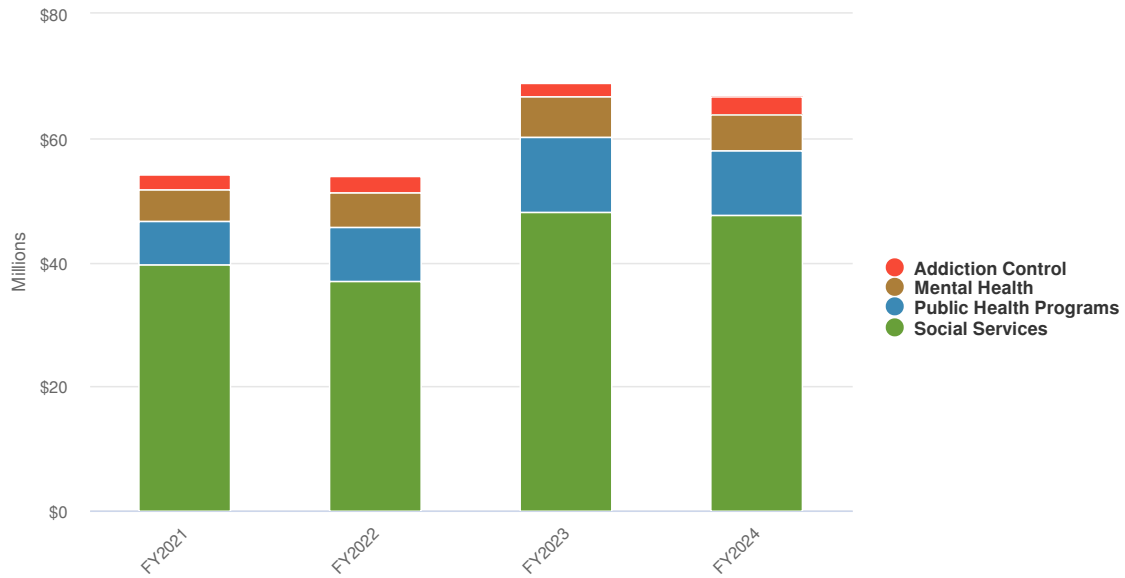
Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type

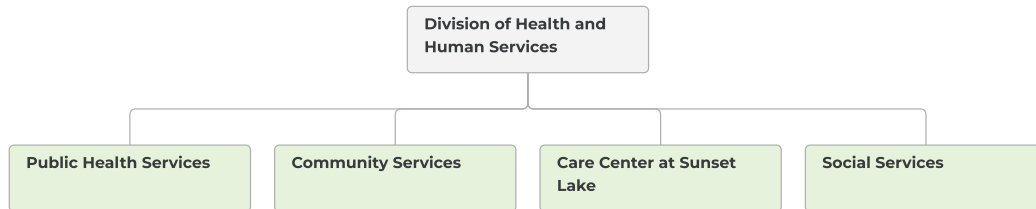


Revenue by Department

Budgeted and Historical 2024 Revenue by Department



Organizational Chart



Strategies and Key Performance Indicators

Strategy: Improve Length and Quality of Life for all Residents

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	2022	CURRENT	TREND	TARGET
Premature Death Rate	Years of potential life lost before age 75 per 100,000 population	8700	8700	STABLE	7900
Poor or Fair Health	Percentage of adults reporting fair or poor health	20%	13%	IMPROVING	10%
Poor Physical Health Days	Average number of physically unhealthy days reported in the past 30 days	4.1	3.1	IMPROVING	3
Poor Mental Health Days	Average number of mentally unhealthy days reported in past 30 days	4.7	4.7	STABLE	4.4
Low Birthweight	Percentage of live births with low birthweight	8%	8%	STABLE	7%
Households Spending at least 30% of Income on Housing	American Community Survey, 5-year estimates	30.80%	29.10%	IMPROVING	27%
Weekly Work Hours Needed to Pay for Affordable Housing	National Low Income Housing Coalition "Out of Reach" Report	54.8	52	IMPROVING	50

Key Initiatives for 2024

Strategy: Ease Access to Physical and Behavioral Health Care

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	2022	CURRENT	TREND	TARGET
Primary Care Provider Ratio	Area Health Resource File - Number of primary care providers per capita	2900:1	2710:1	IMPROVING	2000:1
Mental Health Provider Ratio	National Plan and Provider Enumeration System - Number of providers per capita	510:1	490:1	IMPROVING	400:1
Mental Health Patient Census	Department of Community Services Clinic Monthly Census including MICA and forensic patients	465	506	IMPROVING	550
Maternal Child Health Program Census	Monthly Report for Public Health MCH and Healthy Families Programs	73	86	IMPROVING	100

Activities Planned for 2024 in support of the strategy:

1. Fully implement Unite Us network to increase interagency referrals and use of local resources
2. Participate in development of Mid-Hudson Region Social Care Network under Medicaid 1115 waiver
3. Complete implementation of public/private partnership to expand pediatric mental health services in Sullivan County
4. Expand peer services, community outreach, and crisis mental health supports and raise awareness of the availability of same.

Strategy: End Sullivan County's Opioid Crisis

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	2022	CURRENT	TREND	TARGET
Opioid Deaths	NYS DOH Reporting, Deaths per 100,000 population	49.1	57	WORSENING	30
Opioid Overdoses	NYS DOH Reporting, Emergency Department visits per 100k population	108.8	100.8	IMPROVING	65

Activities Planned for 2024 in support of the strategy:

1. Continue Sullivan County Substance Use Task Force operations and activities
2. Continue to improve substance use data quality
3. Implement opioid settlement spending plans

Strategy: Enhance Community

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	2022	CURRENT	TREND	TARGET
Number of Sullivan County Children in Congregate Care Settings	Local foster care census of children in qualified residential treatment facilities and group homes	16	13	IMPROVING	12
Homeless Census	DSS bi-weekly reporting	103	169	WORSENING	85
High School Graduation Rate	data.nysed.gov	82%	78%	WORSENING	89%
Childcare Utilization	DSS reporting, number of local children benefitting from OCFS childcare subsidies	256			300

Activities Planned for 2024 in support of the strategy:

1. Continue Sullivan County Housing Task Force and Continuum of Care activities
2. Open additional foster homes
3. Fully implement Family Advocacy Response and complete Performance Improvement Plans
4. Increase childcare subsidy utilization
5. Increase access to quality affordable housing

Strategy: Encourage Healthier Behavior

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	2022	CURRENT	TREND	TARGET
Adult Smoking	Percentage of adults who are current smokers	19%	18%	IMPROVING	15%
Adult Obesity	Percentage of adults that report a BMI greater than or equal to 30	34%	33%	IMPROVING	30%
Mammography Screening	Center for Medicaid Services, Disparity Mapping Tool	38%	32%	WORSENING	40%
Flu vaccination rate	CMS Disparity Mapping Tool	50%	54%	IMPROVING	52%

Activities Planned for 2024 in support of the strategy:

1. Implement Community Health Improvement Plan (CHIP)
2. Support Sullivan 180 Empowering a Healthier Generation and Encouraging Healthier Behavior Challenges
3. Promote and support maternal and child health programs by all interested agencies

Care Center at Sunset Lake

Megan Holton

Administrator

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

The Sullivan County Care Center at Sunset Lake provides residential services for up to 160 individuals who require either long-term care or short-term rehabilitative services. The CCASL strives to assure that the residents are able to maintain the highest quality of life as well as the greatest degree of independence through individualized care plans.

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

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

Core Services

Functions of the Care Center at Sunset Lake include:

- Nursing
 - Comprised of registered nurses, licensed practical nurses, and certified nurse's aides as well as domestic aides
 - Maintain the residents' personal space by making beds, providing residents with personal care items and accompanying them on medical appointments as needed
 - Provide direct care to the residents, including feeding, bathing, dressing, socialization, etc.
 - Assess patient care needs and implement care plans to address these needs
 - Coordinate care plans with clinical departments
 - Delegate assignments to, and supervise, direct care staff
 - Administer medication and treatments, and provide assistance with all activities of daily living
 - Interact with the residents and their family members in order to educate them as well as provide support
- Dietary
 - Includes the dietician, dietetic supervisor, cooks, and food service workers
 - Plans, directs, and oversees the dietary/food service program
 - Assesses the nutritional needs of the residents/registrants of the facility
 - Plans diets based on the physical and medical needs of each individual
- Nursing Administration
 - Director of Nursing & Assistant Director of Nursing direct all phases of the nursing services
 - Work with the Administrator & Department Heads to establish policies/procedures to insure that competent care is being provided
 - Supervise & evaluate the nursing staff
 - Plan & direct in-service training, including the orientation of new staff
 - Assists in keeping & reviewing records/reports required by licensing & payer agencies
 - Assures that staffing is adequate to meet the needs of the facility
 - Participates in ordering necessary medical/clinical supplies needed for resident care
- Activities
 - Plans, directs, & provides a diversified program of activities geared to interests and needs, as well as physical, mental, & psychosocial well-being of the residents
 - Develops, maintains & reviews care plans
- Social Services
 - Social Worker & case workers participate in the intake/screening of new residents
 - Participate in addressing individual, group, & family needs residents
 - Develop care plans for residents' emotional, mental, & physical needs
 - Work with community agencies to initiate safe discharges from the facility
 - Coordinate/participate in resident council & address concerns
- Watchperson/Operations & Maintenance
 - Patrols building/making rounds
 - Monitors visitors
 - Monitors residents while in the lobby and/or on the patio
 - Monitor residents who need to be supervised while smoking
 - Transport specimen to the lab at CRMC as needed
 - Participate in fire drills/emergencies by announcing location of incident and communicating with fire dept./police/etc.
- Central Supply/Laundry
 - Order and distribute supplies;
 - Monitoring inventory
 - Assist in recording of supply charges against various departments
 - Supervision of laundry workers
 - Washing, drying, and folding resident personal clothing
 - Return clothing to resident rooms/distributing sheets, blankets, pillows, etc.
 - Label personal clothing items for all residents
 - Maintains record of items brought in upon admission and received during stay
- Fiscal/General Accounting

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
ACC - ACTIVITIES	5	5	5
ACTIVITIES DIRECTOR	1	1	1
LEISURE TIME ACTIVITIES AIDE	4	4	4
ACC - ADMIN OFFICES	7.5	7.5	7.5
ADMINISTRATIVE ASSISTANT	1	1	1
ADMINISTRATOR ACC	1	1	1
SUPERVISING ADMINSTRATOR ACC	0.5	0.5	0.5
WARD CLERK	5	5	5
ACC - CENTRL MEDICL SPPLY	2	2	2
COORD SUPPLY & INVENTORY CONTR	1	1	1
SUPPLY & INVENTORY CONTROL CLERK	1	1	1
ACC - DIETARY SVCS - SUPV	3	3	3
DIETETIC SVCS ASST	1	1	1
DIETETIC SVCS SUPERVISOR	1	1	1
DIRECTOR OF FOOD SERVICES	1	1	1
ACC - DIETARY SERVICES	21.9	20.9	20.9
ASSISTANT COOK	3.2	3.2	3.2
COOK	1.5	1.5	1.5
FOOD SVC HELPER - ACC	17.2	16.2	16.2
ACC - GENRL ACCOUNTNG	0.2	0.2	0.2
MED CODING & BILLING SPECIALIST	0.2	0.2	0.2
ACC - INSERVICE TRAINNG	1	1	1
ACC PROG COORD	1	1	1
ACC - LAUNDRY & LINEN	3.5	3.5	3.5
LAUNDRY WORKER	3	3	3
LAUNDRY WORKER PT	0.5	0.5	0.5

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
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Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Economic Opportunity and Development				
Social Services				
Adult Care Center				
ACC - Nursing Administration				
Personal Services	\$187,231	\$188,341	\$186,400	\$186,400
Auto/Travel	\$375			
Office Supplies	\$375			
Employee Benefits	\$61,540	\$57,085	\$61,144	\$56,855
Total ACC - Nursing Administration:	\$249,521	\$245,426	\$247,544	\$243,255
ACC - Inservice Training				
Personal Services	\$0	\$0	\$70,816	\$70,816
Special Department Supply		\$1,090	\$0	\$0
Misc Serv/Exp	\$0	\$577	\$2,376	\$876
Employee Benefits	\$332	\$0	\$35,582	\$33,807
Total ACC - Inservice Training:	\$332	\$1,667	\$108,774	\$105,499
ACC - Nursing				
Personal Services	\$3,544,091	\$3,600,010	\$5,627,376	\$5,627,376
Fixed Assets		\$0	\$20,000	\$0
Depreciation		\$46,313	\$0	\$0
Contracts	\$0	\$467,036	\$777,472	\$800,000
Auto/Travel		\$207	\$0	\$0
Office Supplies	\$0	\$0	\$38	\$0
Special Department Supply	\$4,746	\$0	\$962	\$1,000
Misc Serv/Exp	\$44,970	\$36,464	\$102,024	\$102,024
Departmental Exp	\$617	\$15,462	\$9,943	\$7,000
Employee Benefits	\$2,001,454	\$1,667,259	\$3,288,352	\$3,144,568
Total ACC - Nursing:	\$5,595,878	\$5,832,750	\$9,826,167	\$9,681,968
ACC - Adult Day Care				
Personal Services	\$500	\$401	\$0	\$0
Employee Benefits	\$2,091	\$624	\$0	\$0
Total ACC - Adult Day Care:	\$2,591	\$1,025	\$0	\$0
ACC - Central Medical Supply				
Personal Services	\$80,546	\$91,104	\$80,141	\$80,141
Special Department Supply	\$145,749	\$96,518	\$191,326	\$188,000
Misc Serv/Exp	\$1,700	\$1,700	\$1,700	\$1,700
Departmental Exp	\$1,879	\$8,636	\$2,000	\$2,000
Employee Benefits	\$63,708	\$63,818	\$68,000	\$66,442
Total ACC - Central Medical Supply:	\$293,582	\$261,776	\$343,167	\$338,283

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
ACC - Activities				
Personal Services	\$196,148	\$226,353	\$190,878	\$190,878
Auto/Travel		\$145	\$453	\$0
Office Supplies	\$1,209	\$1,170	\$1,300	\$1,300
Special Department Supply	\$516	\$2,061	\$2,671	\$2,200
Misc Serv/Exp	\$3,400	\$2,975	\$3,400	\$3,400
Employee Benefits	\$96,619	\$100,770	\$101,137	\$98,204
Total ACC - Activities:	\$297,892	\$333,474	\$299,839	\$295,982
ACC - Pharmacy				
Contracts	\$90,658	\$166,507	\$0	\$0
Special Department Supply	\$18,575	\$14,112	\$14,200	\$13,000
Total ACC - Pharmacy:	\$109,234	\$180,619	\$14,200	\$13,000
ACC - Dental Services				
Contracts	\$26,817	\$5,500	\$0	\$0
Total ACC - Dental Services:	\$26,817	\$5,500	\$0	\$0
ACC - Physical Therapy				
Personal Services	\$70,657	\$37,101	\$65,249	\$75,504
Depreciation		\$115	\$0	\$0
Contracts	\$288,471	\$144,296	\$0	\$0
Special Department Supply	\$3,512	\$4,346	\$19,431	\$4,000
Departmental Exp	\$0	\$0	\$1,600	\$3,000
Employee Benefits	\$47,691	\$26,837	\$36,514	\$34,776
Total ACC - Physical Therapy:	\$410,331	\$212,696	\$122,794	\$117,280
ACC - Occupational Therapy				
Contracts	\$329,890	\$187,907	\$0	\$0
Total ACC - Occupational Therapy:	\$329,890	\$187,907	\$0	\$0
ACC - Speech Therapy				
Contracts	\$96,146	\$50,772	\$0	\$0
Total ACC - Speech Therapy:	\$96,146	\$50,772	\$0	\$0
ACC - Social Services				
Personal Services	\$108,086	\$160,659	\$194,162	\$194,162
Auto/Travel		\$145	\$1,358	\$0
Employee Benefits	\$46,219	\$51,238	\$89,140	\$84,874
Total ACC - Social Services:	\$154,305	\$212,042	\$284,660	\$279,036
ACC - Medical Records				
Departmental Exp	\$720	\$239	\$0	\$0

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Total ACC - Medical Records:	\$720	\$239	\$0	\$0
ACC - Medical Director				
Contracts	\$29,200	\$36,500	\$0	\$0
Total ACC - Medical Director:	\$29,200	\$36,500	\$0	\$0
ACC - Dietary Services - Supv				
Personal Services	\$154,902	\$121,812	\$199,576	\$199,576
Misc Serv/Exp	\$850	\$850	\$1,700	\$1,700
Employee Benefits	\$85,995	\$63,578	\$104,247	\$106,355
Total ACC - Dietary Services - Supv:	\$241,747	\$186,240	\$305,523	\$307,631
ACC - Dietary Services				
Personal Services	\$690,400	\$766,916	\$880,168	\$880,168
Fixed Assets	\$0	\$0	\$33,571	\$0
Depreciation	\$10,528	\$9,930	\$0	\$0
Contracts	\$0	\$66,000	\$0	\$0
Office Supplies	\$828	\$0	\$196	\$196
Special Department Supply	\$554,101	\$645,306	\$560,190	\$640,000
Misc Serv/Exp	\$13,069	\$12,254	\$18,488	\$18,488
Departmental Exp	\$11,856	\$6,912	\$15,500	\$15,000
Employee Benefits	\$392,645	\$382,416	\$490,514	\$487,020
Total ACC - Dietary Services:	\$1,673,427	\$1,889,735	\$1,998,627	\$2,040,872
ACC - Meals On Wheels				
Personal Services	\$97,114	\$56,332	\$91,785	\$91,785
Misc Serv/Exp	\$1,700	\$602	\$1,700	\$1,700
Employee Benefits	\$46,042	\$21,243	\$36,719	\$37,255
Total ACC - Meals On Wheels:	\$144,855	\$78,178	\$130,204	\$130,740
ACC - Operation & Maintenance				
Personal Services	\$191,188	\$204,156	\$180,992	\$180,992
Misc Serv/Exp	\$2,975	\$2,338	\$3,400	\$3,400
Departmental Exp	\$2,151,889	\$1,777,859	\$1,791,621	\$1,781,496
Employee Benefits	\$99,775	\$91,576	\$87,420	\$87,412
Total ACC - Operation & Maintenance:	\$2,445,828	\$2,075,928	\$2,063,433	\$2,053,300
ACC - Laundry & Linen				
Personal Services	\$118,386	\$152,757	\$133,326	\$133,326
Depreciation	\$1,316	\$1,316	\$0	\$0
Misc Serv/Exp	\$2,550	\$2,805	\$2,552	\$2,552
Departmental Exp	\$219,011	\$232,944	\$404,750	\$222,000
Employee Benefits	\$82,158	\$87,677	\$89,183	\$87,290

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Total ACC - Laundry & Linen:	\$423,420	\$477,499	\$629,811	\$445,168
ACC - Fiscal Services				
Personal Services	\$9,596			
Contracts	\$35,000	\$36,000	\$35,000	\$35,000
Employee Benefits	\$6,705	\$1,519	\$0	\$0
Total ACC - Fiscal Services:	\$51,301	\$37,519	\$35,000	\$35,000
ACC - General Accounting				
Personal Services	\$69,551	\$49,781	\$49,034	\$49,034
Office Supplies	\$6,335	\$7,164	\$6,549	\$5,800
Utilities	\$4,014			
Employee Benefits	\$46,222	\$21,234	\$98,939	\$77,810
Total ACC - General Accounting:	\$126,123	\$78,179	\$154,522	\$132,644
ACC - Administrative Offices				
Personal Services	\$339,325	\$286,314	\$373,634	\$373,634
Contracts	\$182,916	\$467,387	\$45,872	\$40,000
Auto/Travel	\$7,413	\$6,567	\$5,875	\$5,516
Office Supplies	\$11,863	\$2,861	\$4,156	\$5,000
Computer Supplies	\$83,443	\$45,030	\$4,300	\$4,300
Utilities	\$3,992	\$444	\$0	\$0
Special Department Supply	\$0	\$170	\$200	\$200
Misc Serv/Exp	\$353,742	\$470,617	\$3,400	\$3,400
Departmental Exp	\$1,461,203	\$1,678,666	\$681,632	\$634,688
Employee Benefits	\$223,894	\$194,845	\$249,323	\$242,572
Transfers	\$0	\$0	\$1,400,000	\$1,400,000
Total ACC - Administrative Offices:	\$2,667,789	\$3,152,903	\$2,768,392	\$2,709,310
Total Adult Care Center:	\$15,370,928	\$15,538,573	\$19,332,657	\$18,928,968
Total Social Services:	\$15,370,928	\$15,538,573	\$19,332,657	\$18,928,968
Total Economic Opportunity and Development:	\$15,370,928	\$15,538,573	\$19,332,657	\$18,928,968
Total Expenditures:	\$15,370,928	\$15,538,573	\$19,332,657	\$18,928,968

Position Name	Amended 2023	Requested 2024	Recommended 2024
ACC - MEALS ON WHEELS	2	2	2
ASSISTANT COOK	1	1	1
FOOD SVC HELPER - ACC	1	1	1
ACC - NURSING	108.3	108.3	108.3
ACC PROG COORD	0.5	0.5	0.5
DOMESTIC AIDE	8.2	8.2	8.2
HEAD NURSE/UNIT LEADER	5	5	5
HOUSE MGR	2	2	2
LICENSED PRACTICAL NURSE	19.6	19.6	19.6
NURSING ASST	58	58	58
NURSING ASST PD	0.8	0.8	0.8
NURSING ASST TRAINEE	4	4	4
REGISTERED PROFESSIONAL NURSE	10.2	10.2	10.2
ACC - NURSING ADMIN	2	2	2
ASST DIR NURSING SVCS	1	1	1
DIR NURSING SVS	1	1	1
ACC - OPERATN & MAINTNC	3.7	3.7	3.7
BUILDING SAFETY MONITOR	3.7	3.7	3.7
ACC - PHYSICAL THERAPY	1	1	1
DR REHAB SVCS	1	1	1
ACC - SOCIAL SERVICES	4	4	4
ADMISSIONS COORDINATOR	1	1	1
ASSISTANT SOCIAL WORKER I	2	2	2
SUPV SOCIAL WORKER (ACC)	1	1	1
Total	165.1	164.1	164.1

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Health Income	\$8,215,046	\$9,882,135	\$0	\$0
Use of Money and Property	\$258	\$1,803	\$88	\$88
Misc	\$5,467,718	\$2,347,529	\$18,470,893	\$19,441,983
Interfund Transfers	\$145,108	\$134,046	\$0	\$0
Total Income:	\$13,828,129	\$12,365,513	\$18,470,981	\$19,442,071
Federal Aid				
Health	\$498,216			
Total Federal Aid:	\$498,216			
Interfund Transfers				
Interfund Transfers	\$202,728	\$1,879,317	\$1,162,458	\$71,484
Total Interfund Transfers:	\$202,728	\$1,879,317	\$1,162,458	\$71,484
Total Revenue Source:	\$14,529,073	\$14,244,830	\$19,633,439	\$19,513,555

Department of Community Services

Vacant
Director

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

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

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

Core Services

Functions of the Community Services department include:

- OASAS Chemical Dependency
 - Provides evaluations for Sullivan County Family Court, Legal Aid Bureau, local Town, Village, County Courts, Probation, Parole, Family Services, local schools, & self-referred clients.
 - Coordinates alcohol/drug abuse treatment with Mental Health & Forensic services.
 - Specializes in group counseling for clients affected by alcoholism/drug addiction, and clients with the dual diagnosis of mental illness & chemical abuse.
 - SCADAS provides comprehensive drug/alcohol evaluations, referrals, treatment, & aftercare planning as requested by individuals, legal(s), medical, families, etc.
- Administration/Local Government Unit
 - Dues to NYS Conference of Local Mental Health Directors.
 - Regulatory review, state agency policy and regulatory coordination, legislative lobbying, DOH managed care, behavioral health organization development, state-wide and county planning process development and implementation.
 - Behavioral health information clearinghouse.
 - Coordinating and drafting of the Mental Hygiene Plan annually.
 - Oversight of various agencies that receive state funding through the County Local Government Unit for alcohol and substance abuse prevention, advocacy, peer advocate services, mental health services, etc.
 - Monitoring of providers for compliance with program delivery and fiscal viability.
 - Numerous task forces, committees, and coalitions throughout Sullivan County and Orange County.
 - Assists individuals to access services when experiencing obstacles, aides in collaboration and coordination of services between agencies, acts as a liaison between state agencies and local provider/agencies.
 - Monitors for and researches grant opportunities to enhance and/or develop needed services in our community.
 - Provide Quality Assurance through ongoing Continuous Quality Improvement Initiative which coordinates ongoing trainings for staff, employee empowerment, enhanced communication between departments, data informed practice, recovery oriented services, client safety and satisfaction, and staff safety and satisfaction.
 - Provides support and governance for all Corporate Compliance activities of the Department.
- SC Mental Health Clinic, Jail, Forensic & SA
 - Develop and deliver high quality treatment services whereby people with a variety of mental disturbances reduce their need for hospital and institutional care, attain a positive self-image, contribute to their community, and develop coping skills sufficient for a happy and healthy life through Individual Psychotherapy, Family Counseling, Group Therapy, Medication Therapy, Psychiatric Evaluations, Consultation & Education, Psychological Testing, Forensics Evaluations (Court ordered).
 - Sullivan County Department of Community Services Mental Health clinicians work closely with the staff of New York State Parole, Sullivan County Probation, Sullivan County Drug Court, Sullivan County Court, Local, Town, & Municipal Courts, Sullivan County Family Court, and, the Sullivan County Jail, with an emphasis on care coordination, communication, and community safety.
 - Adult Criminal Court Evaluations and Family Court Evaluations.
- Clinical Satellite Outreach to Schools (Treatment Reaching Youth, TRY)
 - Access to MH services for children/families with financial and transportation issues.
- Case Management
 - Intensive Case Management and Supportive Case Management (both Children & Adult)
 - Adult Single Point Of Access (SPOA)/SPOA Children & Youth
 - CSS Evaluation
 - Support Services (Alt Crisis), Intensive Case Management Adult, Transition Management, Non-Medicaid Care Coordination, & CCSI
- Continuing Day Treatment and Transportation
 - Bus transport & Day program offering a wide array of psychiatric and rehabilitation services for SPMI (Severely and Persistently Mentally Ill) clients.
- Contracted Services
 - Dispenses Service dollars to CCSI participants to remain in the community
 - Provide support to administrators, teachers, Committee on Special Education members, Committee on Preschool Special Education members

- o The Partnership of Professionals & Parents (POPP) is supported by a county grant, as well as from District support; provides consultation & information in the area of educational supports, IDEA regulations, & Section 504 for parents with disabled children
- o Provide training to administrators, teachers, other school staff on educational supports, IDEA regulations & Section 504
- o Provide training & support groups in collaboration with Sullivan County agencies

Positions

Position Name	FY	Amended 2023	Requested 2024	Recommended 2024
CS - ADMIN		17	17	17
ACCOUNT CLERK		3	3	3
ACCOUNT CLERK/DATABASE		2	2	2
ADMINISTRATIVE ASSISTANT		1	1	1
COM SVCS COORD		1	1	1
COMMUNITY RESOURCES COORDINATOR		1	1	1
COMMUNITY SERVICES COORDINATOR		1	1	1
DATABASE CLERK		1	1	1
DEP COMM OF HEALTH & FAMILY SVCS		1	1	1
DIR COM SVCS		1	1	1
PRINCIPAL ACCOUNT CLERK		1	1	1
PRINCIPAL ACCOUNT CLERK/DATABASE		1	1	1
RECORD ACCT & MED BILLING		1	1	1
SENIOR ACCOUNT CLERK		1	1	1
SENIOR COMM SVCS COORD		1	1	1
CS - ALCOHL ADDICTN CONTRL		0.4	0.4	0.4
IMPAIRED DRIVER PROG COORD/INSTR		0.2	0.2	0.2
IMPAIRED DRIVER PROG DIR/INSTR		0.2	0.2	0.2
CS - CASE MANAGEMENT		12	12	12
ASSISTANT SOCIAL WORKER I		2	2	2
ASSISTANT SOCIAL WORKER II		6	6	6
ASSISTANT SOCIAL WORKER III		2	2	2
CLINICAL PROGRAM COORD		1	1	1
CLINICAL PROGRAM MANAGER		1	1	1
CS - HEALTH COMMUNITIES/TRY		1	1	1
DEPT OF COMM SVCS PLANNER		1	1	1
CS - MENTAL HEALTH CLINIC		16.5	16.5	16.5
ADDICTION SVCS COUNSELOR II		1	1	1
ASSISTANT SOCIAL WORKER II		1	1	1
CLINICAL PROGRAM MANAGER		1	1	1
COMMUNITY MH NURSE		3	3	3
COMMUNITY MH NURSE COORD		1	1	1
DUAL DIAGNOSIS SPECIALIST		1	1	1
STAFF SOCIAL WORKER I		6	6	6
STAFF SOCIAL WORKER II		2	2	2
STUDENT INTERN		0.5	0.5	0.5
CS - MH CONTIN DAY/PSYCH TREAT		1	0	0
ADMINISTRATOR OF REHAB SVCS		1	0	0
Total		47.9	46.9	46.9

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Health				
Addiction Control				
Addiction Control				
Personal Services	\$114,781	\$184,190	\$0	\$0
Contracts		\$0	\$101,250	\$101,250
Office Supplies	\$465	\$111	\$41	\$0

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Computer Supplies	\$6,954	\$1,377	\$0	\$0
Utilities	\$958	\$785	\$0	\$0
Special Department Supply	\$75	\$307	\$0	\$0
Misc Serv/Exp	\$0	\$1,000	\$0	\$0
Departmental Exp	\$24,377	\$8,593	\$0	\$0
Employee Benefits	\$94,985	\$77,557	\$0	\$0
Total Addiction Control:	\$242,594	\$273,920	\$101,291	\$101,250
Addiction Contract Serv				
CS - Mental Health Clinic				
Contracts	\$2,309,828	\$2,193,293	\$2,150,045	\$2,928,811
Total CS - Mental Health Clinic:	\$2,309,828	\$2,193,293	\$2,150,045	\$2,928,811
Total Addiction Contract Serv:	\$2,309,828	\$2,193,293	\$2,150,045	\$2,928,811
Alcohol Addictn(DDP) Control				
Personal Services	\$13,275	\$8,354	\$10,868	\$10,868
Office Supplies	\$39	\$154	\$150	\$150
Utilities	\$0	\$0	\$50	\$50
Special Department Supply	\$1,400	\$611	\$1,400	\$1,400
Departmental Exp	\$2,242	\$2,342	\$2,800	\$2,800
Employee Benefits	\$3,862	\$218	\$2,455	\$2,403
Total Alcohol Addictn(DDP) Control:	\$20,818	\$11,680	\$17,723	\$17,671
Total Addiction Control:	\$2,573,240	\$2,478,893	\$2,269,059	\$3,047,732
Mental Health				
Community Services Administratio				
Personal Services	\$792,471	\$874,795	\$907,378	\$974,281
Contracts	\$19,668	\$13,700	\$33,000	\$0
Auto/Travel	\$515	\$882	\$2,976	\$2,600
Office Supplies	\$8,827	\$2,595	\$10,650	\$7,650
Computer Supplies	\$52,731	\$40,856	\$48,000	\$48,000
Utilities	\$1,593	\$1,469	\$1,600	\$1,600
Special Department Supply	\$79	\$20	\$267	\$180
Misc Serv/Exp	\$0	\$0	\$185	\$125
Departmental Exp	\$36,622	\$38,361	\$50,136	\$50,500
Employee Benefits	\$555,444	\$466,575	\$549,106	\$528,314
Total Community Services Administratio:	\$1,467,949	\$1,439,253	\$1,603,298	\$1,613,250
Mental Health				
CS - Mental Health Clinic				
Personal Services	\$576,440	\$618,904	\$1,029,133	\$1,071,159
Contracts	\$898,596	\$891,578	\$900,000	\$950,050
Office Supplies	\$1,581	\$1,267	\$1,012	\$1,062

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Computer Supplies	\$14,735	\$13,140	\$14,000	\$14,000
Utilities	\$7,844	\$2,750	\$1,350	\$1,350
Special Department Supply	\$557	\$994	\$2,398	\$1,400
Misc Serv/Exp	\$0	\$73	\$4,000	\$1,500
Departmental Exp	\$892,565	\$1,046,838	\$38,250	\$38,250
Employee Benefits	\$387,836	\$297,322	\$566,790	\$548,270
Total CS - Mental Health Clinic:	\$2,780,154	\$2,872,866	\$2,556,933	\$2,627,041
CS - Treatment Reaching Youth				
Personal Services	\$0	\$0	\$0	\$19,288
Contracts		\$0	\$95,000	\$0
Office Supplies	\$1	\$1,878	\$104,047	\$0
Utilities	\$1,832	\$1,613	\$0	\$0
Special Department Supply	\$0	\$0	\$55,195	\$0
Departmental Exp	\$6,528	\$6,894	\$0	\$0
Employee Benefits	\$20,191	\$668	\$0	\$10,479
Total CS - Treatment Reaching Youth:	\$28,552	\$11,053	\$254,242	\$29,767
CS - Case Management				
Personal Services	\$543,294	\$570,219	\$618,340	\$637,646
Auto/Travel	\$13,069	\$16,134	\$63,988	\$18,000
Office Supplies	\$50	\$127	\$400	\$200
Computer Supplies	\$9,973	\$9,990	\$10,000	\$10,000
Utilities	\$11,704	\$14,085	\$10,620	\$10,620
Departmental Exp	\$84,064	\$92,668	\$50,000	\$100,667
Employee Benefits	\$418,040	\$304,624	\$348,374	\$371,265
Total CS - Case Management:	\$1,080,193	\$1,007,846	\$1,101,722	\$1,148,398
CS - Mh Contin Day/Psych Treat				
Personal Services	\$67,920	\$80,338	\$74,703	\$77,288
Computer Supplies	\$689	\$689	\$0	\$0
Utilities	\$1,779	\$845	\$0	\$0
Employee Benefits	\$78,292	\$53,742	\$54,577	\$56,475
Total CS - Mh Contin Day/Psych Treat:	\$148,679	\$135,614	\$129,280	\$133,763
Total Mental Health:	\$4,037,578	\$4,027,379	\$4,042,177	\$3,938,969
Mental Health Contract Services				
Contracts	\$2,838,664	\$2,694,547	\$2,665,338	\$2,819,954
Total Mental Health Contract Services:	\$2,838,664	\$2,694,547	\$2,665,338	\$2,819,954
Total Mental Health:	\$8,344,192	\$8,161,179	\$8,310,813	\$8,372,173
Total Health:	\$10,917,431	\$10,640,071	\$10,579,872	\$11,419,905
Total Expenditures:	\$10,917,431	\$10,640,071	\$10,579,872	\$11,419,905

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
General Government Income				
Health		\$0	\$426	\$0
Total General Government Income:		\$0	\$426	\$0
Health Income				
Health	\$1,275,643	\$1,345,580	\$2,353,247	\$1,625,983
Total Health Income:	\$1,275,643	\$1,345,580	\$2,353,247	\$1,625,983
Use of Money and Property				
Health	\$267	\$482	\$300	\$300
Total Use of Money and Property:	\$267	\$482	\$300	\$300
Misc				
Health	-\$108,679	\$101,168	\$56,566	\$47,302
Total Misc:	-\$108,679	\$101,168	\$56,566	\$47,302
Total Income:	\$1,167,231	\$1,447,230	\$2,410,539	\$1,673,585
State Aid				
Health				
Health	\$6,111,228	\$6,329,153	\$6,034,650	\$6,848,212
Total Health:	\$6,111,228	\$6,329,153	\$6,034,650	\$6,848,212
Total State Aid:	\$6,111,228	\$6,329,153	\$6,034,650	\$6,848,212
Federal Aid				
General Government				
Health	\$119,777			
Total General Government:	\$119,777			
Health				
Health	\$157,156	\$371,232	\$630,337	\$305,866
Total Health:	\$157,156	\$371,232	\$630,337	\$305,866
Total Federal Aid:	\$276,933	\$371,232	\$630,337	\$305,866
Total Revenue Source:	\$7,555,392	\$8,147,615	\$9,075,526	\$8,827,663

Strategies and Key Performance Indicators

Strategy: Recruitment and Retention		Jun-23
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Decrease Vacancy Rate	20.83% Vacancy Rate (38 out of 48)	10% or less
Days to fill positions	Average of 22+ months (took 4-36 months based on position)	
Strategy: Focus on customer satisfaction and priority in the design of the efficient delivery of Clinic Services		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Customer Satisfaction	80% (422 out of 582 client satisfaction rating in annual audit)	100%

Key Initiatives for 2024

Strategy: Improve services/documentation and access to services		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Engage/train needed staff		100%
Open Access	20% (1 morning out of 5 days/week)	20%
Annual Actions:	Provide regular coaching/training to staff regarding job functions and requirements Re-establish open access drop-in services one morning per week 1st quarter 2024 Re-establish evening services, 1 evening per week 2nd quarter 2024	
Strategy: Clinic Sustainability		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Promotion abilities	<6% (8 out of 48 promotional positions available)	25%
Recruiting of Senior Staff		10%
Annual Actions:	Recruiting Campaign to fill a minimum of 2 Management Positions Review tentative promotional Candidate(s) from within the County	

Department of Social Services

John Liddle

Division & Social Services Commissioner

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

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

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

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

Core Services

Functions of the Department of Social Services and Budget include:

- Administration
 - Contracts & contract monitoring
 - Annual plans, policies & procedures
 - Personnel
 - Switchboard
 - Mail run
 - Director of department and Division Commissioner
- Accounting
 - Accounts Payable & Accounts Receivable
 - C/R, Trust Accounts
 - Repayment of assistance
 - State billing
 - Grant monitoring
 - Payroll
 - Flexible Fund Plan
 - Budgeting
 - Expense reports
 - Chargebacks
 - Process BICS payments & reports
 - CCTA, monitoring payments of contracts and State changes
 - Handicapped children payments
 - School district billings
 - Statement of assistance for court
 - Time studies
 - Cost analysis
 - Local impact
- MIS Records
 - Data entry of every application for assistance
 - Scanning of Medical Assistance/Temporary Assistance/Food Stamps/HEAP cases
 - Maintain records according to state standards
 - Retrieval of records as needed
 - Run WMS reports, COGNOS reports (Services cases)
 - Recertification apps, 3209 authorizations
 - Maintenance of W9 records
 - Data imaging
- Food Stamps
 - Provide food assistance to reduce hunger and malnutrition by supplementing the food purchasing of eligible low income (eligible) individuals
- Administration, screening, referral and case management for various programs offered by the department, including required employment programs associated with various assistance programs
- Medical Assistance Program
 - Determination of Medicaid eligibility: SSI cases, Foster Care cases, Nursing Home, Community Services, Medicare, restricted recipient program
 - Document processing
 - Eligibility recertification
 - Spend downs
 - Coverage issues
 - Insurance providers
 - SSA contact/DCAP
 - Health Insurance Premiums assistance
 - County share of Medicaid program
- Required employment programs associated with various assistance programs

- Social Services Legal Department
 - Legal advice in all areas of family court law; represent DSS in Child Protective Services cases, removal of children, PINS, Juvenile Delinquent proceedings, petitions written, Foster Care actions
 - TPR petitions
 - Adult Services: fair hearings, guardianships
 - Support cases
 - Fraud cases
 - HIPAA compliance office for County
- Special Investigations Unit
 - Investigations of eligibility on all applications
 - Allegations of fraud
 - Recoupment
 - Front End Detections
 - Burials
- Child Support Enforcement Unit/Support Collections
 - Establish support
 - Enforce and collect support in private support cases and in cases involving children in foster care and receiving public assistance
 - Locate missing parents
 - Establish paternity
 - Medical support
 - Investigation of financials, credit bureau checks, IRS tax refund offset, Lottery intercepts, Property executions, ETC.
- Child Protective Services
 - Investigate all reports of child abuse and maltreatment and determine if report is indicated
 - Provide rehabilitative services to indicated case to remediate family problems and prevent further occurrences (services are CPS cases with preventive unit)
- Child Welfare Preventive Services
 - Case management services to maintain child in the home which must include day care, homemaker services, parent training, parent aid, transportation, clinical services, housing services, subsidies, 24 hour emergency services (cash, goods shelter)
- Children Services/Foster Care/Handicapped CSE – Schools/Independent Living
 - Case management
 - Transportation
 - Supervision
 - Legal petitions
 - Court reports
 - Foster home recruitment and training
 - Residential arrangements for court ordered placements
 - Regulatory reports and contacts
 - Adoption activities
 - Home studies/reports
 - Locate discharge resources
 - Assure medical and education needs
- Adult Services
 - Adult Protective
 - Representative Payee (assigned by Social Security Administration)
 - Long Term Home Health Care
 - PCA
 - Guardianships
 - Information/referral
 - Case management
 - Transportation
 - Application assistance
 - HEAP/Temporary Assistance/Housing
- Foster Care
- Day Care

- Financial assistance provided to eligible families in need of employment and/or treatment
- Service Contracts
 - Preventive Services
 - Rehabilitative Services
 - Detention Prevention
 - Parent Training & Aid
- Family Assistance
 - Temporary Assistance provided to eligible households that have a minor dependent child living with a parent or caretaker relative
 - Includes many types of assistance, including fuel, housing assistance, can include multiple types of aid (Food Stamps, Medical Assistance, daycare transportation, etc.), supplemental to rent, security deposits, etc.
- Juvenile Delinquent Care
 - Court ordered placements
 - Case management
 - After-care
 - Non-secure detention residential placements
- State Training School
 - Youth in custody of OCFS and placed in secure facilities
- Safety Net
 - Temporary assistance to eligible individuals with no minors in household only when standard of need may not be met by other programs
 - Cash and non-cash assistance
 - CASE type 12 drug/alcohol
 - Shelter and utility assistance (exceptions - HIV dx)
- Emergency Aid for Adults
 - Emergency assistance to individuals
 - Families for single type issues/events
 - May assist with utilities when HEAP is not open, etc.
 - Non-recurring expense
 - Veteran burials
- Home Energy Assistance Program (HEAP)
 - Federally funded home energy assistance program to assist low-income (eligible) households in meeting energy expenses

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
DFS - ACCOUNTING	6	6	6
FISCAL ADMINISTRATIVE OFFICER	1	1	1
FULL CHARGE BOOKKEEPER	1	1	1
PRINCIPAL ACCOUNT CLERK/DATABASE	1	1	1
SENIOR ACCOUNT CLERK/DATABASE	2	2	2
SR FISCAL ADMINISTRATIVE OFFICER	1	1	1
DFS - ADMIN	8	8	8
ADMINISTRATIVE SECRETARY	1	1	1
COMM OF DIV HEALTH & FAMILY SVCS	1	1	1
CONF SEC TO COMM OF DIV H&FS	1	1	1
CONTRACT MONITOR	2	2	2
DEP COMM OF FAMILY SVCS	1	1	1
DIV CONTRACT COMPL OFFICER	1	1	1
HR STAFF DEVELOPMENT COORD	1	1	1
DFS - CHILD SUPPORT	14	14	14
ACCOUNT CLERK	1	1	1
COORD CHILD SUPPORT ENFORCE	1	1	1
COURT LIASON	1	1	1
FAMILY SVCS INVESTIGATOR	6	6	6
PRINCIPAL ACCOUNT CLERK	1	1	1
PRINCIPAL FAMILY SVCS INVEST	1	1	1
SENIOR ACCOUNT CLERK	2	2	2
SR FAMILY SERVICES INVESTIGATOR	1	1	1
DFS - MEDICAL ASSIST	12	12	12
ACCOUNT CLERK	1	1	1
ACCOUNT CLERK/DATABASE	1	1	1
PRINCIPAL ACCOUNT CLERK	1	1	1
PRINCIPAL SOCIAL WELFARE EXAM	2	2	2
RECORDS MGT CLERK	1	1	1
SOCIAL WELFARE EXAM	4	4	4
SR SOCIAL WELFARE EXAM	2	2	2
DFS - MIS/RECORDS	6	6	6
ACCOUNT CLERK	1	1	1
ACCOUNT CLERK/DATABASE	3	3	3
HELP DESK/DOC COORD	1	1	1
SENIOR ACCOUNT CLERK/DATABASE	1	1	1

Position Name	Amended 2023	Requested 2024	Recommended 2024
DFS - SERVICES	75.2	75.2	75.2
ADMINISTRATIVE SECRETARY	1	1	1
CAC COORDINATOR	0	1	1
CASE SUPERVISOR	10	10	10
CASE SVCS AIDE	6	6	6
CASEWORKER	24.2	23.2	23.2
CLERK	2	2	2
DIR SVCS	1	1	1
SENIOR ACCOUNT CLERK	1	1	1
SENIOR ACCOUNT CLERK/DATABASE	2	2	2
SENIOR CASEWORKER	23	23	23
SENIOR SOCIAL WELFARE EXAMINER	1	1	1
SERVICE COORDINATOR	3	3	3
SR CASE SVCS AIDE	1	1	1
DFS - SPEC INVESTIGATN	7	7	7
FAMILY SVCS INVESTIGATOR	1	1	1
PRINCIPAL FMAILY SVCS INVESTIGAT	1	1	1
PRINCIPAL SOCIAL WELFARE EXAM	1	1	1
SENIOR ACCOUNT CLERK/DATABASE	1	1	1
SENIOR ACCOUNT CLERK/TYPIST	1	1	1
SOCIAL WELFARE EXAM	1	1	1
SR FAMILY SVCS INV	1	1	1
DFS - TEMPORARY ASSIST	47	49	49
ACCOUNT CLERK	5	5	5
ACCOUNT CLERK/DATABASE	0	2	2
DIR TEMP ASSISTANCE	1	1	1
DRIVER/COURIER	1	1	1
EMPLOYMENT SERVICES COORDINATOR	1	1	1
FAMILY SVCS CASE MGR	1	1	1
HEAD SOCIAL WELFARE EXAMINER	1	1	1
HOUSING COORDINATOR	2	2	2
PRINCIPAL SOCIAL WELFARE EXAM	3	3	3
RECORDS MGT CLERK	1	1	1
SENIOR ACCOUNT CLERK/DATABASE	2	2	2
SENIOR HOUSING COORDINATOR	1	1	1
SENIOR SOCIAL WELFARE EXAMINER	1	1	1
SOCIAL WELFARE EXAM	17	17	17
SOCIAL WELFARE EXAM - SP	1	1	1
SR SOCIAL WELFARE EXAM	8	8	8
TYPIST	1	1	1
Total	175.2	177.2	177.2

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Economic Opportunity and Development				
Social Services				
Family Services Administration				
DFS General Administration				
Personal Services	\$453,877	\$526,695	\$587,985	\$560,020
Contracts	\$948,500	\$1,283,380	\$1,280,337	\$1,167,568
Auto/Travel	\$59,750	\$107,100	\$132,150	\$120,763
Office Supplies	\$74,658	\$82,492	\$147,852	\$128,799
Computer Supplies	\$445,877	\$851,858	\$881,161	\$848,500
Utilities	\$44,282	\$44,435	\$54,000	\$49,992
Special Department Supply	\$13,549	\$10,530	\$23,402	\$21,250
Misc Serv/Exp	\$549,233	\$1,227,605	\$1,586,814	\$1,554,202

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Departmental Exp	\$617,070	\$656,112	\$1,272,617	\$1,145,552
Employee Benefits	\$193,386	\$186,763	\$281,386	\$289,822
Total DFS General Administration:	\$3,400,182	\$4,976,969	\$6,247,704	\$5,886,468
DFS - Accounting				
Personal Services	\$227,380	\$251,439	\$263,744	\$354,207
Misc Serv/Exp	\$0	\$0	\$200	\$200
Employee Benefits	\$167,377	\$153,909	\$194,828	\$245,687
Total DFS - Accounting:	\$394,757	\$405,347	\$458,772	\$600,094
DFS - Mis/Records				
Personal Services	\$156,399	\$210,002	\$266,310	\$231,412
Misc Serv/Exp	\$0	\$75	\$250	\$0
Employee Benefits	\$131,332	\$93,968	\$141,840	\$126,926
Total DFS - Mis/Records:	\$287,731	\$304,045	\$408,400	\$358,338
DFS - Temporary Assistance				
Personal Services	\$1,931,701	\$2,017,003	\$2,313,478	\$2,354,965
Misc Serv/Exp	\$465	\$1,403	\$1,000	\$0
Employee Benefits	\$1,251,016	\$1,082,864	\$1,468,802	\$1,371,260
Total DFS - Temporary Assistance:	\$3,183,182	\$3,101,270	\$3,783,280	\$3,726,225
DFS - Medical Assistance				
Personal Services	\$524,063	\$588,957	\$607,416	\$673,641
Misc Serv/Exp	\$0	\$0	\$250	\$250
Employee Benefits	\$426,206	\$316,271	\$402,471	\$387,016
Total DFS - Medical Assistance:	\$950,269	\$905,228	\$1,010,137	\$1,060,907
DFS - Legal				
Personal Services	\$181,081			
Employee Benefits	\$129,909	\$15,418	\$0	\$0
Total DFS - Legal:	\$310,990	\$15,418	\$0	\$0
DFS - Special Investigations				
Personal Services	\$320,866	\$299,573	\$335,441	\$354,744
Misc Serv/Exp	\$23	\$23	\$0	\$0
Employee Benefits	\$210,442	\$128,743	\$172,130	\$166,511
Total DFS - Special Investigations:	\$531,330	\$428,339	\$507,571	\$521,255
DFS - Child Support				
Personal Services	\$556,392	\$625,330	\$688,942	\$716,705
Misc Serv/Exp	\$0	\$38	\$250	\$250
Employee Benefits	\$439,707	\$406,860	\$493,813	\$519,420
Total DFS - Child Support:	\$996,099	\$1,032,228	\$1,183,005	\$1,236,375

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
DFS-Services				
Personal Services	\$3,348,743	\$3,782,164	\$4,165,285	\$4,358,640
Auto/Travel	\$224	\$410	\$0	\$0
Misc Serv/Exp	\$628	\$2,072	\$4,000	\$3,200
Employee Benefits	\$2,037,778	\$1,793,529	\$2,386,878	\$2,374,222
Total DFS-Services:	\$5,387,372	\$5,578,175	\$6,556,163	\$6,736,062
Total Family Services Administration:	\$15,441,911	\$16,747,020	\$20,155,032	\$20,125,724
Day Care Services				
Misc Serv/Exp	\$784,897	\$1,071,911	\$1,588,350	\$2,008,330
Total Day Care Services:	\$784,897	\$1,071,911	\$1,588,350	\$2,008,330
Services For Recipients				
Misc Serv/Exp	\$873,538	\$1,161,696	\$1,328,500	\$1,425,500
Total Services For Recipients:	\$873,538	\$1,161,696	\$1,328,500	\$1,425,500
Medicaid				
DFS - Medicaid Mmis				
Misc Serv/Exp	\$15,426,060	\$15,836,960	\$17,572,430	\$20,675,001
Total DFS - Medicaid Mmis:	\$15,426,060	\$15,836,960	\$17,572,430	\$20,675,001
DFS - Medicaid Local				
Misc Serv/Exp	\$1,414,484	\$255,976	\$700,000	\$1,150,000
Total DFS - Medicaid Local:	\$1,414,484	\$255,976	\$700,000	\$1,150,000
Total Medicaid:	\$16,840,544	\$16,092,936	\$18,272,430	\$21,825,001
Medicaid Other				
Misc Serv/Exp	\$14,015	\$5,076	\$40,000	\$40,000
Total Medicaid Other:	\$14,015	\$5,076	\$40,000	\$40,000
Family Assistance				
Misc Serv/Exp	\$2,612,565	\$3,929,128	\$4,600,000	\$4,600,000
Total Family Assistance:	\$2,612,565	\$3,929,128	\$4,600,000	\$4,600,000
Child Care				
Misc Serv/Exp	\$8,976,086	\$9,106,537	\$8,837,020	\$9,095,200
Total Child Care:	\$8,976,086	\$9,106,537	\$8,837,020	\$9,095,200
Juvenile Delinquent Care				
Misc Serv/Exp	\$22,067	\$69,446	\$505,000	\$505,000
Total Juvenile Delinquent Care:	\$22,067	\$69,446	\$505,000	\$505,000
State Training School				

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Misc Serv/Exp	\$158,442	\$556,532	\$75,000	\$300,000
Total State Training School:	\$158,442	\$556,532	\$75,000	\$300,000
Safety Net				
Misc Serv/Exp	\$2,782,816	\$3,157,413	\$2,950,000	\$2,961,000
Total Safety Net:	\$2,782,816	\$3,157,413	\$2,950,000	\$2,961,000
Home Energy Assistance				
Misc Serv/Exp	\$92,616	\$14,054	\$60,000	\$75,000
Total Home Energy Assistance:	\$92,616	\$14,054	\$60,000	\$75,000
Emergency Aid For Adults				
Misc Serv/Exp	\$110,393	\$187,668	\$60,000	\$60,000
Total Emergency Aid For Adults:	\$110,393	\$187,668	\$60,000	\$60,000
Total Social Services:	\$48,709,890	\$52,099,417	\$58,471,332	\$63,020,755
Total Economic Opportunity and Development:	\$48,709,890	\$52,099,417	\$58,471,332	\$63,020,755
Total Expenditures:	\$48,709,890	\$52,099,417	\$58,471,332	\$63,020,755

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Economic Assistance and Opportunity Income	\$2,693,622	\$1,882,038	\$2,630,342	\$2,179,076
Misc	\$70,516	\$49,058	\$4,000	\$4,000
Total Income:	\$2,764,138	\$1,931,096	\$2,634,342	\$2,183,076
State Aid				
Social Services	\$8,677,590	\$8,254,542	\$10,175,711	\$8,901,251
Total State Aid:	\$8,677,590	\$8,254,542	\$10,175,711	\$8,901,251
Federal Aid				
Social Services	\$13,751,218	\$12,661,373	\$16,190,307	\$17,092,601
Total Federal Aid:	\$13,751,218	\$12,661,373	\$16,190,307	\$17,092,601
Total Revenue Source:	\$25,192,946	\$22,847,011	\$29,000,360	\$28,176,928

Public Health

Karen Holden

Director

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

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

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

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

Core Services

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

Programs and Functions of Public Health include:

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

- Preventing & responding to chronic disease such as diabetes, asthma, cancer, etc.
- Early Care
 - Early Intervention, Child Find, Children with Special Health Care Needs & Special Education Pre-School Services programs collectively comprise the Early Care Program.
 - Early Care identifies & evaluates, through screening & evaluations, those infants, toddlers & preschoolers whose healthy development is compromised.
 - Provides for appropriate intervention to improve child & family development. Intervention can include special education, speech therapy, occupational & physical therapy & case management.

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
REHABILITATION THERAPY SUPRVSR	1	1	1
SUPV COMM HEALTH NURSE (PH)	1	1	1
SUPV PUBLIC HEALTH NURSE	1	1	1
PH - CORE PROGRAMS	7	9	9
BI-LINGUAL OUTREACH WORKER	1	1	1
COM HEALTH NURSE (PH)	2	2	2
COMMUNITY HEALTH WORKER	0	2	2
FAMILY SUPPORT WORKER	1	1	1
PUBLIC HEALTH EDUCATOR	1	1	1
REGISTERED PROFESSIONAL NURSE	1	1	1
SUPVSG COMM HEALTH NURSE PH	1	1	1
PH - DIAGNSTC/ TREATMNT	11.4	12.4	12.4
COM HEALTH NURSE (PH)	1	1	1
EPIDEMIOLOGIST	1	1	1
EPIDEMIOLOGIST SUPERVISOR	0	1	1
PHS PROG COORD	1	1	1
PRINCIPAL ACCOUNT CLERK	1	1	1
PUBLIC HEALTH EDUCATOR	2	2	2
PUBLIC HEALTH LPN	0.2	0.2	0.2
PUBLIC HEALTH NURSE	2.4	2.4	2.4
PUBLIC HEALTH SVCS PROG COORD	1	1	1
REGISTERED PROFESSIONAL NURSE	1.6	1.6	1.6
SENIOR DATABASE CLERK	0.2	0.2	0.2
PH - EARLY CARE	4.2	5.2	5.2
ADMINISTRATIVE ASSISTANT	0	1	1
COORD CHILDREN WITH SPEC NEEDS	0.2	0.2	0.2
COORD OF CHILDREN W SPEC NEEDS	1	1	1
EARLY INTERVENTION SVCS COORD	3	3	3
PH - HLTHY BEGINNGS	4	4	4
FAMILY SUPPORT WORKER	2	2	2
FAMILY SUPPORT WORKER (SPANISH)	1	1	1
HEALTH FAMILIES SUPVR	1	1	1
PH - LT HEALTH CARE	0	2	2
PERSONAL CARE AIDE	0	2	2
Total	65.8	71.6	71.6

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Health				
Public Health Programs				
Public Health				
PH - Chha				
Personal Services	\$1,896,115	\$2,138,982	\$2,713,968	\$2,769,551
Contracts	\$550,725	\$425,970	\$164,040	\$447,423

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Auto/Travel	\$47,564	\$43,691	\$32,193	\$32,098
Office Supplies	\$7,277	\$3,629	\$7,848	\$6,504
Computer Supplies	\$105,436	\$224,273	\$125,302	\$387,363
Utilities	\$7,147	\$10,109	\$19,903	\$10,655
Special Department Supply	\$50,563	\$65,808	\$67,267	\$67,237
Misc Serv/Exp	\$20,236	\$13,934	\$25,350	\$15,470
Departmental Exp	\$125,233	\$145,509	\$200,567	\$199,715
Employee Benefits	\$1,069,705	\$873,285	\$1,280,583	\$1,485,883
Total PH - Chha:	\$3,880,000	\$3,945,190	\$4,637,021	\$5,421,899
PH - Lt Health Care				
Personal Services	\$78,348	\$88,791	\$87,323	\$78,948
Contracts	\$369	\$0	\$1,181	\$0
Auto/Travel	\$0	\$0	\$100	\$100
Office Supplies	\$31	\$25	\$75	\$75
Computer Supplies	\$9,036	\$1,463	\$3,570	\$100
Utilities	\$383	\$612	\$600	\$650
Special Department Supply	\$0	\$0	\$200	\$200
Departmental Exp	\$79	\$34	\$56	\$16,105
Employee Benefits	\$71,915	\$49,479	\$51,405	\$60,627
Total PH - Lt Health Care:	\$160,161	\$140,404	\$144,510	\$156,805
PH - Child Safety				
Auto/Travel	\$503	\$0	\$450	\$850
Office Supplies	\$251	\$71	\$146	\$150
Special Department Supply	\$12,050	\$12,443	\$12,303	\$12,519
Misc Serv/Exp	\$220	\$410	\$585	\$585
Departmental Exp	\$1,296	\$1,296	\$1,296	\$1,296
Total PH - Child Safety:	\$14,320	\$14,220	\$14,780	\$15,400
PH - Healthy Beginnings				
Personal Services	\$201,501	\$224,164	\$218,198	\$228,078
Contracts	\$63,340	\$67,292	\$140,987	\$0
Auto/Travel	\$17,876	\$17,420	\$30,305	\$21,623
Office Supplies	\$2,383	\$417	\$3,018	\$1,433
Computer Supplies	\$7,078	\$8,114	\$7,470	\$3,730
Utilities	\$1,541	\$3,056	\$3,758	\$2,373
Special Department Supply	\$0	\$0	\$1,405	\$4,710
Misc Serv/Exp	\$252	\$102	\$493	\$2,975
Departmental Exp	\$1,389	\$280	\$1,800	\$2,700
Employee Benefits	\$171,773	\$151,713	\$181,717	\$176,639
Total PH - Healthy Beginnings:	\$467,133	\$472,558	\$589,151	\$444,261
PH - Comm Health Work				

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Employee Benefits	\$2,796	\$0	\$650	\$0
Total PH - Comm Health Work:	\$2,796	\$0	\$650	\$0
PH - Rural Health Network				
Personal Services	\$43,039	\$25,737	\$48,300	\$0
Contracts	\$0	\$15,000	\$600	\$0
Auto/Travel	\$287	\$1,555	\$1,539	\$1,539
Office Supplies	\$17,144	\$6,370	\$15,391	\$11,020
Computer Supplies	\$1,162	\$2,213	\$1,186	\$1,186
Utilities	\$192	\$469	\$617	\$124
Special Department Supply	\$8,041	\$4,494	\$7,904	\$67,901
Misc Serv/Exp	\$0	\$0	\$600	\$600
Departmental Exp	\$9,137	\$2,500	\$6,446	\$5,200
Employee Benefits	\$25,420	\$11,477	\$32,425	\$0
Total PH - Rural Health Network:	\$104,422	\$69,815	\$115,008	\$87,570
PH - Agency Admin				
Personal Services	\$536,366	\$623,452	\$728,207	\$625,066
Contracts	\$8,640	\$6,667	\$623,815	\$13,500
Auto/Travel	-\$439	\$4,915	\$2,000	\$2,378
Office Supplies	\$2,850	\$4,358	\$6,604	\$4,914
Computer Supplies	\$17,379	\$11,193	\$15,833	\$14,124
Utilities	\$2,022	\$2,145	\$2,820	\$1,593
Special Department Supply	\$241	\$0	\$660	\$660
Misc Serv/Exp	\$131,869	\$65,306	\$118,298	\$128,959
Departmental Exp	\$11,695	\$13,145	\$22,215	\$28,498
Employee Benefits	\$317,163	\$299,468	\$387,720	\$297,270
Total PH - Agency Admin:	\$1,027,787	\$1,030,649	\$1,908,172	\$1,116,962
PH - Core Programs				
Personal Services	\$150,929	\$221,643	\$273,093	\$494,398
Auto/Travel	\$6,503	\$12,252	\$5,107	\$5,107
Office Supplies	\$550	\$49	\$1,290	\$869
Computer Supplies	\$10,085	\$8,265	\$7,400	\$4,333
Utilities	\$388	\$1,162	\$2,691	\$2,165
Special Department Supply	\$914	\$366	\$1,196	\$1,196
Misc Serv/Exp	\$2,821	\$2,605	\$5,764	\$2,595
Departmental Exp	\$13,407	\$23,391	\$27,052	\$26,076
Employee Benefits	\$107,963	\$103,275	\$129,142	\$343,591
Total PH - Core Programs:	\$293,561	\$373,009	\$452,735	\$880,330
Total Public Health:	\$5,950,180	\$6,045,845	\$7,862,027	\$8,123,227
Physically Handicapped Children				
Office Supplies	\$9	\$0	\$85	\$85

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Departmental Exp	\$0	\$0	\$150	\$150
Total Physically Handicapped Children:	\$9	\$0	\$235	\$235
Diagnostic And Treatment				
Personal Services	\$548,521	\$533,147	\$762,922	\$688,016
Contracts	\$6,360	\$24,532	\$2,035,064	\$231,143
Auto/Travel	\$2,416	\$3,314	\$5,186	\$7,684
Office Supplies	\$9,241	\$17,586	\$38,684	\$34,256
Computer Supplies	\$15,943	\$16,567	\$21,540	\$21,725
Utilities	\$2,828	\$4,292	\$7,161	\$4,359
Special Department Supply	\$92,491	\$128,597	\$250,349	\$245,349
Misc Serv/Exp	\$2,743	\$2,921	\$6,108	\$5,815
Departmental Exp	\$65,884	\$51,569	\$111,148	\$85,276
Employee Benefits	\$266,417	\$253,671	\$394,847	\$421,248
Total Diagnostic And Treatment:	\$1,012,844	\$1,036,196	\$3,633,009	\$1,744,871
Early Care/Intervention Children				
Personal Services	\$271,045	\$304,718	\$406,795	\$390,504
Contracts	\$5,734,488	\$4,811,104	\$6,023,564	\$7,517,121
Auto/Travel	\$24,174	\$21,405	\$30,540	\$59,787
Office Supplies	\$2,325	\$2,558	\$17,726	\$22,748
Computer Supplies	\$23,959	\$36,039	\$15,320	\$37,591
Utilities	\$1,627	\$1,644	\$1,969	\$2,587
Special Department Supply		\$0	\$1,168	\$0
Misc Serv/Exp	\$4,500	\$2,900	\$0	\$0
Departmental Exp	\$1,007	\$949	\$1,814	\$1,814
Employee Benefits	\$174,730	\$194,795	\$283,381	\$232,386
Total Early Care/Intervention Children:	\$6,237,853	\$5,376,112	\$6,782,277	\$8,264,538
WIC				
Personal Services		\$870	\$0	\$0
Office Supplies	\$352			
Utilities	\$83			
Employee Benefits	\$47,439	\$6,316	\$0	\$0
Total WIC:	\$47,874	\$7,186	\$0	\$0
Total Public Health Programs:	\$13,248,760	\$12,465,340	\$18,277,548	\$18,132,871
Total Health:	\$13,248,760	\$12,465,340	\$18,277,548	\$18,132,871
Total Expenditures:	\$13,248,760	\$12,465,340	\$18,277,548	\$18,132,871

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
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Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Health Income	\$2,870,275	\$3,578,027	\$3,435,849	\$3,788,292
Intergovernmental Charges	\$261,251	\$302,483	\$336,936	\$254,568
Misc	\$1,500	\$1,520	\$1,500	\$0
Total Income:	\$3,133,026	\$3,882,030	\$3,774,285	\$4,042,860
State Aid				
Education	\$1,892,658	\$3,085,517	\$3,039,109	\$3,911,577
Health	\$1,451,974	\$1,317,805	\$1,744,651	\$1,614,806
Total State Aid:	\$3,344,632	\$4,403,323	\$4,783,760	\$5,526,383
Federal Aid				
Health	\$403,820	\$340,329	\$3,594,624	\$652,240
Total Federal Aid:	\$403,820	\$340,329	\$3,594,624	\$652,240
Total Revenue Source:	\$6,881,479	\$8,625,682	\$12,152,669	\$10,221,483

Strategies and Key Performance Indicators

Strategy: Value employees as our most important resources

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Employee Motivation and Satisfaction	Q2- My work gives me a feeling of personal accomplishment	75% (2022 results 67%)
Employee Development	Q3-I have the tools and resources to do my job	75% (2022 results 61%)

Strategy: Focus on customer satisfaction and priority in the design of the efficient delivery of County Services

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Customer Satisfaction	Percentage of County customers satisfied with services provided, CYSHCN and CHHA based on surveys	90%

Key Initiatives for 2024

Strategy: Talent Management

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
2 year Retention Rate	% of employee who remain employed for at least 24 consecutive months	66%
Days to fill positions post signed acceptance letter	Average number of days from candidate offer and acceptance to start of onboarding	<30

Annual Actions:

- Identify opportunities to enhance employee training
Annual Needs assessment offered to staff in Spring
50% of needs identified implemented
- Increase telework program for employees % of those eligible/those who take advantage of this offering
75% of all eligible employees participate

Strategy: Increased Community Outreach and Education

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Number of Community Forums/Town Hall Events	Tallying total # of events attended by Public Health Education Team	30 total (50% increase)
All public health staff attend 2 community events	Total # of events attended by PH staff	90%

Annual Actions:

- Increase SCDPH Social Media presence and traffic by 50%
Increase by 50%

Division of Human Resources

Julie Diescher

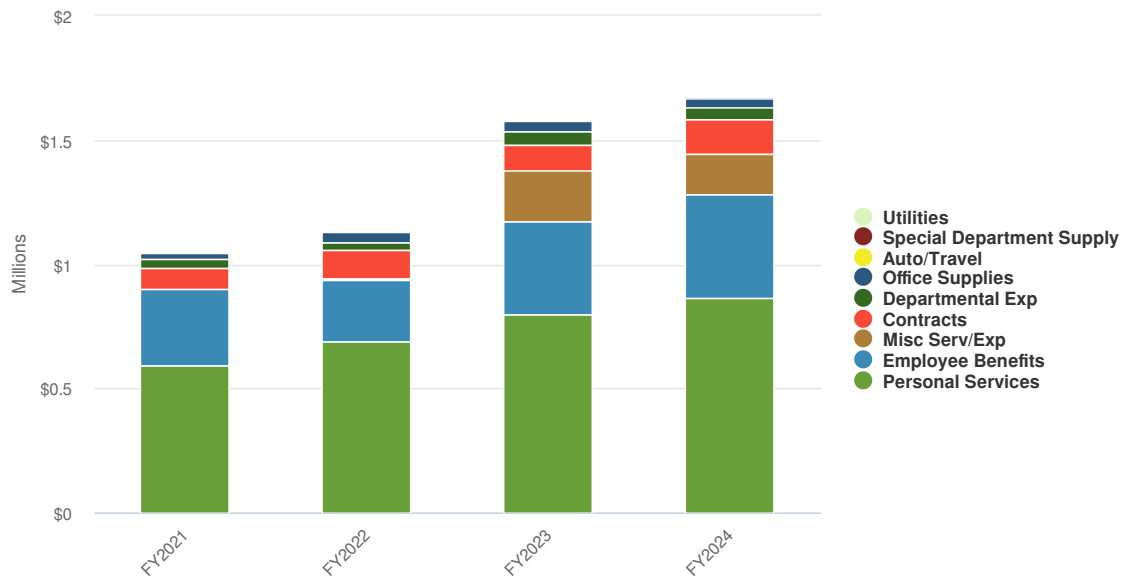
Commissioner

Sullivan County has a workforce of approximately 1,200 employees. It is the Human Resources Department's responsibility to ensure qualified applicants are available to fill any vacancies within the various county departments, local municipalities, school districts, special districts and special jurisdictions by posting and administering civil service tests and providing lists of eligible candidates pursuant to New York State Civil Service Law. Additionally, the Sullivan County Human Resources Department provides necessary functions for training, employee benefits, labor negotiations, maintaining employee roster information, contract compliance, certifying municipal payrolls and advising appointing authorities on Civil Service Law.

The County of Sullivan is an Equal Opportunity Employer and strives for the highest standards regarding Affirmative Action and the Americans with Disabilities Act. We are committed to keeping the public informed of the most recent job postings for civil service opportunities. The resources and links are provided to help you find answers to your personnel related questions. Please feel free to contact our department at the above number with any questions or concerns.

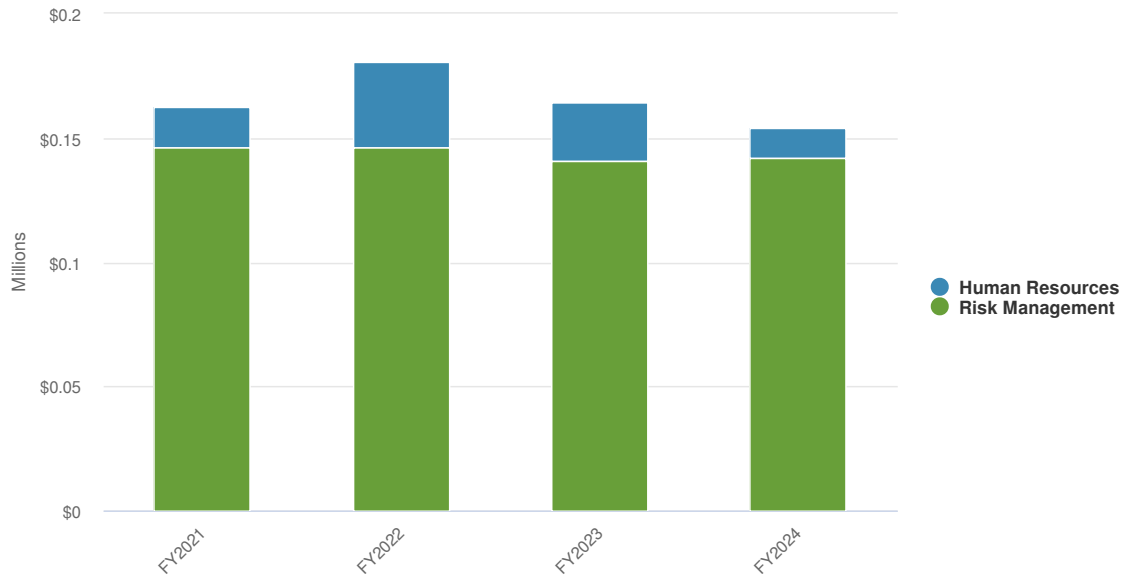
Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type

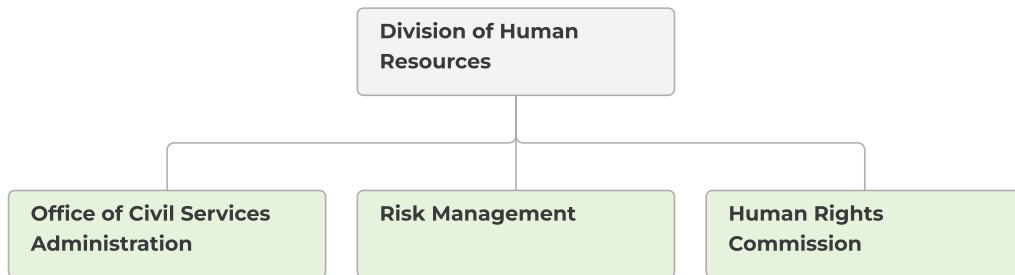


Revenue by Department

Budgeted and Historical 2024 Revenue by Department



Organizational Chart



Strategies and Key Performance Indicators

Strategy: Value employees as our most important resources

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Employee Development	Percentage of SC employees supported in their professional development	75%

Internal and external employee development increased from previous year. There was a 35% increase of Professional Development through the on-line training portal of the Employee Assistance Program Benefit. There was a 160% increase in the number of college classes taken by employees. There was a 50% increase to internal employee training and development.

Strategy: Focus on customer satisfaction and priority in the design of the efficient delivery of County Services

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Applicant Satisfaction	Increase the percentage of applicants interested in employment opportunities.	20%

There was an increase to the overall application(s) received from previous year by nearly 15%

Key Initiatives for 2024

Strategy: Talent Management

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
2 year Retention Rate	% of employee who remain employed for at least 24 consecutive months	66%

50% of staff hired from 2021 stayed 2 or more year, an increase of 10% from hires in 2020

Annual Actions:

1. Review and make recommendations to update the management handbook
2. Identify opportunities to enhance employee training
3. Implement telework program for employees
4. Implement flexible work schedules where possible

Strategy: Increased Community Outreach and Education

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Number of Community Forums/Town Hall Events	Increased Community Outreach by hosting Civil Service Informational sessions at local libraries, schools, job fairs, open houses and virtual hiring events.	60% increase from last year.

Human Resources

Julie Diescher
Commissioner of HR/Personnel Officer

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

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

Core Services

Functions of the Department of Human Resources include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
HUMAN RESOURCES	14.5	14.5	14.5
COMM OF HR/PERSONNEL OFFICER	1	1	1
CONF SEC TO HR	1	1	1
DEP DIR OF HUMAN RESOURCES	1	1	1
HR BENEFITS COORDINATOR	1	1	1
HR BENEFITS SPECIALIST	1	1	1
HR RECRUITMENT & TRAINING COORD	1	1	1
INVESTIGATOR	1	1	1
PERSONNEL ASSISTANT	2	2	2
PERSONNEL PROJECT COORDINATOR	1	1	1
STUDENT INTERN	4.5	4.5	4.5
Total	14.5	14.5	14.5

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Municipal Staff				
Human Resources				
Personal Services	\$340,821	\$406,897	\$606,478	\$655,490
Contracts	\$48,505	\$40,000	\$59,578	\$64,600

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Auto/Travel	\$1,436	\$1,148	\$5,600	\$3,450
Office Supplies	\$19,275	\$38,506	\$37,950	\$31,400
Utilities	\$380	\$344	\$500	\$450
Misc Serv/Exp	\$960	\$3,210	\$211,910	\$160,210
Departmental Exp	\$4,946	\$3,948	\$10,123	\$8,850
Employee Benefits	\$191,985	\$148,078	\$322,638	\$330,025
Total Human Resources:	\$608,307	\$642,130	\$1,254,777	\$1,254,475
Total Municipal Staff:	\$608,307	\$642,130	\$1,254,777	\$1,254,475
Total General Government:	\$608,307	\$642,130	\$1,254,777	\$1,254,475
Total Expenditures:	\$608,307	\$642,130	\$1,254,777	\$1,254,475

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
General Government Income	\$16,369	\$34,365	\$24,030	\$12,200
Total Income:	\$16,369	\$34,365	\$24,030	\$12,200
Total Revenue Source:	\$16,369	\$34,365	\$24,030	\$12,200

Human Rights Commission

Vacant
Executive Director

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

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

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

Core Services

Functions of the Human Rights Commission include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
HUMAN RIGHTS COMMISSN	0.2	0.2	0.2
EXEC DIR HUMAN RIGHTS COMM	0.2	0.2	0.2
Total	0.2	0.2	0.2

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Home and Community Service				
General Environment				
Human Rights Commission				
Personal Services	\$29,462	\$39,424	\$41,600	\$41,600
Auto/Travel	\$767	\$648	\$1,750	\$1,750
Office Supplies	\$622	\$1	\$4,469	\$2,650
Special Department Supply	\$0	\$323	\$629	\$600
Misc Serv/Exp	\$0	\$0	\$300	\$300
Departmental Exp	\$0	\$0	\$4,125	\$1,400
Employee Benefits	\$5,494	\$4,075	\$9,483	\$9,283
Total Human Rights Commission:	\$36,344	\$44,472	\$62,356	\$57,583

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Total General Environment:	\$36,344	\$44,472	\$62,356	\$57,583
Total Home and Community Service:	\$36,344	\$44,472	\$62,356	\$57,583
Total Expenditures:	\$36,344	\$44,472	\$62,356	\$57,583

2023 Initiatives and Goals

2023 Initiatives

- Complete the 2022 focus on Senior/Aging-related Human Rights Initiatives.
- Move the year's focus towards Initiatives involving Human Rights for Youth, while continuing to monitor the on-going senior related initiatives.
- Address through programming mounting current Human Rights trends in the County.
- Continue increasing the visibility of the Office of Human Rights.

Goal: Address Sullivan County related Human Rights and Discrimination Issues brought forth to the Office of Human Rights.

Measures: Determine the form of violation brought forth and refer clients to the relevant agencies and/or file the appropriate complaints. Where this is not possible, work to mediate or address the issues through education.

Goal: Provide a clearer understanding of what Human Rights are comprised of and how a focus on Human Rights, helps to improve the County as a whole.

Measures: Attend speaking engagements at schools, clubs, agencies, etc., provide professional development trainings, and create and execute programming related to Human Rights.

Goal: Increase the visibility of the Office throughout the County.

Measures: Attend events, functions, lectures and programming throughout the County. Speak, support and educate in functions that support this goal.

Risk Management

Julie Diescher

Commissioner of HR/Personnel Officer

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

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

Core Services

Functions of the Office of Risk Management and Insurance include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
RISK MANAGEMENT	2.5	2.5	2.5
EMPLOYEE BENEFITS ADMIN	0.5	0.5	0.5
MANAGER OF RISK MGT & INSURANCE	1	1	1
RISK MGT & INSURANCE PROG COORD	1	1	1
Total	2.5	2.5	2.5

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Finance				
Risk Management				
Personal Services	\$221,768	\$241,726	\$138,446	\$168,745
Contracts	\$40,300	\$75,087	\$69,087	\$75,000
Auto/Travel		\$0	\$0	\$400

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Office Supplies	\$1,871	\$925	\$1,960	\$1,825
Departmental Exp	\$31,191	\$28,732	\$40,300	\$36,000
Employee Benefits	\$108,303	\$98,375	\$68,809	\$78,012
Total Risk Management:	\$403,432	\$444,846	\$318,602	\$359,982
Total Finance:	\$403,432	\$444,846	\$318,602	\$359,982
Total General Government:	\$403,432	\$444,846	\$318,602	\$359,982
Total Expenditures:	\$403,432	\$444,846	\$318,602	\$359,982

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Intergovernmental Charges	\$146,000	\$146,000	\$140,542	\$142,000
Total Income:	\$146,000	\$146,000	\$140,542	\$142,000
Total Revenue Source:	\$146,000	\$146,000	\$140,542	\$142,000

Unallocated Insurance

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

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

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

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

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Special Items				
Unallocated Insurance				
Departmental Exp	\$1,098,237	\$1,449,911	\$1,453,613	\$1,223,771
Total Unallocated Insurance:	\$1,098,237	\$1,449,911	\$1,453,613	\$1,223,771
Total Special Items:	\$1,098,237	\$1,449,911	\$1,453,613	\$1,223,771
Total General Government:	\$1,098,237	\$1,449,911	\$1,453,613	\$1,223,771
Total Expenditures:	\$1,098,237	\$1,449,911	\$1,453,613	\$1,223,771

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
General Government Income	\$508,610	\$271,121	\$511,513	\$563,177
Total Income:	\$508,610	\$271,121	\$511,513	\$563,177
Total Revenue Source:	\$508,610	\$271,121	\$511,513	\$563,177

Information Technology Services

Lorne Green
Chief Information Officer

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

The Division of Information Technology Services (ITS) is a business process service bureau that provides IT services and information to all County Divisions, several local governmental units (Towns, assessors, law enforcement, etc.), internal customers (users), vendor and service accounts and computer and server accounts. ITS is responsible for over 430 applications, copy/print/scan services, all fax and VoIP/legacy phones, and provides systems support, maintenance, enhancements and new development for all major systems applications. ITS is under the administration of the Office of the County Manager is comprised of four organizational disciplines, including Administration – Internal Services, Application Services, Technical Systems and Networking. There are a little over 65 unique job classifications within the ITS Department performed and carried out.

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

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
MIS	20	20	20
CHIEF INFO OFFICER	1	1	1
CLIENT SUPPORT TECH ASST II	2	2	2
CLIENT SUPPORT TECH I	2	2	2
CLIENT SUPPORT TECH II	1	1	1
DEPUTY CIO OF ITS	1	1	1
DIR APPS DEV & SUPPORT	1	1	1
DIR OPERATIONS AND NETWORK ADMIN	1	1	1
GIS COORDINATOR	1	1	1
GIS SPECIALIST	1	1	1
HELP DESK/DOC SPECIALIST	1	1	1
INFO/NETWORK SECURITY OFFICER	1	1	1
IT ADMINISTRATIVE COORD	1	1	1
PC SPECIALIST	1	1	1
SENIOR NETWORK ENGINEER	2	2	2
SR NETWORK ENGINEER	1	1	1
SR PC SPECIALIST	1	1	1
WIDE AREA NETWORK TECHNICIAN	1	1	1
Total	20	20	20

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Shared Services				
Information Technology Services				
Personal Services	\$1,073,354	\$1,138,724	\$1,416,264	\$1,515,611
Fixed Assets	\$9,904	\$0	\$790,638	\$0
Contracts		\$0	\$237,565	\$0
Auto/Travel	\$3,599	\$4,958	\$7,500	\$7,500
Office Supplies	\$121,870	\$115,107	\$128,626	\$136,272
Computer Supplies	\$3,344,191	\$4,153,252	\$4,946,842	\$4,218,847
Utilities	\$105,497	\$58,145	\$66,000	\$70,000
Special Department Supply	\$0	\$203	\$0	\$0
Misc Serv/Exp	\$210	\$147	\$5,300	\$5,300
Departmental Exp	\$6,293	\$16,977	\$10,750	\$10,750
Employee Benefits	\$650,291	\$563,683	\$798,103	\$752,522
Total Information Technology Services:	\$5,315,210	\$6,051,196	\$8,407,588	\$6,716,802
Total Shared Services:	\$5,315,210	\$6,051,196	\$8,407,588	\$6,716,802
Total General Government:	\$5,315,210	\$6,051,196	\$8,407,588	\$6,716,802
Total Expenditures:	\$5,315,210	\$6,051,196	\$8,407,588	\$6,716,802

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
General Government Income	\$1,053,115	\$515,498	\$1,503,353	\$1,715,913
Intergovernmental Charges	\$4,800	\$4,800	\$0	\$0
Total Income:	\$1,057,915	\$520,298	\$1,503,353	\$1,715,913
Total Revenue Source:	\$1,057,915	\$520,298	\$1,503,353	\$1,715,913

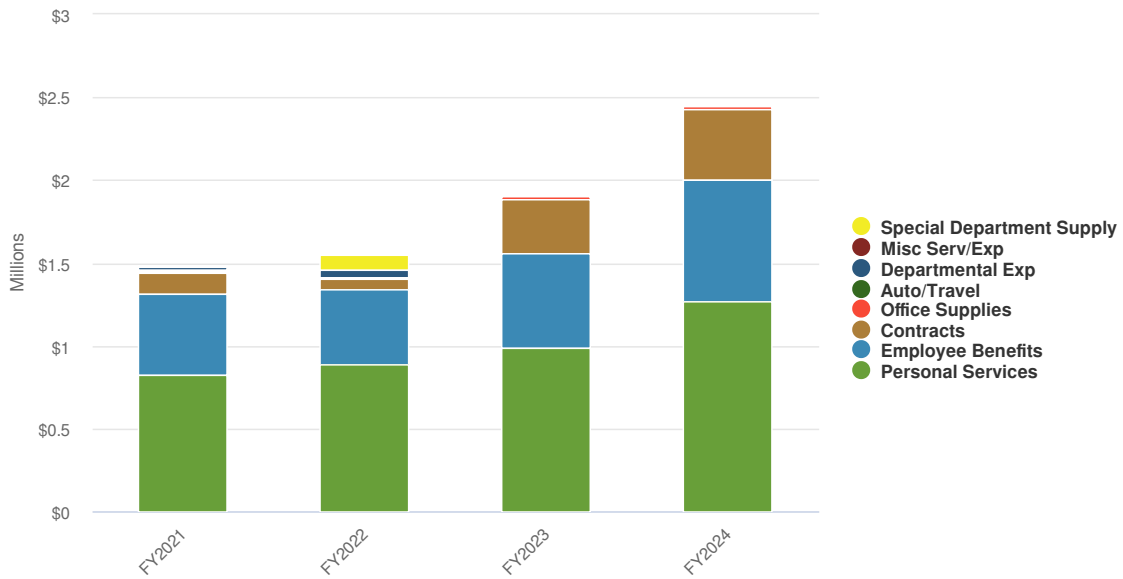
Division of Management and Budget

The Division of Management and Budget is comprised of the following departments:

- Budget Office (to include Payroll) [↗](#)
- Health Finance [↗](#)
- Purchasing and Central Services [↗](#)

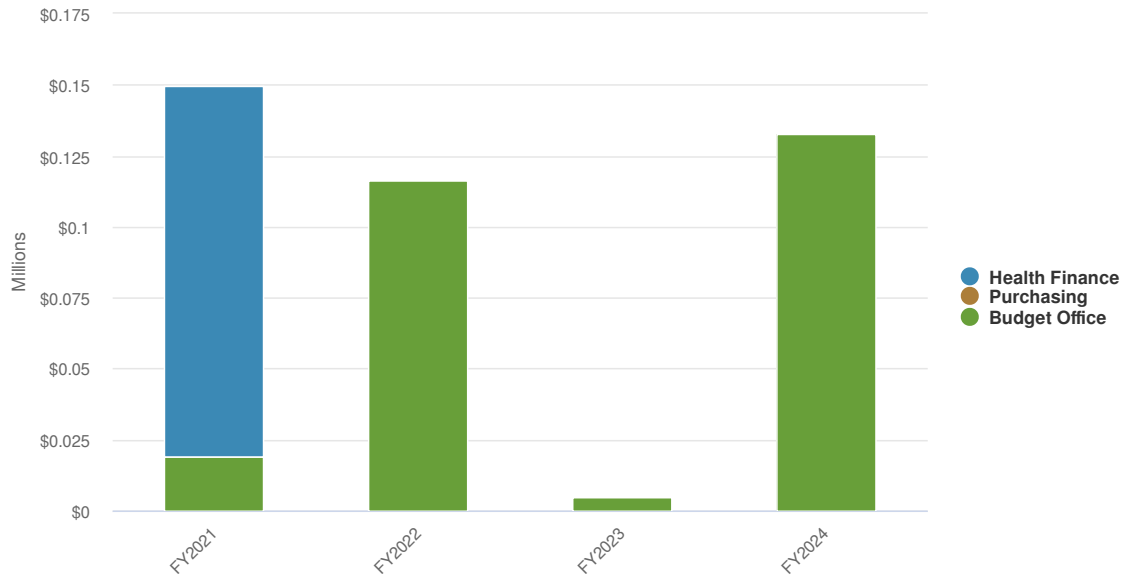
Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Revenue by Department

Budgeted and Historical 2024 Revenue by Department



Budget Office

Janet Young
Budget Director

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

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

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

Core Services

Functions of the Budget Office include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
BUDGET OFFICE	11	11	11
BUDGET ANALYST	1	1	1
BUDGET DIRECTOR	1	1	1
FINANCIAL ACCOUNT CLERK	1	0	0
FINANCIAL ANALYST	0	1	1
PRINCIPAL PAYROLL CLERK	2	2	2
SENIOR ACCOUNTANT	1	1	1
SENIOR BUDGET ANALYST	3	3	3
SR FISCAL ADMINISTRATIVE OFFICER	2	2	2
Total	11	11	11

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Finance				
Budget Office				
Personal Services	\$467,091	\$579,477	\$699,651	\$876,478
Contracts	\$125,779	\$61,250	\$353,008	\$424,000
Auto/Travel	\$4,696	\$4,099	\$11,250	\$11,250
Office Supplies	\$3,315	\$3,099	\$6,400	\$3,900

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Departmental Exp	\$18,064	\$39,341	\$19,187	\$8,200
Employee Benefits	\$301,799	\$287,428	\$425,460	\$510,059
Total Budget Office:	\$920,744	\$974,693	\$1,514,956	\$1,833,887
Total Finance:	\$920,744	\$974,693	\$1,514,956	\$1,833,887
Total General Government:	\$920,744	\$974,693	\$1,514,956	\$1,833,887
Total Expenditures:	\$920,744	\$974,693	\$1,514,956	\$1,833,887

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
General Government Income		\$9,313	\$0	\$0
Intergovernmental Charges	\$19,109	\$106,897	\$5,000	\$132,539
Total Income:	\$19,109	\$116,209	\$5,000	\$132,539
Total Revenue Source:	\$19,109	\$116,209	\$5,000	\$132,539

Health Finance

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

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

Core Services

Functions of the Health Finance Department include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
HF ADULT CARE CENTER	1	1	1
SENIOR ACCOUNT CLERK	1	1	1
HF COMMUNITY SERVICES	2	2	2
MEDICAL BILLING COORD	1	1	1
PRINCIPAL ACCOUNT CLERK	1	1	1
HF PUBLIC HEALTH	9	9	9
CLERK	1	1	1
FINANCIAL ANALYST	1	1	1
PRINCIPAL ACCOUNT CLERK	3	3	3
PRINCIPAL ACCOUNT CLERK/DB SPEC	1	1	1
SENIOR ACCOUNT CLERK	2	2	2
SR TYPIST	1	1	1
Total	12	12	12

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Finance				
Health Finance				
Non-SubDivision				
Personal Services	\$81,176			
Employee Benefits	\$74,664	\$1,384	\$0	\$0
Total Non-SubDivision:	\$155,840	\$1,384	\$0	\$0
Adult Care Center				
Employee Benefits	\$127	\$2,894	\$0	\$0
Total Adult Care Center:	\$127	\$2,894	\$0	\$0
Community Service				
Employee Benefits	\$179	\$8,425	\$0	\$0

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Total Community Service:	\$179	\$8,425	\$0	\$0
Public Health				
Employee Benefits	\$641	\$24,232	\$0	\$0
Total Public Health:	\$641	\$24,232	\$0	\$0
Total Health Finance:	\$156,786	\$36,935	\$0	\$0
Total Finance:	\$156,786	\$36,935	\$0	\$0
Total General Government:	\$156,786	\$36,935	\$0	\$0
Total Expenditures:	\$156,786	\$36,935	\$0	\$0

Revenues by Source

Name	FY2021 Actuals
Revenue Source	
Income	
Intergovernmental Charges	\$130,635
Total Income:	\$130,635
Total Revenue Source:	\$130,635

Purchasing and Central Services

Allyson Lewis

Director of Purchasing & Central Services

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

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

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

Core Services

Functions of the Office of Purchasing include:

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

Functions of the Office of Central Services include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
PURCHASING	5	6	6
ASST DIR PURCHASING CENTRAL SVCS	1	1	1
BID AND CONTRACT COORDINATOR	0	1	1
DIR PURCHASING & CENTRAL SVCS	1	1	1
PRINCIPAL ACCOUNT CLERK/DATABASE	0	1	1
PURCHASING COORD	2	2	2
SENIOR ACCOUNT CLERK/DATABASE	1	0	0
Total	5	6	6

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Finance				
Purchasing				
Personal Services	\$275,304	\$304,685	\$304,216	\$396,116
Auto/Travel	\$14	\$13	\$0	\$0
Office Supplies	\$7,558	\$7,269	\$13,345	\$14,500
Special Department Supply	\$8,305	\$90,000	\$0	\$0
Misc Serv/Exp	\$0	\$60	\$0	\$0

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Departmental Exp	\$251	\$129	\$155	\$60
Employee Benefits	\$114,178	\$129,052	\$181,089	\$217,972
Total Purchasing:	\$405,610	\$531,207	\$498,805	\$628,648
Total Finance:	\$405,610	\$531,207	\$498,805	\$628,648
Shared Services				
Central Service Administration				
Contracts	\$53,071	\$54,002	\$61,552	\$69,020
Office Supplies	\$182,054	\$178,154	\$175,800	\$157,000
Departmental Exp	\$11,472	\$11,472	\$11,500	\$12,000
Total Central Service Administration:	\$246,598	\$243,628	\$248,852	\$238,020
Total Shared Services:	\$246,598	\$243,628	\$248,852	\$238,020
Total General Government:	\$652,208	\$774,835	\$747,657	\$866,668
Total Expenditures:	\$652,208	\$774,835	\$747,657	\$866,668

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
General Government Income	\$168,430	\$139,782	\$186,500	\$162,000
Total Income:	\$168,430	\$139,782	\$186,500	\$162,000
Total Revenue Source:	\$168,430	\$139,782	\$186,500	\$162,000

2024 Strategies and Key Performance Indicators		
Strategy: Creating and Maintaining a yearly procurement project list with all County Departments		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Notification of required/needed bid and/or RFPs required by department	Scheduling and tracking projects with the departments to ensure that requirements and deadlines are met	for the 2024 year
Employee Development	Percentage of SC employees who feel supported in their professional development	75%
Strategy: Expand on P-Card Usage		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Increasing vendor and department participation in the utilization of the P-Card Program	Reduction of administrative costs; expedited payment processes; and receiving payment discounts	All County Departments

Division of Planning and Community Development

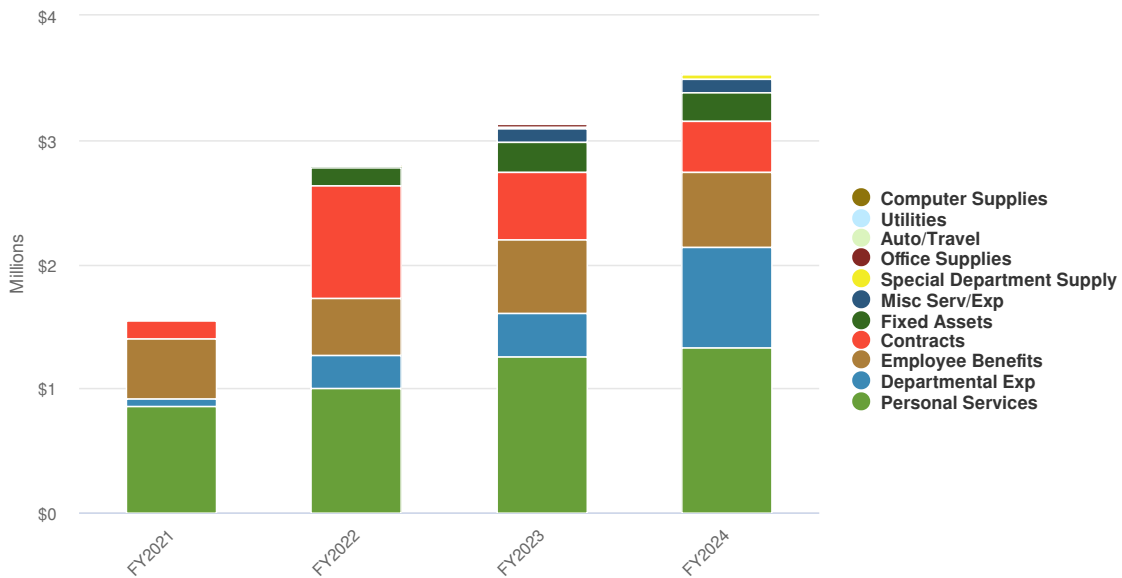
Heather Brown
Commissioner

The Sullivan County Division of Planning and Community Development is responsible for the creation of programs that foster orderly development and redevelopment of the County's physical infrastructure in a manner that conserves natural resources while providing economic opportunity for area residents. The Division of Planning also offers technical assistance to local municipalities and assists with the development of land use policies. Located in the historic Catskills Region, sixty miles northwest of New York City, Sullivan County is home to nearly 75,000 year-round residents and an additional 45,000 second-home owners.

Sullivan County's land area is 1,011 square miles and is composed of 15 towns, 6 villages, and more than 30 hamlets. Its physical environment ranges from historic urban centers to bucolic farming communities nestled within an unsurpassed open space network that includes: the Upper Delaware Scenic & Recreational River, Catskill Park, Basherkill Wetland, and Shawangunk Ridge.

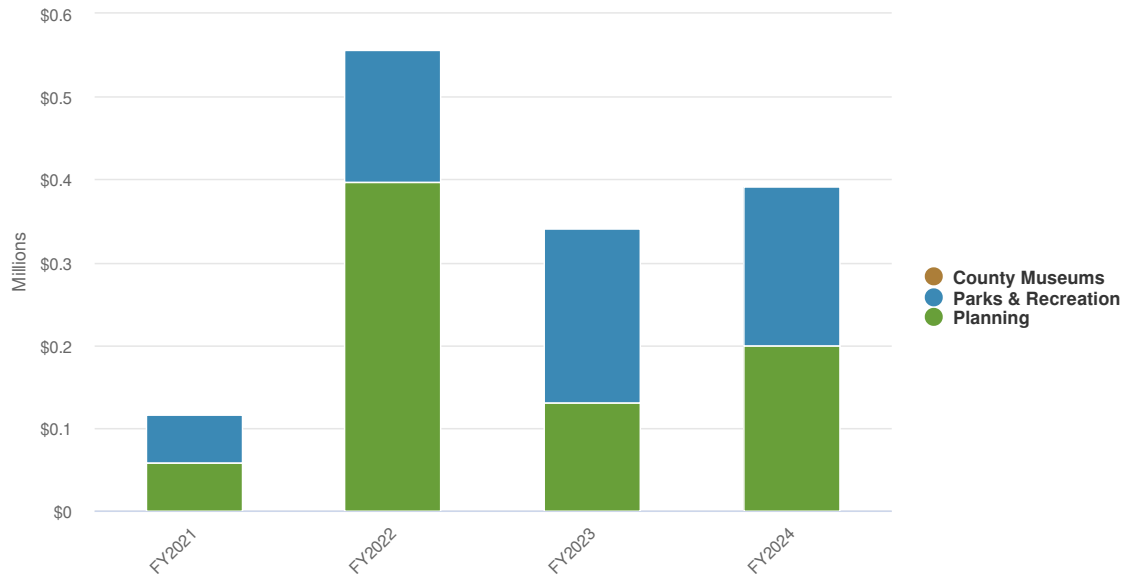
Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Revenue by Department

Budgeted and Historical 2024 Revenue by Department



Organizational Chart



Grants Administration

Arthur Hussey

Supervisor

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

The Department receives its funding from the County's general fund and is 100% County cost. It is not a mandated office. The budget for Grants Administration consists primarily of personal services and employee benefits (>95%), with a small amount of funding provided for office supplies, travel/county fleet chargebacks, postage, and printing.

Core Services

Functions of Grants Administration include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
GRANTS ADMINISTRATION	2	2	2
GRANT WRITER	1	1	1
GRANTS ADMINI SUPVR	1	1	1
Total	2	2	2

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Finance				
Grants Administration				
Personal Services	\$126,106	\$117,724	\$147,538	\$165,010
Auto/Travel		\$0	\$20	\$0
Office Supplies	\$2,366	\$239	\$2,464	\$1,335
Departmental Exp		\$0	\$51	\$0
Employee Benefits	\$96,636	\$71,815	\$92,337	\$76,461
Total Grants Administration:	\$225,108	\$189,778	\$242,410	\$242,806
Total Finance:	\$225,108	\$189,778	\$242,410	\$242,806
Total General Government:	\$225,108	\$189,778	\$242,410	\$242,806
Total Expenditures:	\$225,108	\$189,778	\$242,410	\$242,806

Strategies and Key Performance Indicators		
Strategy: Develop and implement an innovative grants compliance strategy.		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Identify compliance issues impacting efficacy of grant work.	Meeting held with DGA staff, Corporate Compliance, and OMB staff.	Before January 31, 2024
Assess current policies and protocols.	Establish plan to assess and innovate current grant-related policy, protocols, and administrative directives.	Before February 16, 2024
Implement actionable compliance-enhancement measures.	Development and distribution of plan (including policy/protocol) via Corporate Compliance Program modalities.	Before March 1, 2024
Strategy: Maximize County Government's capacity for acquisition and management of discretionary funding.		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Identify capacity issues impacting County's grant success.	Establish contact with Division/Department heads to assess ideas related to capacity, knowledge gaps, and practices.	Before March 15, 2024
Develop plan to address grant capacity concerns.	Review and troubleshoot articulated concerns with County Management and Corporate Compliance.	Before March 29, 2024
Identify County-wide funding priorities.	Top three funding priorities identified for each respective Division/Department.	Before December 31, 2024
Strategy: Implement comprehensive and replicable County-wide grants training modality.		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Authorize curriculum.	Training curriculum and Grants Best Practices/Manual authorized for use by County Legislature.	Before April 30, 2024
Identify target audience.	Personnel authorized to engage in grant-related work on behalf of County identified and enrolled in training module.	Before May 30, 2024
Provide Training.	Training provided to management, authorized personnel, and compliance with grant-related policy and protocol confirmed.	Between June 1- June 30, 2024 and ongoing.

Key Initiatives for 2023 and 2024

Strategy: Develop and implement an innovative grants compliance strategy.		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Identify compliance issues impacting efficacy of grant work.	Meeting held with DGA staff, Corporate Compliance, and OMB staff.	Before January 31, 2024
Assess current policies and protocols.	Establish plan to assess and innovate current grant-related policy, protocols, and administrative directives.	Before February 16, 2024
Implement actionable compliance-enhancement measures.	Development and distribution of plan (including policy/protocol) via Corporate Compliance Program modalities.	Before March 1, 2024
Annual Actions:		
1. Collaborate with Compliance Office to assess ongoing compliance-related issues.		Semi-annually
2. Revise grant-related policy/protocol as needed.		Annually or as necessary.
Strategy: Maximize County Government's capacity for acquisition and management of discretionary funding.		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Identify capacity issues impacting County's grant success.	Establish contact with Division/Department heads to assess ideas related to capacity, knowledge gaps, and practices.	Before March 15, 2024
Develop plan to address grant capacity concerns.	Review and troubleshoot articulated concerns with County Management and Corporate Compliance.	Before March 29, 2024
Identify County-wide funding priorities.	Top three funding priorities identified for each respective Division/Department.	Before December 31, 2024
Annual Actions:		
1. Collaborate with stakeholders to review issues related to capacity, knowledge gaps, and practices.		Annually
2. Collect data related to top three funding priorities for each respective Division/Department.		Annually
Strategy: Implement comprehensive and replicable County-wide grants training modality.		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Authorize curriculum.	Training curriculum and Grants Best Practices/Manual authorized for use by County Legislature.	Before April 30, 2024
Identify target audience.	Personnel authorized to engage in grant-related work on behalf of County identified and enrolled in training module.	Before May 30, 2024
Provide Training.	Training provided to management, authorized personnel, and compliance with grant-related policy and protocol confirmed.	Between June 1-June 30, 2024, and ongoing.
Annual Actions:		
1. Review curriculum content and assess efficacy of delivery.		Annually.
2. Update training modalities.		Annually or as necessary.

Office of Sustainable Energy

Heather Brown

Commissioner of Planning & Environmental Mgmt

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

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

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

Core Services

Functions of the Office of Sustainable Energy include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
OFFICE OF SUSTAINABLE ENERGY	2	1	1
DEP COMM PLANNING	1	0	0
SUSTAINABILITY ANALYST	1	1	1
Total	2	1	1

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Home and Community Service				
General Environment				
Office Of Sustainable Energy				
Personal Services	\$135,680	\$169,558	\$160,512	\$77,858
Contracts	\$0	\$0	\$25,000	\$200,000
Auto/Travel	\$394	\$530	\$1,625	\$2,450
Office Supplies	\$2,117	\$63	\$2,268	\$200
Departmental Exp	\$0	\$0	\$1,000	\$1,000
Employee Benefits	\$54,879	\$61,352	\$74,458	\$17,386
Total Office Of Sustainable Energy:	\$193,070	\$231,504	\$264,863	\$298,894
Total General Environment:	\$193,070	\$231,504	\$264,863	\$298,894
Total Home and Community Service:	\$193,070	\$231,504	\$264,863	\$298,894

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Total Expenditures:	\$193,070	\$231,504	\$264,863	\$298,894

Revenues by Source

Name	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source			
State Aid			
Home and Community Services	\$0	\$0	\$100,000
Total State Aid:	\$0	\$0	\$100,000
Total Revenue Source:	\$0	\$0	\$100,000

Strategies and Key Performance Indicators

Strategy: Manage ownership costs of buildings energy efficiency projects, and procurement of cost-effective renewable resources.

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Procure energy from renewable resources	Percent of electricity sourced from renewable resources	100%
Maintain county facilities to be energy efficient	Reduction of Site Energy Use Intensity (per square foot) of County facilities	75kBTU/square foot

Strategy: Maintain Sullivan County's status as a leader in environmental policy

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Continued participation in NYS Climate Smart Communities (CSC) Program	Implement actions identified in CSC program guidelines	Bronze level CSC Certification

Key Initiatives for 2024

Strategy: Maintain Sullivan County's benchmarking database to track performance of facilities

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Input and report all utility and fuel usage and costs	% utility and fuel usage reported and posted to the County website	100%

Annual Actions:

1. Continue to partner with Sullivan County Division of Public Works to improve facility energy performance

Strategy: Increased Community Outreach and Education

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Implement actions consistent with Sullivan County's Climate Smart Communities (CSC) pledge	Implement CSC action to establish a Countywide bicycle and pedestrian master plan	50% Plan Completion

Annual Actions:

1. Procure services of a professional firm to assist with creation of the plan
2. Establish an Advisory Committee to guide plan development
3. Host community outreach events to provide information and solicit input from community members

Park and Rec/Museums

Brian Scardefield

Director

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

This mission is to provide outdoor leisure areas, swimming (guarded beach), hiking, picnic grounds, boating, fishing, hunting, and roadside trash removal. The Department of Parks, Recreation and Beautification receives little outside funding. Some revenue is generated from admissions, pavilion rentals, and boat rentals at Lake Superior State Park. It is a non-mandated department. However, the County is currently under a 25-year lease agreement with the Palisades Interstate Parks Commission for the operation of Lake Superior State Park.

Sullivan County Museums receive little outside revenue and are not a mandated service.

Core Services

Functions of the Parks and Recreation department include:

- One state park operated under contract by the County, Lake Superior, four historical parks, including Stone Arch Bridge, Livingston Manor Covered Bridge, Minisink Battlegrounds, and the D & H Canal Linear Park. One park currently in development, located in the Town of Delaware.
- Beautification programs include roadside clean-up through the annual County-wide Litter Pluck and the summer Clean Team.
- The Sullivan County Department of Parks, Recreation and Beautification is also responsible for the operation of three museums: the Sullivan County Museum in Fallsburg, the D&H Canal Museum Interpretive Center at Lock 50 in Mamakating, and the Fort Delaware Museum of Colonial History in Tusten, which is currently operated through a lease agreement with The Delaware Company.
- The Sullivan County Museum provides space for the Sullivan County Historical Society and the Frederick A. Cook Society. It features exhibits of Sullivan County history.
- The D&H Canal Museum at Lock 50 is a seasonally staffed interpretive center.
- Fort Delaware Museum of Colonial History is a seasonally operated living history museum that provides visitors with real life demonstrations of colonial life.

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
P/R - LAKE SUPERIOR	3	3.6	3.6
ASST PARK & RECR TN DIR/LIFEGUARD	0.25	0.25	0.25
LABORER I	0.75	0.75	0.75
LIFEGUARD	1.25	1.25	1.25
LIFEGUARD PD	0	0.2	0.2
LIFEGUARD PT	0	0.2	0.2
PARK ENTRY ATTENDANT	0.5	0.5	0.5
PARK ENTRY ATTENDANT - PT	0	0.2	0.2
PARK MANAGER	0.25	0.25	0.25
P/R ADMIN	5.25	6.25	6.25
ASSISTANT RECREATION DIRECTOR	0	1	1
DIR PARKS REC & BEAUTI PROGS	1	1	1
GROUNDS MAINTENANCE WORKER I	1	1	1
GROUNDS MAINTENANCE WORKER II	2	2	2
LABORER I	0.25	0.25	0.25
STUDENT WORKER	1	1	1
P/R CNTY MUSEUM - D & H CANAL	0.5	0.5	0.5
SR VISITORS EXPERIENCE ASSOCIATE	0.25	0.25	0.25
VISITORS EXPERIENCE ASSOCIATE	0.25	0.25	0.25
P/R CNTY MUSEUM - SC MUSEUM	0.6	0.6	0.6
MUSEUM ATTENDANT	0.4	0.4	0.4
MUSUEM ATTENDANT PD	0.2	0.2	0.2
Total	9.35	10.95	10.95

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Culture and Recreation				
Recreation				
Parks & Recreation				
P/R - Admin				
Personal Services	\$191,778	\$215,003	\$276,328	\$352,765
Fixed Assets	\$0	\$0	\$20,000	\$0
Contracts	\$0	\$3,864	\$150,000	\$154,500
Auto/Travel	\$674	\$1,497	\$3,475	\$5,500
Office Supplies	\$2,352	\$2,169	\$5,650	\$5,050
Utilities	\$0	\$216	\$400	\$1,000
Special Department Supply	\$1,628	\$1,537	\$1,800	\$16,000
Misc Serv/Exp	\$1,217	\$1,189	\$4,300	\$2,960
Departmental Exp	\$6,427	\$6,698	\$38,625	\$42,902
Employee Benefits	\$93,408	\$87,451	\$132,100	\$171,128
Total P/R - Admin:	\$297,483	\$319,625	\$632,678	\$751,805
P/R Lake Superior Park				
Personal Services	\$66,393	\$52,795	\$109,840	\$129,072
Fixed Assets	\$0	\$0	\$69,000	\$100,000
Contracts	\$1,000	\$1,000	\$6,000	\$0
Auto/Travel	\$0	\$284	\$200	\$200
Office Supplies	\$50	\$341	\$1,200	\$1,700

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Utilities	\$0	\$0	\$100	\$1,000
Special Department Supply	\$2,287	\$3,007	\$10,512	\$12,900
Misc Serv/Exp	\$761	\$1,027	\$4,300	\$3,300
Departmental Exp	\$817	\$1,160	\$14,586	\$12,000
Employee Benefits	\$9,942	\$8,795	\$24,844	\$28,787
Total P/R Lake Superior Park:	\$81,250	\$68,409	\$240,582	\$288,959
P/R D&H Canal Linear Park				
Special Department Supply	\$123	\$1,548	\$1,700	\$2,200
Departmental Exp	\$1,354	\$240	\$6,500	\$6,000
Total P/R D&H Canal Linear Park:	\$1,477	\$1,788	\$8,200	\$8,200
P/R Stone Arch Bridge				
Special Department Supply	\$207	\$154	\$450	\$700
Departmental Exp	\$2,864	\$257	\$3,000	\$3,000
Total P/R Stone Arch Bridge:	\$3,071	\$412	\$3,450	\$3,700
P/R Minisink Battle Ground				
Special Department Supply	\$0	\$87	\$200	\$700
Departmental Exp	\$1,347	\$424	\$3,000	\$1,500
Total P/R Minisink Battle Ground:	\$1,347	\$511	\$3,200	\$2,200
P/R Livingston Manor Covered Br				
Special Department Supply	\$173	\$487	\$200	\$200
Departmental Exp	\$0	\$110	\$7,000	\$5,500
Total P/R Livingston Manor Covered Br:	\$173	\$597	\$7,200	\$5,700
P/R Callicoon Park				
Fixed Assets	\$0	\$151,302	\$137,268	\$125,000
Contracts		\$0	\$87,732	\$0
Utilities	\$0	\$330	\$625	\$800
Special Department Supply	\$0	\$3,722	\$1,000	\$750
Departmental Exp	\$0	\$0	\$39,575	\$40,300
Total P/R Callicoon Park:	\$0	\$155,353	\$266,200	\$166,850
Total Parks & Recreation:	\$384,800	\$546,694	\$1,161,510	\$1,227,414
Total Recreation:	\$384,800	\$546,694	\$1,161,510	\$1,227,414
Culture				
County Museums				
SC Museum				
Personal Services	\$14,046	\$29,015	\$34,495	\$33,917
Office Supplies	\$0	\$0	\$100	\$100
Special Department Supply	\$145	\$200	\$500	\$2,500

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Departmental Exp	\$316	\$128	\$250	\$500
Employee Benefits	\$2,799	\$3,777	\$8,059	\$7,766
Total SC Museum:	\$17,306	\$33,119	\$43,404	\$44,783
D & H Canal Museum				
Personal Services	\$1,840	\$4,668	\$10,838	\$11,700
Office Supplies	\$0	\$11	\$300	\$600
Special Department Supply	\$92	\$270	\$800	\$3,600
Misc Serv/Exp	\$0	\$0	\$200	\$200
Departmental Exp	\$166	\$82	\$2,800	\$3,050
Employee Benefits	\$163	\$492	\$2,628	\$2,631
Total D & H Canal Museum:	\$2,261	\$5,522	\$17,566	\$21,781
Total County Museums:	\$19,567	\$38,642	\$60,970	\$66,564
Historic Prop Fort Delaware				
Office Supplies	\$80			
Special Department Supply	\$128	\$179	\$800	\$3,400
Departmental Exp	\$0	\$60	\$1,000	\$500
Employee Benefits	\$889	\$15	\$0	\$0
Total Historic Prop Fort Delaware:	\$1,097	\$254	\$1,800	\$3,900
Total Culture:	\$20,664	\$38,896	\$62,770	\$70,464
Total Culture and Recreation:	\$405,464	\$585,589	\$1,224,280	\$1,297,878
Total Expenditures:	\$405,464	\$585,589	\$1,224,280	\$1,297,878

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Culture and Recreation Income	\$58,306	\$52,004	\$60,150	\$62,050
Misc	\$0	\$177	\$300	\$300
Total Income:	\$58,306	\$52,181	\$60,450	\$62,350
State Aid				
General Government	\$0	\$106,951	\$150,000	\$129,500
Total State Aid:	\$0	\$106,951	\$150,000	\$129,500
Total Revenue Source:	\$58,306	\$159,132	\$210,450	\$191,850

2024 Strategies and Key Initiatives

Strategies and Key Performance Indicators		
Strategy: Planning of County Parks		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Park & Recreation Master Plan development	Completion of a Sullivan County Park & Recreation Master Plan	100%
Strategy: Lake Superior State Park Beach - Preventing closures through staff recruitment and algae bloom prevention		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Total days beach area is open	Track days open/closed compared to prior year	Open daily mid June - Labor Day
Key Initiatives for 2024		
Strategy: County Park Trail Development/Trail Rehabilitation		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Trail developed/rehabilitated	Distance of trail developed/rehabilitated throughout the County Parks	2 miles
Annual Actions:		
<ol style="list-style-type: none"> 1. Assess the amount of trails though out the County Park System 2. Assess current trail conditions 		
Strategy: Callicoon Park Property Development		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Parking lot development	Completion of parking area	100%
Park Clean-up	Building Demolition/Flood Debris Clean-up	100%
Annual Actions:		
<ol style="list-style-type: none"> 1. Development of site amenities 2. Asses site clean-up 		

Planning and Community Development

Heather Brown

Commissioner of Planning & Environmental Mgmt

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

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

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

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

Core Services

Functions of the Department of Planning and Community Development include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
PLANNING - MAIN UNIT	7.9	7.9	7.9
ACCOUNT CLERK	0.5	0.5	0.5
CHIEF PLANNER	1	1	1
COMM OF PLANNING & ENVIR MGT	1	1	1
CONFIDENTIAL SECR TO PLANNING	1	1	1
COUNTY HISTORIAN	0.2	0.2	0.2
DIRECTOR OF PLANNING	1	1	1
PLANNER	1	1	1
RESEARCH ANALYST	1	1	1
SENIOR PLANNER	1	1	1
STUDENT INTERN	0.2	0.2	0.2
Total	7.9	7.9	7.9

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Home and Community Service				
General Environment				
Planning				
Plng - Main Unit				
Personal Services	\$321,348	\$413,466	\$520,671	\$556,567
Contracts	\$147,119	\$895,664	\$703,692	\$52,500
Auto/Travel	\$280	\$3,051	\$1,590	\$3,500
Office Supplies	\$3,857	\$1,650	\$4,720	\$6,550
Computer Supplies	\$410	\$741	\$1,073	\$1,700
Utilities	\$480	\$480	\$500	\$0
Special Department Supply	\$0	\$0	\$200	\$200
Misc Serv/Exp	\$4,400	\$0	\$100,000	\$100,000
Departmental Exp	\$47,615	\$256,468	\$280,256	\$690,750
Employee Benefits	\$222,111	\$226,779	\$295,395	\$311,106
Total Plng - Main Unit:	\$747,619	\$1,798,300	\$1,908,097	\$1,722,873
Total Planning:	\$747,619	\$1,798,300	\$1,908,097	\$1,722,873
Total General Environment:	\$747,619	\$1,798,300	\$1,908,097	\$1,722,873
Total Home and Community Service:	\$747,619	\$1,798,300	\$1,908,097	\$1,722,873
Total Expenditures:	\$747,619	\$1,798,300	\$1,908,097	\$1,722,873

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Home and Community Services Income	\$0	\$6,702	\$0	\$0
Total Income:	\$0	\$6,702	\$0	\$0
State Aid				
Home and Community Services	-\$9,087	\$87,100	\$83,000	\$200,000
Total State Aid:	-\$9,087	\$87,100	\$83,000	\$200,000
Federal Aid				
General Government	\$0	\$301,772	\$191,729	\$0
Home and Community Services	\$66,248	\$1,624	\$5,778	\$0
Total Federal Aid:	\$66,248	\$303,395	\$197,507	\$0
Total Revenue Source:	\$57,161	\$397,198	\$280,507	\$200,000

Strategies and Key Performance Indicators

Strategy: Enhance Sullivan County's communities through development of a robust trail network

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Complete the O&W Rail Trail	Miles of trail completed	50 miles
Leverage benefits of available trails to enhance Sullivan County's tourism industry	Completion of Trail Town assessments	Assessments completed for all villages and hamlets along the O&W Rail Trail

Strategy: Protect Sullivan County's water resources

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Identify areas to be protected to ensure water quality is improved and maintained	Completion of Watershed Studies	Studies performed for each local watershed in Sullivan County
Ensure adequate municipal infrastructure is in place to support development	Collect data for existing municipal water and wastewater infrastructure to be used in guiding future development and targeting areas for infrastructure improvements	Water and wastewater data collected and mapped for 21 municipalities
Advocate for State and Federal funding for private water infrastructure	Support Sullivan County communities in collecting critical water quality data	10 communities participating

Key Initiatives for 2024

Strategy: Continue progress toward completion of the O&W Rail Trail

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Provide design and engineering support to municipal O&W Rail Trail projects	Miles of trail for which design and engineering is completed	7 miles
Completion of Trail Town Assessments	Number of communities for which trail town assessments are completed	2 communities

Annual Actions:

- Design documents completed for Liberty/Parksville, Fallsburg/Neversink Crossing, Rockland/Rotary Park
- Assess 2 communities and identify potential business and services to pursue which could benefit from trail traffic

Strategy: Implement strategies to protect Sullivan County's water resources

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Watershed Management Plans	Complete the Neversink Watershed Management Plan	100% Plan Completion
Water and Wastewater Infrastructure Assessment	Initiate study to gather data, assess capacity, and map municipal water and wastewater infrastructure	100% Plan Completion
Support Sullivan County communities in collecting critical water quality data	Communities assisted with water quality testing	Assistance provided to 3 communities

Annual Actions:

- Final NWMP drafted and adopted by participating municipalities
- Map of existing municipal water and wastewater infrastructure produced
- Community Water Quality Monitoring Assistance program established

Division of Public Safety

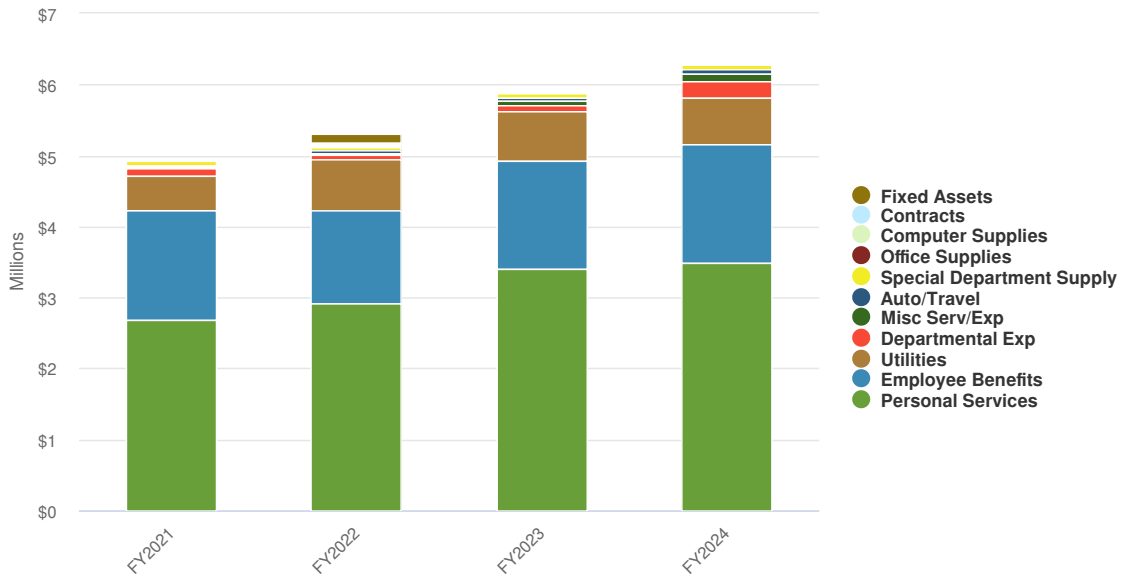
Scott Schulte
Commissioner

The Division of Public Safety is charged with ensuring the safety and security of the citizens and government of Sullivan County, and oversees the following departments:

- Office of Emergency Management/Homeland Security [🔗](#)
- Bureau of Fire [🔗](#)
- Bureau of Emergency Medical Services (EMS) [🔗](#)
- 911 Center [🔗](#)
- Animal Control [🔗](#)

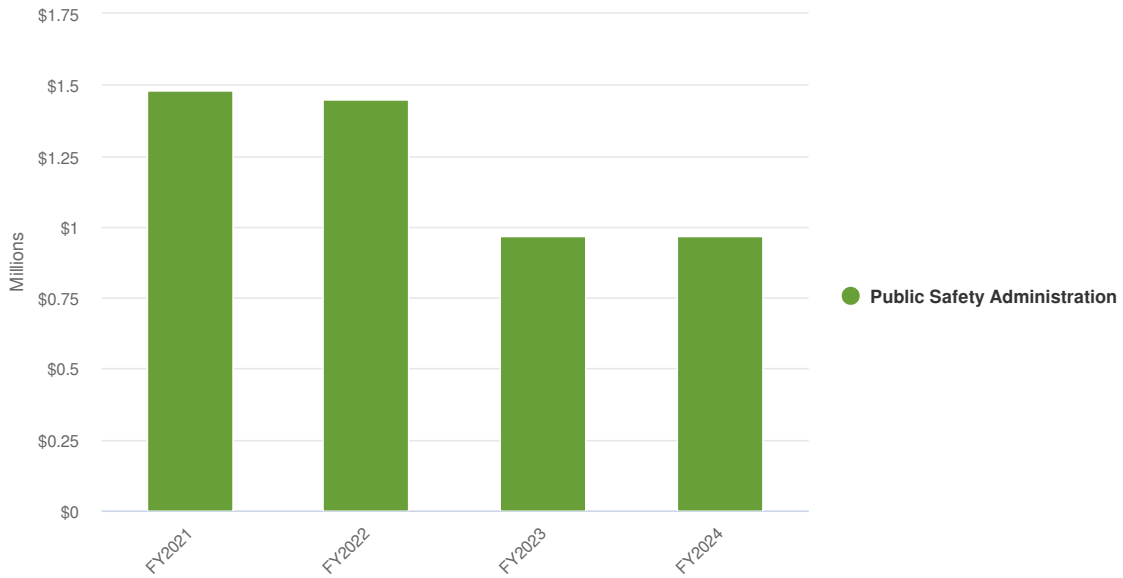
Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type

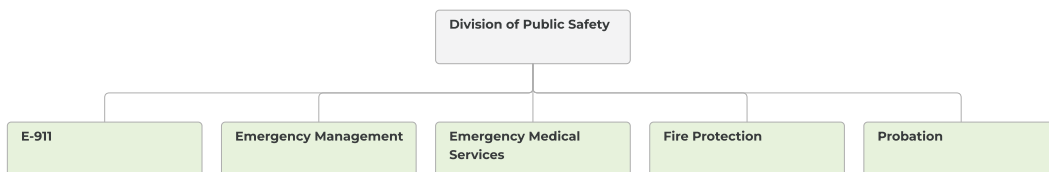


Revenue by Department

Budgeted and Historical 2024 Revenue by Department



Organizational Chart



Strategies and Key Performance Indicators

Strategies and Key Performance Indicators

Strategy: Improve collaboration & training among EMS Agencies

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
County-hosted training for EMS providers	Total County-hosted trainings 2024	4
EMS participant satisfaction	Attendee satisfaction of these County-hosted trainings	75%

Strategy: Ensure preparedness for emergency situations

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Number of emergency drills	Total number of County emergency drills	3
Number of emergency planning exercises	Total number of planning exercises	3

Key Initiatives for 2024

Strategy: Increase assistance with recruitment of Fire & EMS volunteers

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Number of new EMS recruits	Count of new recruits	5
Number of new firefighter recruits	Count of new recruits	10

Annual Actions:

1. Increase recruitment efforts and develop new strategies for recruitment
2. Work with volunteer fire and EMS provider to recruit and retain volunteers
3. Develop a youth explorer program

Strategy: Update emergency management plan and conduct trainings

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Participant satisfaction with emergency trainings	Percent of participants who are satisfied with emergency training	66%
Establish regular meetings of the STAC	Total recurring meetings per year (min.)	4

Annual Actions:

1. Review and update the Hazard Mitigation Plan
2. Review the Sullivan County Comprehensive Emergency Management Plan
3. Review and update the CEPA assessment
4. Review and update the Domestic Terrorism Prevention Plan

Strategy: Review and recommend enhancements to building security

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Review building security	Percent of buildings analyzed	100%

Annual Actions:

1. Review building security posture and make recommendations to management concerning improved security needs.

Strategy: Improve emergency communications coverage

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Provide additional equipment and/or tower locations to improve coverage	Additional tower sites on air	1

Annual Actions:

1. Procure and deploy new emergency communications equipment to improve communications
2. Analyze and recommend new tower locations/construction

Animal Control

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

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

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Public Safety				
Animal Control				
Animal Control				
Contracts	\$60,000	\$45,000	\$60,000	\$60,000
Departmental Exp		\$0	\$0	\$45,000
Total Animal Control:	\$60,000	\$45,000	\$60,000	\$105,000
Total Animal Control:	\$60,000	\$45,000	\$60,000	\$105,000
Total Public Safety:	\$60,000	\$45,000	\$60,000	\$105,000
Total Expenditures:	\$60,000	\$45,000	\$60,000	\$105,000

Fire Protection

John Hauschild
Dep Comm of Public Safety

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

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

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

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
FIRE PROTECTION	3.2	3	3
CHIEF DEP FIRE COORDINATOR	0	0.2	0.2
CHIEF FIRE INVESTIGATOR	0	0.2	0.2
DEP FIRE COORD	1	0.8	0.8
DEP FIRE COORD PT	0.2	0.2	0.2
FIRE COORD	0.2	0	0
FIRE INVESTIGATOR	1.6	1.4	1.4
TYPIST	0.2	0.2	0.2
Total	3.2	3	3

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Public Safety				
Fire Protection and Control				
Fire Protection				
Personal Services	\$58,880	\$60,389	\$98,289	\$100,500
Auto/Travel	\$5,888	\$7,301	\$10,900	\$9,900
Office Supplies	\$991	\$955	\$4,442	\$3,800
Utilities	\$4,217	\$3,882	\$4,500	\$8,232
Special Department Supply	\$50	\$1,563	\$6,972	\$5,000
Misc Serv/Exp	\$420	\$5,032	\$5,500	\$7,000
Departmental Exp	\$347	\$210	\$7,036	\$8,500
Employee Benefits	\$12,285	\$53,865	\$24,083	\$23,651
Total Fire Protection:	\$83,078	\$133,197	\$161,722	\$166,583
Total Fire Protection and Control:	\$83,078	\$133,197	\$161,722	\$166,583
Total Public Safety:	\$83,078	\$133,197	\$161,722	\$166,583
Total Expenditures:	\$83,078	\$133,197	\$161,722	\$166,583

Probation

Pennie Huber
Probation Director

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

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

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

Core Services

Functions of the Sullivan County Probation Department include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
PROBATION - ATI	1	1	1
PROBATION OFFICER	1	1	1
PROBATION - MAIN UNIT	26	27	26
ACCOUNT CLERK/DATABASE	1	1	1
CLERK	1	1	1
DEPUTY PROBATION DIRECTOR	1	1	1
FULL CHARGE BOOKKEEPER	1	1	1
PROBATION ASSISTANT	0	1	1
PROBATION DIR B	1	1	1
PROBATION OFFICER	9	9	8
PROBATION OFFICER TRAINEE	5	5	5
PROBATION SPVR	2	2	2
SR PROBATION OFFICER	4	4	4
TYPIST	1	1	1
PROBATION - PRE TRIAL	2	2	2
PROBATION OFFICER	1	1	1
SR PROBATION OFFICER	1	1	1
Total	29	30	29

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Public Safety				
Law Enforcement				
Probation				
Prob - Main Unit				
Personal Services	\$1,358,601	\$1,510,600	\$1,668,280	\$1,579,287
Contracts	\$0	\$0	\$500	\$500
Auto/Travel	\$4,805	\$9,152	\$23,000	\$22,500
Office Supplies	\$6,019	\$4,778	\$10,500	\$9,500
Computer Supplies	\$0	\$0	\$1,000	\$1,500
Utilities	\$1,725	\$1,449	\$3,000	\$3,000
Special Department Supply	\$10,469	\$24,260	\$46,632	\$34,000
Misc Serv/Exp	\$7,460	\$8,192	\$12,600	\$15,100
Departmental Exp	\$23,603	\$24,677	\$33,792	\$33,148
Employee Benefits	\$833,777	\$700,690	\$824,362	\$767,373
Total Prob - Main Unit:	\$2,246,459	\$2,283,797	\$2,623,666	\$2,465,908
Prob- Alternatives To Incarcer				
Personal Services	\$69,331	\$66,404	\$70,534	\$73,158
Auto/Travel	\$130	\$0	\$2,100	\$2,600
Office Supplies	\$286	\$450	\$250	\$250
Misc Serv/Exp	\$580	\$500	\$700	\$900
Departmental Exp	\$741	\$820	\$1,000	\$900
Employee Benefits	\$28,622	\$21,409	\$27,893	\$29,604
Total Prob- Alternatives To Incarcer:	\$99,691	\$89,583	\$102,477	\$107,412
Prob - Pre Trial Release				
Personal Services	\$134,817	\$145,973	\$152,934	\$156,601
Auto/Travel	\$130	\$0	\$20,475	\$5,000
Office Supplies		\$0	\$12,000	\$250
Computer Supplies		\$0	\$50,210	\$0
Utilities	\$0	\$878	\$3,000	\$3,000
Special Department Supply		\$0	\$55,768	\$0
Misc Serv/Exp	\$1,000	\$1,000	\$33,095	\$1,400
Departmental Exp	\$0	\$100	\$375	\$200
Employee Benefits	\$51,077	\$44,272	\$38,825	\$50,900
Total Prob - Pre Trial Release:	\$187,024	\$192,222	\$366,682	\$217,351
Total Probation:	\$2,533,173	\$2,565,602	\$3,092,825	\$2,790,671
Total Law Enforcement:	\$2,533,173	\$2,565,602	\$3,092,825	\$2,790,671
Total Public Safety:	\$2,533,173	\$2,565,602	\$3,092,825	\$2,790,671
Total Expenditures:	\$2,533,173	\$2,565,602	\$3,092,825	\$2,790,671

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Public Safety Income	\$131,895	\$100,165	\$99,600	\$91,100
Total Income:	\$131,895	\$100,165	\$99,600	\$91,100
State Aid				
Public Safety	\$219,291	\$232,186	\$397,554	\$228,831
Social Services	\$26,142	\$14,619	\$16,000	\$16,000
Total State Aid:	\$245,433	\$246,805	\$413,554	\$244,831
Federal Aid				
Public Safety	\$3,192	\$11,309	\$11,129	\$11,129
Total Federal Aid:	\$3,192	\$11,309	\$11,129	\$11,129
Total Revenue Source:	\$380,520	\$358,279	\$524,283	\$347,060

Strategies and Key Performance Indicators		
Strategy: Collect maximum Court ordered restitution		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
2024 fees collected	Collection of \$45,000	100%
Strategy: Provide complete and comprehensive reports for investigations performed within department, to presiding Courts		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
2024 PSI's		130
2024 PDI's		8
Strategy: Supervise offenders sentenced to Release Under Supervision Conditional Discharge and Probation		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
2024 Probationers		365
2024 Conditional Discharge with IID		75
2024 JD/PINS		5
RUS (PTR)		68

Public Defense

Lynda Levine
Admin of Assigned Counsel

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

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

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

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
PUBLIC DEFENSE	1	1	1
ADMIN OF ASSIGNED COUNSEL	1	1	1
Total	1	1	1

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Judicial				
Public Defense				
Personal Services	\$98,701	\$114,681	\$105,409	\$114,378
Contracts	\$2,238,732	\$2,111,017	\$2,505,002	\$2,781,676
Auto/Travel	\$125	\$125	\$2,000	\$1,000
Office Supplies	\$334	\$76	\$900	\$700
Computer Supplies	\$0	\$0	\$7,000	\$2,000
Departmental Exp	\$436,671	\$370,625	\$476,000	\$539,700
Employee Benefits	\$41,105	\$47,472	\$40,360	\$42,555
Total Public Defense:	\$2,815,669	\$2,643,996	\$3,136,671	\$3,482,009
Total Judicial:	\$2,815,669	\$2,643,996	\$3,136,671	\$3,482,009
Total General Government:	\$2,815,669	\$2,643,996	\$3,136,671	\$3,482,009
Total Expenditures:	\$2,815,669	\$2,643,996	\$3,136,671	\$3,482,009

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
State Aid				
General Government	\$1,160,603	\$1,338,678	\$1,712,142	\$2,049,541
Total State Aid:	\$1,160,603	\$1,338,678	\$1,712,142	\$2,049,541
Total Revenue Source:	\$1,160,603	\$1,338,678	\$1,712,142	\$2,049,541

Strategies, Performance Indicators and Initiatives

Strategies and Key Performance Indicators		
Strategy: Provide for Counsel at First Appearance in all criminal matters in Sullivan County		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Continue to Develop Arraignment Panel of Attorneys	currently there are 5 attorneys on the Panel. The Administrator has had to join the panel making the total available attorneys 6. I have an open RFP seeking continuous recruitment of attorneys to join the panel. While I will attempt to recruit additional attorneys, it appears that there may need for a different solution such as the creation of a Centralized Arraignment Part.	10 attorneys or the creation of a Centralized Arraignment Part
Analyze arraignment data by type of top charge and arraignment outcome	Analyze arraignment outcomes by type of crime: Violent Felony; other felony; misdemeanor and violations; etc.	Compliance with Bail Reform
Strategy: Provide Quality Legal Representation to Indigent Defendants in Criminal Cases and Indigent Parents in Family Court Proceedings		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Seek grant funding to improve the quality of mandated indigent legal representation	This Office works together with the institutional providers; i.e. Sullivan Legal Aid Panel and Sullivan County Conflict Legal Aid and private attorneys on the 18B panel to provide them with funding to improve legal services and entice experienced private attorneys to accept 18B assignments	Apply for all opportunities for funding from the State of New York
Key Initiatives for 2024		
Strategy: Improve quality of Legal Representation to Indigent Defendants in Criminal Matter and Indigent Parent in Family Court Proceedings		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Adoption of a formal Assigned Counsel Program Plan	Development of a formal written Assigned Counsel Program Plan including qualifications; training; and other programs to enhance the quality of legal representation of indigent persons in Sullivan County.	Formal adoption by Resolution of the Sullivan County Legislature in the first half of 2024.
Annual Actions: Preparation of Annual Reports to the State of New York Office of Indigent Legal Services		

Public Safety Administration

Scott Schulte
Commissioner

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

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

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

Core Services

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

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
PUBLIC SAFETY ADMIN	4.2	5.2	4.2
COM PUBLIC SAFETY	1	1	1
CONF SEC TO COMM OF PUB SAFETY	1	1	1
DEPUTY COMM OF PUBLIC SAFETY	1	1	1
EMERG SVCS TRN CTR FACILITATOR	0.2	0.2	0.2
EMERG SVCS TRNG CTR COORD	1	1	1
EXERCISE PLANNING COORDINATOR	0	1	0
Total	4.2	5.2	4.2

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Public Safety				
Public Safety Administration				
Public Safety Administration				
Personal Services	\$142,927	\$134,453	\$255,419	\$367,808

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Fixed Assets	\$0	\$132,898	\$0	\$0
Auto/Travel	\$15,968	\$17,567	\$20,708	\$26,000
Office Supplies	\$3,311	\$2,189	\$5,895	\$8,920
Computer Supplies	\$0	\$24,094	\$2,509	\$250
Utilities	\$763	\$702	\$24,497	\$1,200
Special Department Supply	\$46,831	\$11,356	\$44,882	\$21,850
Misc Serv/Exp	\$203	\$2,241	\$9,601	\$16,083
Departmental Exp	\$55,572	\$16,421	\$12,750	\$17,100
Employee Benefits	\$48,735	\$45,029	\$102,702	\$147,856
Contracts		\$28,498	\$0	\$0
Total Public Safety Administration:	\$314,309	\$415,448	\$478,963	\$607,067
Total Public Safety Administration:	\$314,309	\$415,448	\$478,963	\$607,067
Total Public Safety:	\$314,309	\$415,448	\$478,963	\$607,067
Total Expenditures:	\$314,309	\$415,448	\$478,963	\$607,067

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
General Government Income	\$1,785			
Total Income:	\$1,785			
Federal Aid				
Public Safety	\$92,143	\$231,550	\$75,728	\$32,678
Total Federal Aid:	\$92,143	\$231,550	\$75,728	\$32,678
Total Revenue Source:	\$93,928	\$231,550	\$75,728	\$32,678

Public Safety Communications E911

Alex Rau
E911 Coordinator

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

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

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

Core Services

Functions of Sullivan County E-911 Communications include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
PUBLIC SAFETY COMM E911	18.9	18.9	18.9
ADMINISTRATIVE ASSISTANT	1	1	1
CHIEF EMERGENCY SVCS DISPATCHER	1	1	1
E-911 COORD	1	1	1
EMERG SVCS DISPATCHER	11.7	11.7	11.7
EMERG SVCS DISPATCHER PD	0.2	0.2	0.2
SR EMERG SVCS DISPATCHER	4	4	4
Total	18.9	18.9	18.9

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Public Safety				
Public Safety Administration				
Public Safety Communication E911				
Personal Services	\$918,529	\$994,797	\$1,170,691	\$1,212,695
Contracts	\$21,306			
Auto/Travel	\$423	\$195	\$1,650	\$1,650
Office Supplies	\$2,659	\$7,915	\$3,318	\$3,318
Utilities	\$486,251	\$704,648	\$1,982,995	\$630,081
Special Department Supply	\$798	\$2,920	\$5,600	\$6,100

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Misc Serv/Exp	\$16,206	\$18,526	\$21,525	\$53,740
Departmental Exp	\$13,261	\$18,919	\$39,686	\$177,150
Employee Benefits	\$568,384	\$455,266	\$589,110	\$658,326
Total Public Safety Communication E911:	\$2,027,817	\$2,203,187	\$3,814,575	\$2,743,060
Total Public Safety Administration:	\$2,027,817	\$2,203,187	\$3,814,575	\$2,743,060
Total Public Safety:	\$2,027,817	\$2,203,187	\$3,814,575	\$2,743,060
Total Expenditures:	\$2,027,817	\$2,203,187	\$3,814,575	\$2,743,060

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Non Property Taxes	\$370,706	\$353,117	\$355,000	\$355,000
Use of Money and Property	\$49,082	\$65,104	\$75,466	\$77,056
Total Income:	\$419,789	\$418,221	\$430,466	\$432,056
State Aid				
Public Safety	\$965,852	\$798,573	\$785,000	\$505,000
Total State Aid:	\$965,852	\$798,573	\$785,000	\$505,000
Total Revenue Source:	\$1,385,641	\$1,216,794	\$1,215,466	\$937,056

Public Safety Administration - EMS

Alex Rau
EMS Coordinator

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

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

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

Core Services

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

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
PUBLIC SAFETY ADMIN - EMERG MED	0.6	0.6	0.6
DEPUTY EMS COORDINATOR	0.4	0.4	0.4
EMS COORDINATOR	0.2	0.2	0.2
Total	0.6	0.6	0.6

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Public Safety				
Public Safety Administration				
Public Safety Administration				
Emergency Medical Svc				
Personal Services	\$13,000	\$12,808	\$17,000	\$17,000
Auto/Travel	\$0	\$513	\$1,150	\$1,150
Office Supplies		\$147	\$54	\$100
Special Department Supply	\$0	\$0	\$500	\$500
Misc Serv/Exp	\$203	\$2,241	\$8,601	\$6,500
Departmental Exp	\$49,950	\$0	\$0	\$5,000
Employee Benefits	\$488	\$438	\$4,019	\$4,028
Total Emergency Medical Svc:	\$63,641	\$16,147	\$31,324	\$34,278
Total Public Safety Administration:	\$63,641	\$16,147	\$31,324	\$34,278

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Total Public Safety Administration:	\$63,641	\$16,147	\$31,324	\$34,278
Total Public Safety:	\$63,641	\$16,147	\$31,324	\$34,278
Total Expenditures:	\$63,641	\$16,147	\$31,324	\$34,278

Safety Inspection/ Electrical Licensing

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

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

Core Services

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

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

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Public Safety				
Other Public Safety				
Safety Inspection - Elec Licen				
Personal Services	\$5,000	\$0	\$5,000	\$10,000
Contracts	\$0	\$0	\$5,000	\$5,000
Office Supplies	\$1,121	\$1,796	\$1,750	\$1,750
Employee Benefits	\$129			
Total Safety Inspection - Elec Licen:	\$6,250	\$1,796	\$11,750	\$16,750
Total Other Public Safety:	\$6,250	\$1,796	\$11,750	\$16,750
Total Public Safety:	\$6,250	\$1,796	\$11,750	\$16,750
Total Expenditures:	\$6,250	\$1,796	\$11,750	\$16,750

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Licenses and Permits	\$53,200	\$56,680	\$50,000	\$50,000
Total Income:	\$53,200	\$56,680	\$50,000	\$50,000
Total Revenue Source:	\$53,200	\$56,680	\$50,000	\$50,000

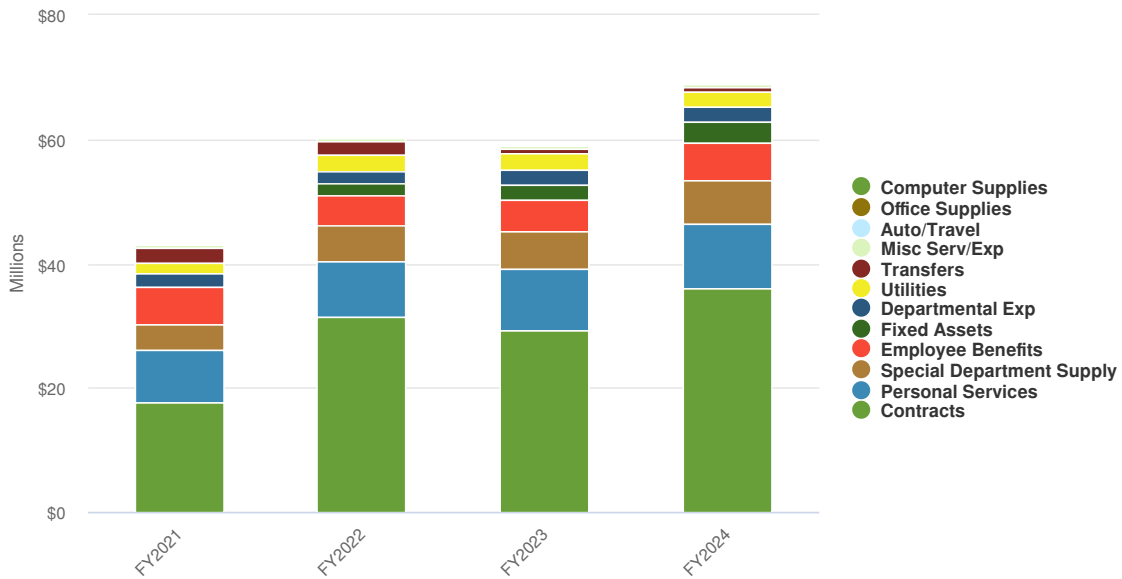
Division of Public Works

Ed McAndrew
Commissioner

The Sullivan County Division of Public Works and Solid Waste provides a wide range of essential services to county residents and visitors. More than 200 dedicated staff in the division's fifteen (15) departments work designing, maintaining and repairing roads and bridges, plowing snow, operating and maintaining county buildings and parks as well as fueling, maintaining and repairing the County's vehicle fleet. The division also operates the Sullivan County Sanitary Landfill, transfer stations, recycling program and sponsors County cleanup initiatives. The Division maintains and operates the Sullivan County International Airport and provides Weights and Measures services to insure sale quantity accuracy within the County. Through these challenging tasks, the dedicated professionals in the Division of Public Works are proud to play an essential role in making Sullivan County a great place to live, work, and play.

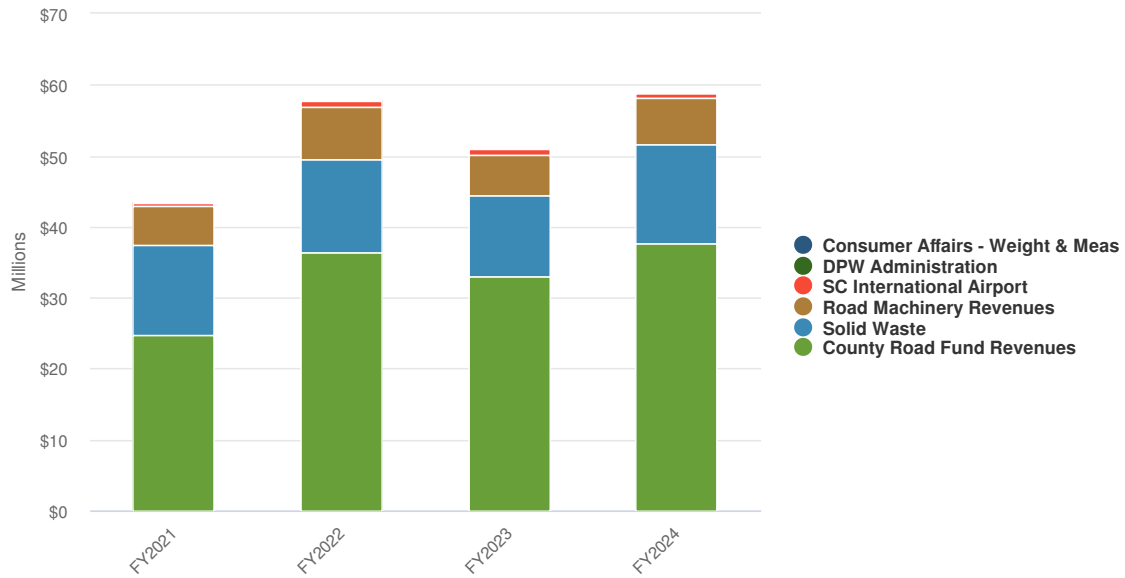
Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type

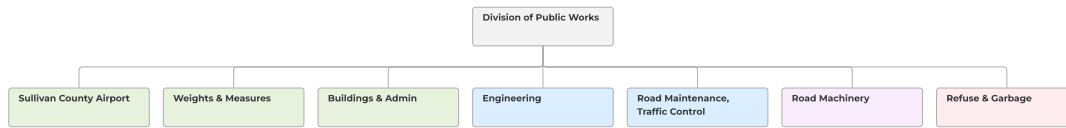


Revenue by Department

Budgeted and Historical 2024 Revenue by Department



Organizational Chart



Strategies and Key Performance Indicators

Strategy: Value employees as our most important resources

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Employee Motivation and Satisfaction	Percentage of employees motivated and satisfied to work for SC	Not Measured
Employee Development	Percentage of SC employees who feel supported in their professional development	Not Measured

Strategy: Focus on customer satisfaction and priority in the design of the efficient delivery of County Services

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Customer Satisfaction	Percentage of County customers satisfied with services provided	Not Measured

Key Initiatives for 2024

Strategy: Talent Management

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
2 year Retention Rate	% of employee who remain employed for at least 24 consecutive months	Currently 77%
Days to fill positions	Average number of days from job posting to candidate offer and acceptance	Varies LI ± 1.5 months Engineering Aide + 1 year

Annual Actions:

1. Review and make recommendations to update the management handbook
2. Identify opportunities to enhance employee training
3. Implement telework program for employees
4. Implement flexible work schedules where possible

Strategy: Increased Community Outreach and Education

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Number of Community Forums/Town Hall Events		varies, mostly the Recycling Coordinator outreach programs
Number of Community Surveys		not measured

Annual Actions:

1. Develop a communication calendar for residents

At all transfer stations and on the County website the holiday schedule and hours of operation for each station are posted. The DPW work program is posted on the County website detailing construction projects

County Road Fund

Ed McAndrew
Commissioner

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

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

Sign Shop/Traffic Control:

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

Engineering:

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

Road and Bridge Maintenance:

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

Snow and Ice Removal:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
DPW ROAD MAINTENANCE	52	55	54
BRIDGE CARPENTER	2	3	3
BRIDGE MAINTAINER I	1	2	1
BRIDGE MAINTAINER II	2	2	2
CONSTRUCTION EQUIPMENT OP I	12	12	12
CONSTRUCTION EQUIPMENT OP II	3	3	3
CONSTRUCTION EQUIPMENT OP III	1	1	1
GENERAL CONSTRUCTION SUPERVISOR	2	2	2
HYDRA EXCA EQUIPMENT OPERATOR	3	3	3
LABORER I	6	6	6
LABORER II	4	4	4
MOTOR EQUIPMENT OPERATOR	9	9	9
ROAD MAINTENANCE SUPERINTENDENT	1	1	1
ROAD MAINTENANCE SUPERVISOR	5	5	5
WELDER I	0	1	1
WELDER II	1	1	1
Total	52	55	54

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Public Safety				
Traffic control				
Traffic Control				
Personal Services	\$274,046	\$305,624	\$347,657	\$363,361
Fixed Assets	\$0	\$55,090	\$0	\$0
Auto/Travel	\$0	\$0	\$200	\$200
Office Supplies	\$216	\$73	\$770	\$920
Computer Supplies	\$193	\$14,637	\$700	\$800
Utilities	\$12,801	\$13,543	\$14,100	\$14,500
Special Department Supply	\$257,557	\$213,090	\$326,365	\$435,800
Misc Serv/Exp	\$1,816	\$1,765	\$2,380	\$2,700
Departmental Exp	\$2,472	\$284	\$2,400	\$2,500
Employee Benefits	\$216,717	\$220,800	\$220,567	\$229,869
Total Traffic Control:	\$765,818	\$824,905	\$915,139	\$1,050,650
Total Traffic control:	\$765,818	\$824,905	\$915,139	\$1,050,650
Total Public Safety:	\$765,818	\$824,905	\$915,139	\$1,050,650
Transportation				
Highway				
Engineering				
Personal Services	\$510,740	\$467,514	\$585,747	\$539,487
Contracts	\$154,447	\$608,551	\$1,100,770	\$1,849,000
Auto/Travel	\$14,211	\$14,166	\$13,470	\$16,470
Office Supplies	\$1,756	\$1,583	\$4,455	\$3,850

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Computer Supplies	\$458	\$149	\$700	\$700
Special Department Supply	\$200	\$521	\$1,700	\$1,300
Misc Serv/Exp	\$1,672	\$1,673	\$1,929	\$2,220
Departmental Exp	\$904	\$0	\$1,700	\$1,800
Employee Benefits	\$333,935	\$267,600	\$330,571	\$300,190
Total Engineering:	\$1,018,321	\$1,361,758	\$2,041,042	\$2,715,017
Maintenance Of Roads And Bridges				
DPW - Road Maintenance				
Personal Services	\$2,670,310	\$2,637,978	\$3,225,714	\$3,413,104
Contracts	\$2,488,910	\$7,152,413	\$6,040,000	\$4,325,000
Auto/Travel	\$0	\$0	\$175	\$125
Office Supplies	\$1,008	\$105	\$250	\$250
Utilities	\$11,405	\$12,032	\$15,200	\$13,000
Special Department Supply	\$688,993	\$2,222,475	\$2,123,650	\$2,726,800
Misc Serv/Exp	\$18,042	\$35,801	\$39,900	\$42,100
Departmental Exp	\$117,418	\$139,177	\$215,505	\$201,700
Employee Benefits	\$2,017,515	\$1,577,898	\$1,920,458	\$2,144,985
Total DPW - Road Maintenance:	\$8,013,600	\$13,777,877	\$13,580,852	\$12,867,064
DPW - Bridge Maintenance				
Contracts	\$173,720	\$151,149	\$7,789,472	\$11,655,000
Office Supplies	\$42	\$127	\$100	\$100
Utilities	\$760	\$550	\$1,000	\$1,000
Special Department Supply	\$347,714	\$195,524	\$877,741	\$58,350
Departmental Exp	\$9,238	\$8,704	\$31,151	\$13,150
Total DPW - Bridge Maintenance:	\$531,474	\$356,054	\$8,699,464	\$11,727,600
DPW - Chips Improvements				
Contracts	\$4,989,796	\$5,458,154	\$3,080,000	\$3,355,000
Special Department Supply	\$0	\$0	\$100,000	\$125,000
Departmental Exp	\$22,727	\$15,180	\$20,000	\$20,000
Total DPW - Chips Improvements:	\$5,012,523	\$5,473,334	\$3,200,000	\$3,500,000
Total Maintenance Of Roads And Bridges:	\$13,557,597	\$19,607,265	\$25,480,316	\$28,094,664
Total Highway:	\$14,575,918	\$20,969,023	\$27,521,358	\$30,809,681
Total Transportation:	\$14,575,918	\$20,969,023	\$27,521,358	\$30,809,681
Total Expenditures:	\$15,341,737	\$21,793,928	\$28,436,497	\$31,860,331

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Income				
Intergovernmental Charges	\$142,464	\$100,932	\$373,309	\$95,000
Use of Money and Property	\$49	\$2,007	\$0	\$0
Licenses and Permits	\$3,710	\$2,300	\$4,000	\$4,000
Sale of Property and Compensation for Loss	\$0	\$0	\$50	\$50
Misc	\$85,536	\$1,000	\$500	\$500
Total Income:	\$231,759	\$106,240	\$377,859	\$99,550
State Aid				
Transportation	\$5,576,832	\$5,752,494	\$4,684,283	\$3,539,000
Total State Aid:	\$5,576,832	\$5,752,494	\$4,684,283	\$3,539,000
Federal Aid				
Transportation	\$160,694	\$3,151,300	\$6,719,558	\$9,453,927
Total Federal Aid:	\$160,694	\$3,151,300	\$6,719,558	\$9,453,927
Interfund Transfers				
Interfund Transfers	\$18,830,443	\$27,390,818	\$21,501,504	\$24,595,558
Total Interfund Transfers:	\$18,830,443	\$27,390,818	\$21,501,504	\$24,595,558
Total Revenue Source:	\$24,799,728	\$36,400,851	\$33,283,204	\$37,688,035

DPW Buildings

Ed McAndrew
Commissioner

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

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

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

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
DPW BLDNGS - ACC	13	13	13
ASST HOUSEKEEPING SUPVR	1	1	1
CUSTODIAL WORKER	11	11	11
MAINTENANCE ASSISTANT	1	1	1
DPW BLDNGS - MISC LOCATIONS	25.75	25.75	25.75
BUILDING ENGINEER	1	1	1
BUILDING MAINT MECHANIC	7	7	7
BUILDING MAINT SUPVSR	2	2	2
CARPENTER	1	1	1
CUSTODIAL SUPVR	1	1	1
CUSTODIAL WORKER	4	4	4
ELECTRICIAN	1	1	1
JUNIOR BUILDINGS ENGINEER	1	1	1
LABORER I	2.75	2.75	2.75
LABORER II	1	1	1
MAINTENANCE ASSISTANT	3	3	3
PERM & ENVIR COMPLIANCE COORD	1	1	1
Total	38.75	38.75	38.75

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Shared Services				
Buildings				
DPW - Storm Stations				
Fixed Assets	\$10,912	\$28,883	\$76,251	\$0
Contracts	\$8,250	\$0	\$12,870	\$11,882
Office Supplies	\$0	\$0	\$50	\$25
Utilities	\$13,452	\$14,496	\$23,100	\$19,100
Special Department Supply	\$1,097	\$1,732	\$2,100	\$2,100
Departmental Exp	\$4,289	\$7,057	\$14,189	\$20,350
Total DPW - Storm Stations:	\$38,001	\$52,168	\$128,560	\$53,457

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
DPW- Radio Towers				
Utilities	\$32,054	\$41,467	\$35,500	\$31,500
Special Department Supply	\$2,440	\$0	\$1,100	\$1,100
Departmental Exp	\$17,424	\$18,123	\$19,710	\$23,780
Total DPW- Radio Towers:	\$51,919	\$59,590	\$56,310	\$56,380
DPW - Govt Center				
Personal Services	\$129,293			
Fixed Assets	\$0	\$0	\$425,800	\$645,000
Contracts	\$450,111	\$4,297,019	\$186,932	\$392,210
Office Supplies	\$23	\$38	\$305	\$300
Utilities	\$219,711	\$376,509	\$313,500	\$300,500
Special Department Supply	\$20,929	\$31,887	\$31,150	\$32,800
Misc Serv/Exp	\$704			
Departmental Exp	\$52,596	\$124,504	\$127,569	\$81,700
Employee Benefits	\$80,476	\$3,026	\$0	\$0
Total DPW - Govt Center:	\$953,843	\$4,832,983	\$1,085,256	\$1,452,510
DPW - Liberty Campus				
Personal Services	\$271,732			
Fixed Assets	\$0	\$0	\$370,000	\$100,000
Contracts	\$34,620	\$1,741,772	\$160,198	\$97,752
Auto/Travel	\$0	\$0	\$60	\$60
Office Supplies	\$62	\$299	\$350	\$350
Utilities	\$144,908	\$177,901	\$191,000	\$186,100
Special Department Supply	\$38,901	\$37,491	\$58,301	\$63,550
Misc Serv/Exp	\$1,624	\$0	\$200	\$200
Departmental Exp	\$51,152	\$30,837	\$122,393	\$76,700
Employee Benefits	\$183,589	\$14,224	\$0	\$0
Total DPW - Liberty Campus:	\$726,588	\$2,002,524	\$902,502	\$524,712
DPW - Misc Locations				
Personal Services	\$795,413	\$1,458,565	\$1,636,325	\$1,699,174
Fixed Assets	\$17,007	\$36,906	\$100,000	\$130,000
Contracts	\$0	\$153,782	\$120,177	\$2,022,600
Auto/Travel	\$2,353	\$5,285	\$5,150	\$5,850
Office Supplies	\$800	\$953	\$2,875	\$2,600
Computer Supplies	\$981	\$0	\$100	\$100
Utilities	\$76,159	\$104,948	\$85,000	\$83,000
Special Department Supply	\$31,927	\$26,646	\$81,300	\$55,700
Misc Serv/Exp	\$59,326	\$35,933	\$46,700	\$47,980
Departmental Exp	\$77,740	\$77,116	\$109,848	\$105,100
Employee Benefits	\$585,012	\$823,898	\$913,187	\$1,021,410

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Total DPW - Misc Locations:	\$1,646,718	\$2,724,033	\$3,100,662	\$5,173,514
DPW - Adult Care Center				
Personal Services	\$577,817	\$620,441	\$669,273	\$688,598
Contracts	\$36,354	\$1,030,053	\$8,196	\$8,196
Office Supplies	\$0	\$56	\$100	\$100
Utilities	\$199,007	\$165,477	\$238,500	\$187,500
Special Department Supply	\$33,306	\$25,550	\$30,700	\$26,700
Misc Serv/Exp	\$99,067	\$74,003	\$74,790	\$84,260
Departmental Exp	\$53,663	\$80,959	\$85,371	\$78,650
Employee Benefits	\$464,823	\$395,446	\$394,458	\$462,506
Total DPW - Adult Care Center:	\$1,464,035	\$2,391,984	\$1,501,388	\$1,536,510
DPW - Court House				
Personal Services	\$73,258			
Fixed Assets		\$0	\$0	\$50,000
Contracts	\$7,850	\$495,810	\$14,817	\$62,892
Office Supplies	\$3	\$9	\$24	\$20
Utilities	\$70,222	\$104,255	\$95,000	\$92,000
Special Department Supply	\$3,612	\$5,126	\$8,661	\$9,175
Misc Serv/Exp	\$640			
Departmental Exp	\$26,594	\$20,248	\$33,901	\$45,950
Employee Benefits	\$45,356	\$1,197	\$0	\$0
Total DPW - Court House:	\$227,535	\$626,646	\$152,403	\$260,037
DPW - Community Services				
Fixed Assets		\$0	\$0	\$100,000
Contracts	\$61,704	\$63,148	\$66,264	\$67,776
Utilities	\$20,144	\$19,560	\$35,300	\$30,300
Special Department Supply	\$3,918	\$1,546	\$1,100	\$1,300
Departmental Exp	\$21,724	\$10,363	\$11,726	\$13,825
Total DPW - Community Services:	\$107,491	\$94,616	\$114,390	\$213,201
DPW - Sheriff - Jail				
Utilities	\$20,059	\$9,765	\$5,000	\$4,000
Departmental Exp	\$23	\$0	\$500	\$500
Employee Benefits	\$4,570			
Total DPW - Sheriff - Jail:	\$24,653	\$9,765	\$5,500	\$4,500
DPW - Bus Garage				
Contracts	\$4,600	\$5,520	\$6,864	\$6,864
Utilities	\$17,612	\$16,710	\$23,500	\$18,500
Special Department Supply	\$1,532	\$634	\$950	\$3,150

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Departmental Exp	\$1,209	\$1,389	\$2,801	\$5,800
Total DPW - Bus Garage:	\$24,953	\$24,253	\$34,115	\$34,314
DPW - Parks				
Fixed Assets	\$5,550			
Contracts	\$11,550	\$13,720	\$15,268	\$56,632
Office Supplies	\$0	\$0	\$50	\$25
Utilities	\$19,017	\$27,928	\$25,300	\$24,700
Special Department Supply	\$2,151	\$1,502	\$4,250	\$3,750
Misc Serv/Exp	\$605	\$612	\$625	\$700
Departmental Exp	-\$2,271	\$16,533	\$23,496	\$24,900
Total DPW - Parks:	\$36,601	\$60,296	\$68,989	\$110,707
DPW - Sheriff'S Complex				
Personal Services	\$111,028			
Contracts	\$291,563	\$284,577	\$322,811	\$335,484
Office Supplies	\$58	\$54	\$250	\$275
Computer Supplies	\$66,807			
Utilities	\$490,322	\$711,387	\$510,000	\$570,000
Special Department Supply	\$8,659	\$7,952	\$11,450	\$18,950
Misc Serv/Exp	\$722			
Departmental Exp	\$58,419	\$50,232	\$90,402	\$75,850
Employee Benefits	\$63,731	\$3,108	\$0	\$0
Total DPW - Sheriff'S Complex:	\$1,091,308	\$1,057,311	\$934,913	\$1,000,559
DPW - 518 Broadway				
Contracts	\$1,273			
Utilities	\$1,571			
Misc Serv/Exp	\$125			
Total DPW - 518 Broadway:	\$2,969	\$0	\$0	\$0
DPW - Stoloff Bulding				
Fixed Assets		\$0	\$0	\$75,000
Utilities	\$16,444	\$22,767	\$22,200	\$21,000
Special Department Supply	\$1,002	\$1,903	\$2,350	\$3,450
Misc Serv/Exp	\$8,430	\$8,364	\$8,600	\$9,000
Departmental Exp	\$8,915	\$4,310	\$29,401	\$14,200
Total DPW - Stoloff Bulding:	\$34,791	\$37,344	\$62,551	\$122,650
Total Buildings:	\$6,431,405	\$13,973,514	\$8,147,539	\$10,543,051
Total Shared Services:	\$6,431,405	\$13,973,514	\$8,147,539	\$10,543,051
Total General Government:	\$6,431,405	\$13,973,514	\$8,147,539	\$10,543,051
Total Expenditures:	\$6,431,405	\$13,973,514	\$8,147,539	\$10,543,051

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
General Government Income	\$28,941	\$22,527	\$0	\$0
Transportation Income	\$2,151,814	\$1,965,746	\$1,781,336	\$1,778,391
Use of Money and Property	\$11,754	\$38,289	\$52,524	\$56,724
Sale of Property and Compensation for Loss	\$400,000			
Misc	\$600	\$0	\$24,500	\$0
Total Income:	\$2,593,109	\$2,026,563	\$1,858,360	\$1,835,115
State Aid				
General Government	\$241,108	\$130,908	\$210,250	\$210,250
Total State Aid:	\$241,108	\$130,908	\$210,250	\$210,250
Total Revenue Source:	\$2,834,217	\$2,157,471	\$2,068,610	\$2,045,365

Flood and Erosion Control

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

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Home and Community Service				
Natural Resources				
DPW Flood & Erosion Control				
Contracts	\$240,000	\$257,068	\$257,068	\$282,068
Departmental Exp	\$88,151	\$100,000	\$100,000	\$120,000
Total DPW Flood & Erosion Control:	\$328,151	\$357,068	\$357,068	\$402,068
Total Natural Resources:	\$328,151	\$357,068	\$357,068	\$402,068
Total Home and Community Service:	\$328,151	\$357,068	\$357,068	\$402,068
Total Expenditures:	\$328,151	\$357,068	\$357,068	\$402,068

Public Works Administration

Ed McAndrew
Commissioner

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

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

Core Services

Functions of Public Works Administration include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
DPW ADMIN	6	7	6
COMM PUBLIC WORKS	1	1	1
CONF SEC TO DEPT PUBLIC WORKS	1	1	1
DEP COMM OF PUBLIC WORKS - F&B	1	1	1
PRINCIPAL ACCOUNT CLERK	2	3	2
SENIOR ACCOUNT CLERK/TYPIST	1	1	1
Total	6	7	6

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Municipal Staff				
DPW Administration				
Personal Services	\$368,766	\$362,692	\$373,578	\$409,621
Auto/Travel	\$251	\$1,480	\$2,719	\$2,635
Office Supplies	\$8,087	\$3,237	\$10,800	\$5,175
Computer Supplies	\$0	\$34	\$100	\$100
Utilities	\$1,195	\$1,144	\$1,200	\$1,000
Special Department Supply	\$0	\$0	\$500	\$500

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Misc Serv/Exp	\$4,238	\$1,015	\$3,110	\$3,380
Departmental Exp	\$310,889	\$322,009	\$377,585	\$365,710
Employee Benefits	\$264,552	\$223,163	\$226,116	\$247,810
Total DPW Administration:	\$957,977	\$914,774	\$995,708	\$1,035,931
Total Municipal Staff:	\$957,977	\$914,774	\$995,708	\$1,035,931
Total General Government:	\$957,977	\$914,774	\$995,708	\$1,035,931
Total Expenditures:	\$957,977	\$914,774	\$995,708	\$1,035,931

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Transportation Income	\$89,833	\$60,580	\$0	\$0
Intergovernmental Charges	\$23,143	\$20,549	\$17,769	\$16,396
Total Income:	\$112,976	\$81,129	\$17,769	\$16,396
Total Revenue Source:	\$112,976	\$81,129	\$17,769	\$16,396

Refuse and Garbage

Ed McAndrew
Commissioner

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

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

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
DPW REFUSE/GARB	17.25	17.25	17.25
BUILDING MAINT MECHANIC	1	1	1
DEP COMM PUBLIC WORKER - OPERATI	1	1	1
LABORER I SEAS	0.25	0.25	0.25
MAINTENANCE ASSISTANT	1	1	1
RECYCLING COORD	1	1	1
SOLID WASTE OPERATOR	7	7	7
TRANSFER STATION OPERATOR	6	6	6
Total	17.25	17.25	17.25

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Home and Community Service				
Sewage and Sanitation				
Solid Waste				
Personal Services	\$1,046,031	\$1,073,315	\$1,182,791	\$1,226,258
Fixed Assets	\$0	\$270,469	\$1,250,469	\$545,000
Contracts	\$7,353,463	\$8,644,279	\$8,576,601	\$10,436,752
Auto/Travel	\$121,909	\$189,939	\$178,800	\$185,600
Office Supplies	\$12,171	\$10,205	\$20,846	\$21,750
Computer Supplies	\$3,688	\$30,312	\$5,000	\$9,000
Utilities	\$128,059	\$138,906	\$152,050	\$152,700
Special Department Supply	\$26,554	\$64,547	\$58,780	\$70,400
Misc Serv/Exp	\$217,854	\$297,988	\$254,320	\$264,209
Departmental Exp	\$527,975	\$641,013	\$600,326	\$636,170
Employee Benefits	\$737,222	\$562,763	\$613,735	\$632,307
Transfers	\$2,205,882	\$2,085,218	\$787,501	\$788,547
Total Solid Waste:	\$12,380,808	\$14,008,954	\$13,681,219	\$14,968,693

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Total Sewage and Sanitation:	\$12,380,808	\$14,008,954	\$13,681,219	\$14,968,693
Total Home and Community Service:	\$12,380,808	\$14,008,954	\$13,681,219	\$14,968,693
Total Expenditures:	\$12,380,808	\$14,008,954	\$13,681,219	\$14,968,693

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Home and Community Services Income	\$9,665,306	\$10,136,020	\$10,206,000	\$12,006,000
Use of Money and Property	\$570	\$1,396	\$0	\$0
Sale of Property and Compensation for Loss	\$259,832	\$285,382	\$250,000	\$265,000
Misc	\$2,507,045	\$2,496,660	\$0	\$0
Total Income:	\$12,432,753	\$12,919,459	\$10,456,000	\$12,271,000
State Aid				
Home and Community Services	\$20,113	\$74,090	\$50,000	\$80,442
Total State Aid:	\$20,113	\$74,090	\$50,000	\$80,442
Interfund Transfers				
Interfund Transfers	\$126,112	\$0	\$943,278	\$1,495,796
Total Interfund Transfers:	\$126,112	\$0	\$943,278	\$1,495,796
Total Revenue Source:	\$12,578,978	\$12,993,548	\$11,449,278	\$13,847,238

Road Machinery/Shops

Ed McAndrew
Commissioner

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

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

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
DPW MAPLEWOOD FACILITY	19	20	19
AUTOMATIC MECHANIC	2	2	2
AUTOMOTIVE BODY REPAIRER	2	2	2
AUTOMOTIVE EQUIPMENT ATTENDANT	1	1	1
AUTOMOTIVE SHOP SUPVR	1	1	1
EQUIPMENT SUPERVISOR	0	1	0
GARAGE SUPERINTENDENT	1	1	1
MASTER MECHANIC	5	5	5
SR MASTER MECHANIC	4	4	4
SR STOCKKEEPER	1	1	1
STOCKKEEPER	1	1	1
WELDER I	1	1	1
Total	19	20	19

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Transportation				
Highway				
Road Machinery				
DPW - Maplewood Facility				
Personal Services	\$1,067,906	\$1,127,121	\$1,286,814	\$1,324,797
Fixed Assets	\$0	\$1,428,235	\$4,274,248	\$1,167,000
Auto/Travel	\$19,029	\$26,491	\$47,901	\$39,900
Office Supplies	\$2,191	\$233	\$3,195	\$1,920
Computer Supplies	\$50	\$2,783	\$1,090	\$975
Utilities	\$46,678	\$81,455	\$87,625	\$72,200
Special Department Supply	\$1,385,578	\$1,840,283	\$1,873,786	\$2,071,600
Misc Serv/Exp	\$6,057	\$6,550	\$7,340	\$7,460
Departmental Exp	\$173,969	\$155,878	\$197,945	\$175,020
Employee Benefits	\$744,844	\$592,811	\$681,498	\$741,332
Total DPW - Maplewood Facility:	\$3,446,302	\$5,261,839	\$8,461,442	\$5,602,204

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
DPW - Barryville Facility				
Fixed Assets	\$5,053			
Auto/Travel	\$7,431	\$816	\$5,000	\$3,000
Office Supplies	\$2,216	\$2,028	\$6,931	\$5,100
Computer Supplies	\$0	\$2,292	\$600	\$600
Utilities	\$35,696	\$81,311	\$81,000	\$71,000
Special Department Supply	\$137,223	\$196,681	\$208,800	\$220,900
Departmental Exp	\$32,548	\$24,268	\$47,952	\$42,950
Total DPW - Barryville Facility:	\$220,167	\$307,397	\$350,283	\$343,550
Total Road Machinery:	\$3,666,469	\$5,569,236	\$8,811,725	\$5,945,754
Total Highway:	\$3,666,469	\$5,569,236	\$8,811,725	\$5,945,754
Total Transportation:	\$3,666,469	\$5,569,236	\$8,811,725	\$5,945,754
Total Expenditures:	\$3,666,469	\$5,569,236	\$8,811,725	\$5,945,754

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Transportation Income	\$683,381	\$928,010	\$700,000	\$700,000
Use of Money and Property	\$20	\$27	\$0	\$0
Sale of Property and Compensation for Loss	\$161,726	\$130,656	\$0	\$0
Misc	\$6,459	\$6,418	\$2,000	\$2,000
Total Income:	\$851,586	\$1,065,111	\$702,000	\$702,000
Interfund Transfers				
Interfund Transfers	\$4,655,316	\$6,530,941	\$6,166,594	\$5,989,895
Total Interfund Transfers:	\$4,655,316	\$6,530,941	\$6,166,594	\$5,989,895
Total Revenue Source:	\$5,506,902	\$7,596,052	\$6,868,594	\$6,691,895

Sullivan County International Airport

Julian Motola
Superintendent

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

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

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

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
DPW SC INTERN'L AIRPORT	5.25	5.25	5.25
AIRPORT ATTENDANT	1	1	1
AIRPORT SUPERINTENDENT	1	1	1
LABORER I	0.25	0.25	0.25
WEATHER OBSERVER	3	3	3
Total	5.25	5.25	5.25

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Transportation				
Public Transport				
SC International Airport				
Personal Services	\$251,981	\$276,541	\$355,059	\$365,074
Fixed Assets	\$0	\$19,020	\$44,454	\$560,000
Contracts	\$23,099	\$116,486	\$119,138	\$75,000
Auto/Travel	\$4,979	\$7,843	\$9,030	\$9,900
Office Supplies	\$679	\$722	\$4,718	\$1,600
Computer Supplies	\$219	\$137	\$3,950	\$500
Utilities	\$288,336	\$519,615	\$594,530	\$372,300
Special Department Supply	\$9,562	\$26,729	\$34,322	\$36,650
Misc Serv/Exp	\$17,581	\$26,487	\$19,660	\$25,305
Departmental Exp	\$98,052	\$106,854	\$149,325	\$117,136
Employee Benefits	\$195,075	\$166,056	\$178,015	\$189,720

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Transfers	\$208,700	\$70,000	\$285,000	\$0
Total SC International Airport:	\$1,098,264	\$1,336,487	\$1,797,201	\$1,753,185
Total Public Transport:	\$1,098,264	\$1,336,487	\$1,797,201	\$1,753,185
Total Transportation:	\$1,098,264	\$1,336,487	\$1,797,201	\$1,753,185
Total Expenditures:	\$1,098,264	\$1,336,487	\$1,797,201	\$1,753,185

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Transportation Income	\$151,231	\$136,085	\$116,100	\$133,800
Sale of Property and Compensation for Loss	\$389,083	\$677,707	\$721,000	\$515,500
Total Income:	\$540,315	\$813,792	\$837,100	\$649,300
Federal Aid				
Transportation	\$0	\$32,000	\$0	\$0
Total Federal Aid:	\$0	\$32,000	\$0	\$0
Total Revenue Source:	\$540,315	\$845,792	\$837,100	\$649,300

Sullivan County Veterans Cemetery

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

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Home and Community Service				
Special Services				
Sullivan Co Veterans Cemetery				
Contracts	\$4,950	\$5,250	\$10,270	\$11,310
Special Department Supply	\$793	\$0	\$1,730	\$1,350
Departmental Exp	\$1,880	\$771	\$3,550	\$3,250
Total Sullivan Co Veterans Cemetery:	\$7,623	\$6,021	\$15,550	\$15,910
Total Special Services:	\$7,623	\$6,021	\$15,550	\$15,910
Total Home and Community Service:	\$7,623	\$6,021	\$15,550	\$15,910
Total Expenditures:	\$7,623	\$6,021	\$15,550	\$15,910

Weights and Measures

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

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

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
DPW CONSMR AFFRS - WGHTS/MEAS	1	1	1
MUNICIPAL DIR WEIGHTS & MEASURES	1	1	1
Total	1	1	1

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Economic Opportunity and Development				
Economic Opportunity and Development				
Consumer Affairs - Weight & Meas				
Personal Services	\$0	\$41,485	\$61,219	\$57,000
Auto/Travel	\$879	\$4,470	\$3,625	\$3,825
Office Supplies	\$1	\$135	\$425	\$475
Utilities	\$0	\$0	\$450	\$450
Special Department Supply	\$0	\$1,186	\$450	\$1,450
Misc Serv/Exp	\$0	\$0	\$75	\$75
Departmental Exp	\$726	\$1,006	\$1,150	\$1,152
Employee Benefits	\$20,165	\$5,410	\$13,913	\$34,188
Total Consumer Affairs - Weight & Meas:	\$21,771	\$53,692	\$81,307	\$98,615
Total Economic Opportunity and Development:	\$21,771	\$53,692	\$81,307	\$98,615
Total Economic Opportunity and Development:	\$21,771	\$53,692	\$81,307	\$98,615
Total Expenditures:	\$21,771	\$53,692	\$81,307	\$98,615

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
State Aid				
Economic Assistance and Opportunity	\$0	\$4,301	\$1,500	\$2,000

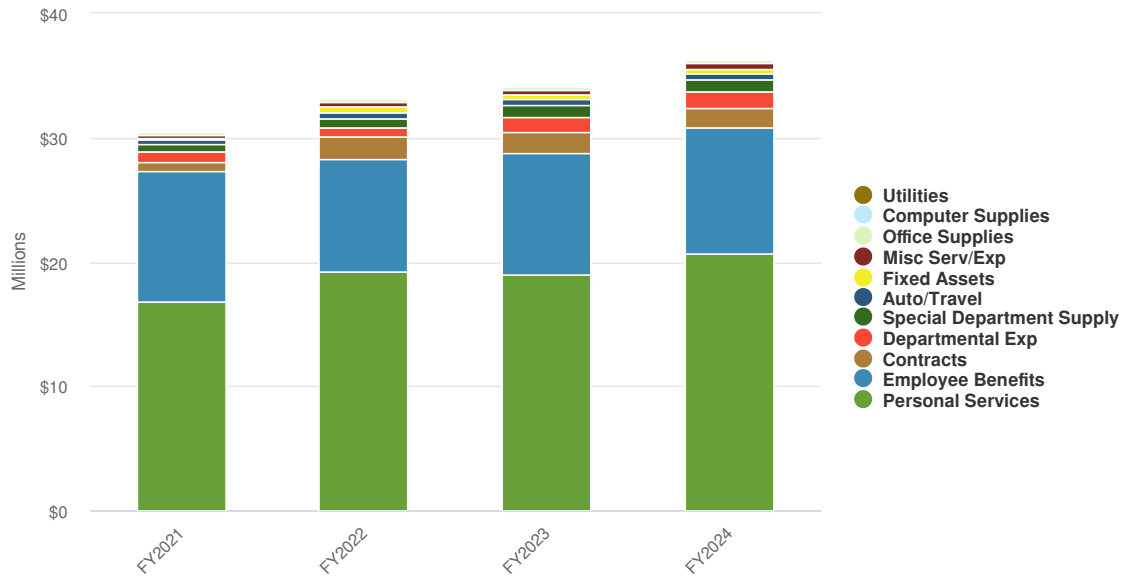
Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Total State Aid:	\$0	\$4,301	\$1,500	\$2,000
Total Revenue Source:	\$0	\$4,301	\$1,500	\$2,000

Elected Officials

Elected Officials are those who are chosen by the citizens of Sullivan County. To see more about who your elected officials are, navigate here [🔗](#)

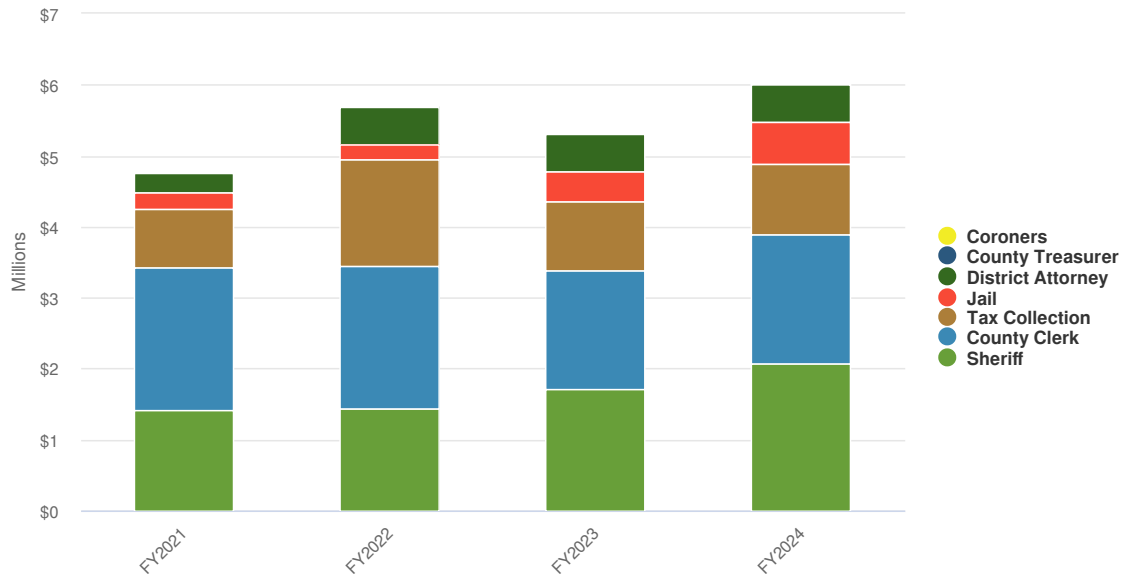
Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Revenue by Department

Budgeted and Historical 2024 Revenue by Department



Coroners

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

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

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

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

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

Core Services

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

Some of the tasks the Coroner performs are:

- Initiating investigations at crime scenes to determine cause of death
- Assisting in the collection of physical and pathological evidence
- Requesting and studying the medical histories of the deceased to aid in the cause and manner of death
- Conferring with public health and law enforcement agencies
- Conducting preliminary examinations to locate signs of trauma
- Completing death certificates including cause and manner of death
- Interviewing witnesses who were present at the time of death
- Completing reports required to perform investigations or finalize cases.
- Testifying in court.
- Ordering and attending autopsies
- Notification of next of kin
- Communication with various agencies including DSS, CPS and other County Agencies

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

Positions

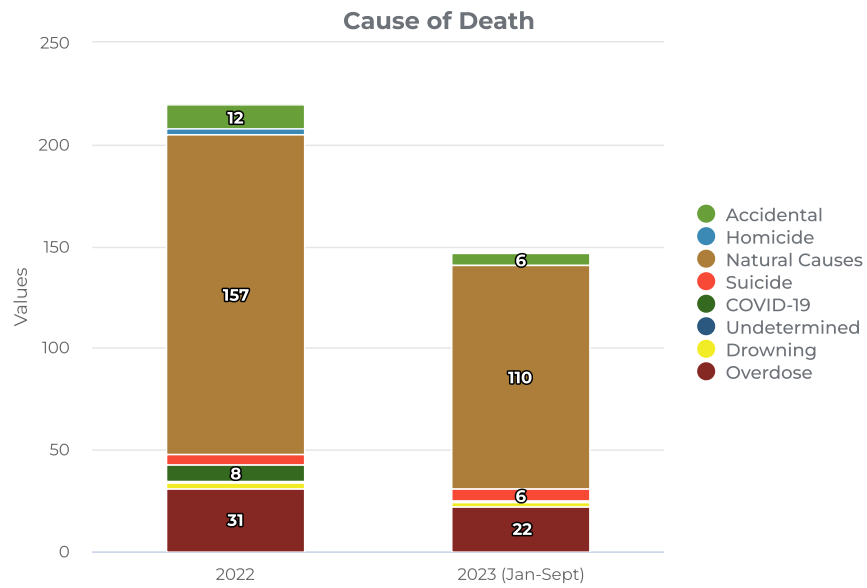
Position Name	Amended 2023	Requested 2024	Recommended 2024
<input checked="" type="checkbox"/> CORONERS	4	4	4
CORONER	4	4	4
Total	4	4	4

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Judicial				
Coroners				
Personal Services	\$54,000	\$42,792	\$56,000	\$56,000
Auto/Travel	\$1,325	\$1,776	\$3,400	\$3,400
Office Supplies	\$342	\$379	\$650	\$1,150
Utilities	\$13			
Special Department Supply	\$6,058	\$6,538	\$7,000	\$7,000
Departmental Exp	\$310,960	\$311,704	\$332,793	\$348,692
Employee Benefits	\$105,851	\$117,931	\$138,505	\$137,335
Total Coroners:	\$478,549	\$481,121	\$538,348	\$553,577
Total Judicial:	\$478,549	\$481,121	\$538,348	\$553,577
Total General Government:	\$478,549	\$481,121	\$538,348	\$553,577
Total Expenditures:	\$478,549	\$481,121	\$538,348	\$553,577

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
State Aid				
General Government	\$3,313.00	\$5,899.00	\$3,000.00	\$3,000.00
Total State Aid:	\$3,313.00	\$5,899.00	\$3,000.00	\$3,000.00
Total Revenue Source:	\$3,313.00	\$5,899.00	\$3,000.00	\$3,000.00



The above chart illustrates statistical information regarding the cause of death in 2022 cases and 2023 to September. Members of the Coroner's office assist the Drug Task Force from the perspective of both the Coroner's office and Emergency Medical Services. Death statistics with respect to overdoses are reported monthly to the Legislature.

County Clerk

Russell Reeves

County Clerk

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

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

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

Core Services

Functions of the County Clerk Main Unit include:

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

Functions of the Department of Motor Vehicles include:

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

Functions of the Records Management Department include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
CTY CLRK DMV	19	19	19
COUNTY CLERK'S WORKER I	9	9	9
COUNTY CLERK'S WORKER I TRAINEE	1	1	1
COUNTY CLERK'S WORKER II	5	5	5
COUNTY CLERK'S WORKER III	2	2	2
DEP COUNTY CLERK I	1	1	1
DEPT OF MOTOR VEHICLE ADMIN	1	1	1
CTY CLRK MAIN UNIT	16	16	16
COUNTY CLERK	1	1	1
COUNTY CLERK FINANCIAL WORKER	1	1	1
COUNTY CLERK'S WORKER I	4	4	4
COUNTY CLERK'S WORKER II	6	6	6
COUNTY CLERK'S WORKER III	2	2	2
DEPUTY COUNTY CLERK I	1	1	1
JUNIOR ACCOUNTANT	1	1	1
RECORDS MANAGEMENT	1	1	1
RECORDS MANAGEMENT COORDINATOR	1	1	1
Total	36	36	36

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Municipal Staff				
County Clerk				
CC Main Unit				
Personal Services	\$652,923	\$698,120	\$720,804	\$825,741
Auto/Travel	\$648	\$1,808	\$3,115	\$3,115
Office Supplies	\$38,959	\$113,503	\$78,904	\$28,650
Computer Supplies	\$72,597	\$2,172	\$79,900	\$80,300
Special Department Supply	\$6,029	\$18,470	\$5,500	\$5,500
Departmental Exp	\$5,601	\$62,617	\$25,600	\$25,400
Employee Benefits	\$456,936	\$368,326	\$411,719	\$448,183
Total CC Main Unit:	\$1,233,693	\$1,265,017	\$1,325,542	\$1,416,889
CC - Dmv				
Personal Services	\$569,158	\$618,850	\$842,841	\$877,230
Auto/Travel	\$1,139	\$722	\$2,550	\$3,350
Office Supplies	\$5,920	\$7,266	\$15,811	\$11,285
Computer Supplies	\$600	\$15,343	\$47,410	\$7,500
Special Department Supply	\$0	\$841	\$0	\$0
Misc Serv/Exp	\$408	\$305	\$1,106	\$1,400
Departmental Exp	\$11,404	\$11,680	\$12,336	\$13,473
Employee Benefits	\$402,804	\$363,628	\$596,018	\$584,103
Total CC - Dmv:	\$991,435	\$1,018,634	\$1,518,072	\$1,498,341
Total County Clerk:	\$2,225,128	\$2,283,651	\$2,843,614	\$2,915,230
Records Management				
Personal Services	\$39,333	\$43,742	\$43,632	\$48,899
Contracts	\$0	\$0	\$30,000	\$0
Auto/Travel	\$466	\$830	\$2,000	\$1,000
Office Supplies	\$0	\$373	\$750	\$1,050
Departmental Exp	\$0	\$0	\$2,500	\$2,500
Employee Benefits	\$28,796	\$21,380	\$23,512	\$24,988
Total Records Management:	\$68,595	\$66,325	\$102,394	\$78,437
Total Municipal Staff:	\$2,293,723	\$2,349,976	\$2,946,008	\$2,993,667
Total General Government:	\$2,293,723	\$2,349,976	\$2,946,008	\$2,993,667
Total Expenditures:	\$2,293,723	\$2,349,976	\$2,946,008	\$2,993,667

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
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Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
General Government Income	\$1,886,103	\$1,873,696	\$1,629,600	\$1,791,100
Total Income:	\$1,886,103	\$1,873,696	\$1,629,600	\$1,791,100
State Aid				
General Government	\$122,440	\$124,724	\$63,754	\$30,000
Total State Aid:	\$122,440	\$124,724	\$63,754	\$30,000
Total Revenue Source:	\$2,008,543	\$1,998,420	\$1,693,354	\$1,821,100

County Legislature

Robert Doherty (R)

Chairman

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

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

Core Services

Functions of the Sullivan County Legislature include:

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

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
COUNTY LEGISLATURE	11	11	11
CHAIRPERSON OF LEGISLATURE	1	1	1
CLERK TO LEGISLATURE	1	1	1
LEGISLATIVE SEC	1	1	1
LEGISLATOR	8	8	8
Total	11	11	11

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Legislative				
County Legislature				
Personal Services	\$387,618	\$397,524	\$396,356	\$476,937
Contracts	\$0	\$0	\$9,057	\$5,000
Auto/Travel	\$401	\$1,763	\$5,626	\$5,350
Office Supplies	\$18,168	\$17,898	\$15,950	\$14,300
Special Department Supply	\$2,735	\$550	\$652	\$600
Employee Benefits	\$263,205	\$242,965	\$299,130	\$356,567
Total County Legislature:	\$672,127	\$660,699	\$726,771	\$858,754
Total Legislative:	\$672,127	\$660,699	\$726,771	\$858,754
Total General Government:	\$672,127	\$660,699	\$726,771	\$858,754
Total Expenditures:	\$672,127	\$660,699	\$726,771	\$858,754

County Treasurer

Nancy Buck
County Treasurer

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

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

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

Core Services

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

They include:

1325-14 - Accounting Department

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

1325-15 – Room Tax

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

1330-204 – Real Property

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

1330-205 – Solid Waste User Fee Unit

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
TREAS MAIN UNIT	3.55	3.55	3.55
COUNTY TREASURER	0.3	0.3	0.3
DEP COUNTY TREASURER	0.25	0.25	0.25
FISCAL ADMINISTRATIVE OFFICER	1	1	1
SR ACCOUNTANT	1	1	1
SR FISCAL ADMINISTRATIVE OFFICER	1	1	1
TREAS ROOM TAX	1.2	1.2	1.2
COUNTY TREASURER	0.1	0.1	0.1
DEP COUNTY TREASURER	0.1	0.1	0.1
JUNIOR ACCOUNTANT	1	1	1
TX COLLECTION - PROP TAX UNIT	6.55	6.55	6.55
ABSTRACTOR	1	1	1
COUNTY TREASURER	0.3	0.3	0.3
DEP COUNTY TREASURER	0.25	0.25	0.25
PROP TAX SUPVR/TAX ENFORCE COORD	1	1	1
REAL PROP EXAM/APPRaiser	1	1	1
REAL PROP TAX SVCS SPECIALIST	1	1	1
TAX CLERK II	1	1	1
TAX CLERK III	1	1	1
TX COLLECTION - USER FEE UNIT	1.2	1.2	1.2
COUNTY TREASURER	0.1	0.1	0.1
DEP COUNTY TREASURER	0.1	0.1	0.1
JUNIOR ACCOUNTANT	1	1	1
Total	12.5	12.5	12.5

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Finance				
County Treasurer				
Tr - Accounting				
Personal Services	\$272,092	\$275,962	\$293,489	\$308,178
Contracts	\$0	\$3,000	\$0	\$0
Auto/Travel	\$725	\$2,095	\$11,910	\$14,840
Office Supplies	\$5,708	\$3,617	\$10,070	\$13,320
Computer Supplies	\$979	\$938	\$3,000	\$3,000
Utilities	\$0	\$378	\$400	\$400
Special Department Supply	\$0	\$0	\$1,000	\$1,000
Misc Serv/Exp	\$60	\$0	\$60	\$120
Departmental Exp	\$3,113	\$2,953	\$3,750	\$4,450
Employee Benefits	\$210,456	\$181,565	\$191,056	\$185,800
Total Tr - Accounting:	\$493,132	\$470,508	\$514,735	\$531,108

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Tr - Room Tax Collection				
Personal Services	\$70,538	\$79,348	\$78,506	\$81,861
Office Supplies	\$458	\$807	\$2,250	\$2,350
Computer Supplies	\$177	\$301	\$500	\$500
Employee Benefits	\$57,587	\$53,396	\$60,226	\$62,581
Total Tr - Room Tax Collection:	\$128,760	\$133,853	\$141,482	\$147,292
Total County Treasurer:	\$621,892	\$604,360	\$656,217	\$678,400
Tax Collection				
Property Tax Unit				
Personal Services	\$331,463	\$377,328	\$368,089	\$380,177
Contracts	\$23,801	\$681,226	\$300,000	\$300,000
Auto/Travel	\$3,876	\$1,178	\$2,500	\$3,000
Office Supplies	\$68,899	\$60,435	\$83,340	\$83,150
Computer Supplies	\$1,370	\$1,590	\$3,700	\$3,000
Utilities	\$204	\$284	\$375	\$500
Special Department Supply	\$16	\$0	\$300	\$300
Misc Serv/Exp	\$60	\$60	\$60	\$120
Departmental Exp	\$926	\$721	\$4,500	\$4,202
Employee Benefits	\$254,135	\$247,931	\$278,344	\$241,501
Total Property Tax Unit:	\$684,749	\$1,370,752	\$1,041,208	\$1,015,950
User Fee Unit				
Personal Services	\$70,338	\$78,984	\$78,306	\$81,261
Office Supplies	\$566	\$658	\$2,000	\$2,550
Computer Supplies	\$207	\$301	\$500	\$500
Employee Benefits	\$52,686	\$60,901	\$60,181	\$66,435
Total User Fee Unit:	\$123,797	\$140,844	\$140,987	\$150,746
Total Tax Collection:	\$808,546	\$1,511,596	\$1,182,195	\$1,166,696
Total Finance:	\$1,430,438	\$2,115,956	\$1,838,412	\$1,845,096
Total General Government:	\$1,430,438	\$2,115,956	\$1,838,412	\$1,845,096
Total Expenditures:	\$1,430,438	\$2,115,956	\$1,838,412	\$1,845,096

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
General Government Income	\$833,470	\$1,524,593	\$995,700	\$1,011,089
Total Income:	\$833,470	\$1,524,593	\$995,700	\$1,011,089
Total Revenue Source:	\$833,470	\$1,524,593	\$995,700	\$1,011,089

Bond Anticipation Notes

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

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Undistributed				
Debt Service				
Bond Anticipation Notes				
Debt Service Principal	\$2,158,333	\$1,651,667	\$0	\$0
Debt Service Interest	\$78,172	\$24,775	\$0	\$0
Total Bond Anticipation Notes:	\$2,236,505	\$1,676,442	\$0	\$0
Total Debt Service:	\$2,236,505	\$1,676,442	\$0	\$0
Total Undistributed:	\$2,236,505	\$1,676,442	\$0	\$0
Total Expenditures:	\$2,236,505	\$1,676,442	\$0	\$0

General Fund Revenues

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

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Real Property Taxes and Tax Items	\$77,172,794	\$85,350,333	\$8,120,286	\$6,620,286
Non Property Taxes	\$70,596,838	\$76,839,782	\$77,057,000	\$82,807,000
General Government Income	\$900	\$1,621	\$1,000	\$500
Use of Money and Property	\$77,955	\$490,692	\$361,000	\$1,000,000
Licenses and Permits	\$2,846,207	\$3,204,371	\$3,001,500	\$2,500,000
Sale of Property and Compensation for Loss	\$97,074	\$734,886	\$105,500	\$106,000
Misc	\$1,447,226	\$2,504,660	\$1,832,947	\$3,332,947
Total Income:	\$152,238,994	\$169,126,343	\$90,479,233	\$96,366,733
Federal Aid				
General Government	\$3,277,839	\$9,214,737	\$0	\$0
Home and Community Services		\$210,830	\$0	\$0
Total Federal Aid:	\$3,277,839	\$9,425,567	\$0	\$0
Interfund Transfers				
Interfund Transfers	\$2,269,980	\$149,795	\$1,400,000	\$1,400,000
Total Interfund Transfers:	\$2,269,980	\$149,795	\$1,400,000	\$1,400,000
Total Revenue Source:	\$157,786,814	\$178,701,705	\$91,879,233	\$97,766,733

Real Property Tax Services

Christopher Knapp
Director

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

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

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

Core Services

Functions of the Department of Real Property Tax Services include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
REAL PROPERTY TAX	4	4	4
COUNTY TREASURER	0	0	0
DEP COUNTY TREASURER	1	1	1
DIR REAL PROPERTY TAX SVS III	1	1	1
TAX MAP/REAL PROP SYSTEMS SPEC	1	1	1
TAX MAP/RP SYSTEMS SPECIALIST	1	1	1
Total	4	4	4

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Finance				
Real Property Tax Map				
Personal Services	\$191,346	\$187,900	\$231,060	\$248,628
Contracts	\$30,813	\$46,489	\$65,711	\$65,000
Auto/Travel	\$43	\$895	\$3,600	\$2,050
Office Supplies	\$6,084	\$3,700	\$8,300	\$5,300
Computer Supplies	\$0	\$859	\$2,000	\$1,600
Misc Serv/Exp	\$770	\$470	\$0	\$1,400
Departmental Exp	\$360	\$345	\$1,400	\$1,520
Employee Benefits	\$118,121	\$83,568	\$118,840	\$114,222
Total Real Property Tax Map:	\$347,537	\$324,227	\$430,911	\$439,720
Total Finance:	\$347,537	\$324,227	\$430,911	\$439,720
Total General Government:	\$347,537	\$324,227	\$430,911	\$439,720
Total Expenditures:	\$347,537	\$324,227	\$430,911	\$439,720

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
General Government Income	\$5,120	\$4,834	\$2,700	\$2,670
Intergovernmental Charges	\$67,303	\$66,748	\$70,000	\$73,500
Sale of Property and Compensation for Loss	\$1,145	\$1,037	\$1,300	\$1,300
Total Income:	\$73,567	\$72,618	\$74,000	\$77,470
Total Revenue Source:	\$73,567	\$72,618	\$74,000	\$77,470

Tax Anticipation Notes

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

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Undistributed				
Debt Service				
Tax Anticipation Notes				
ACC - Speech Therapy				
Debt Service Interest	\$429,150	\$100,000	\$0	\$0
Total ACC - Speech Therapy:	\$429,150	\$100,000	\$0	\$0
Total Tax Anticipation Notes:	\$429,150	\$100,000	\$0	\$0
Total Debt Service:	\$429,150	\$100,000	\$0	\$0
Total Undistributed:	\$429,150	\$100,000	\$0	\$0
Total Expenditures:	\$429,150	\$100,000	\$0	\$0

V Fund: Debt Service

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Undistributed				
Debt Service				
Serial Bonds				
Debt Service Principal	\$9,075,000	\$9,315,000	\$8,260,000	\$8,490,000
Debt Service Interest	\$4,172,687	\$3,861,279	\$3,497,598	\$3,180,704
Total Serial Bonds:	\$13,247,687	\$13,176,279	\$11,757,598	\$11,670,704
Total Debt Service:	\$13,247,687	\$13,176,279	\$11,757,598	\$11,670,704
Total Undistributed:	\$13,247,687	\$13,176,279	\$11,757,598	\$11,670,704
Total Expenditures:	\$13,247,687	\$13,176,279	\$11,757,598	\$11,670,704

District Attorney

Brian Conaty
Acting District Attorney

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

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

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

Core Services

Functions of the District Attorney's Office include:

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

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
DISTRICT ATTORNEY	22.5	22.5	22.5
ADMINISTRATIVE SPECIALIST	4	4	4
ASS DISTRICT ATTORNEY VIII	1	1	1
ASST DISTRICT ATTORNEY I	1	1	1
ASST DISTRICT ATTORNEY II	1	1	1
ASST DISTRICT ATTORNEY III	1	1	1
ASST DISTRICT ATTORNEY IV	1	1	1
ASST DISTRICT ATTORNEY IX	1	1	1
ASST DISTRICT ATTORNEY V	1	1	1
ASST DISTRICT ATTORNEY VI	1	1	1
ASST DISTRICT ATTORNEY VII	1	1	1
ASST DISTRICT ATTORNEY X	1	1	1
CONF SEC DISTRICT ATTORNEY	1	1	1
CRIME VICTIM SERVICES ADVOCATE	1	1	1
DA INVESTIGATOR	1	1	1
DISTRICT ATTORNEY	1	1	1
DISTRICT ATTORNEY'S INV	4	4	4
STUDENT INTERN	0.5	0.5	0.5
Total	22.5	22.5	22.5

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Judicial				

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
District Attorney				
Personal Services	\$1,365,936	\$1,428,870	\$1,706,598	\$1,937,127
Fixed Assets	\$0	\$0	\$39,000	\$39,000
Contracts	\$0	\$0	\$201,617	\$40,000
Auto/Travel	\$11,657	\$10,114	\$9,916	\$11,700
Office Supplies	\$28,488	\$22,833	\$22,805	\$33,700
Computer Supplies	\$0	\$29,000	\$0	\$0
Utilities	\$3,091	\$2,060	\$6,500	\$6,500
Special Department Supply	\$10,976	\$1,025	\$77,308	\$26,500
Misc Serv/Exp	\$503	\$282	\$1,226	\$2,450
Departmental Exp	\$65,126	\$112,848	\$124,678	\$136,225
Employee Benefits	\$589,516	\$514,164	\$766,359	\$807,145
Total District Attorney:	\$2,075,293	\$2,121,196	\$2,956,007	\$3,040,347
Total Judicial:	\$2,075,293	\$2,121,196	\$2,956,007	\$3,040,347
Total General Government:	\$2,075,293	\$2,121,196	\$2,956,007	\$3,040,347
Total Expenditures:	\$2,075,293	\$2,121,196	\$2,956,007	\$3,040,347

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
General Government Income	\$52,392	\$212,182	\$364,518	\$364,518
Sale of Property and Compensation for Loss	\$1,290	\$70,158	\$0	\$0
Total Income:	\$53,682	\$282,340	\$364,518	\$364,518
State Aid				
General Government	\$76,176	\$178,506	\$178,606	\$178,606
Total State Aid:	\$76,176	\$178,506	\$178,606	\$178,606
Federal Aid				
General Government	\$61,696	\$22,218	\$161,617	\$0
Public Safety	\$69,505	\$38,496	\$0	\$0
Total Federal Aid:	\$131,201	\$60,714	\$161,617	\$0
Total Revenue Source:	\$261,060	\$521,560	\$704,741	\$543,124

Sheriff

Michael Schiff

County Sheriff

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

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

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

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

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

Core Services

Functions of the Sullivan County Sheriff's Office include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
JAIL	108.82	108.82	108.82
CONF SEC JAIL ADMINISTRATOR	1	1	1
COOK	4	4	4
COOK MANAGER	1	1	1
CORRECTION CAPTAIN	1	1	1
CORRECTION CORPORAL	7	7	7
CORRECTION LIEUTENANT	2	2	2
CORRECTION OFFICER	80	80	80
CORRECTION SERGEANT	8	8	8
FOOD SVC HELPER	4	4	4
JAIL ADMINISTRATOR	0.82	0.82	0.82
SHERIFF - CIVIL	13.58	13.58	13.58
CHIEF CIVIL CLERK	1	1	1
CIVIL DEPUTY	1	1	1
CONF SEC SHERIFF	1	1	1
COORD OF MED RECORDS & BILLING	0.2	0.2	0.2
FINANCIAL ANALYST	1	0	0
JAIL ADMINISTRATOR	0.18	0.18	0.18
PROFESSIONAL STANDARDS & COMPLIA	0	1	1
SENIOR ACCOUNT CLERK/TYPIST	5	5	5
SHERIFF	1	1	1
SHFS DEPT ACCOUNTS PAYABLE COORD	1.2	1.2	1.2
SR FISCAL ADMINISTRATIVE OFFICER	1	1	1
UNDERSHERIFF	1	1	1
SHERIFF - PATROL	66	68	68
CHIEF DEP PATROL DIV/INT AFFAIRS	1	1	1
DEP SHERIFF (DETECTIVE ASSMT)	2	2	2
DEP SHERIFF CORPORAL	6	6	6
DEP SHERIFF LIEUTENANT	3	3	3
DEPUTY SHERIFF	46	46	46
DEPUTY SHERIFF SERGEANT	8	8	8
PUBLIC SAFETY DISPATCHER	0	2	2
SHERIFF - SECURITY	7	7	7
CORRECTION CORPORAL	1	1	1
CORRECTION OFFICER	6	6	6
Total	195.4	197.4	197.4

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Public Safety				
Law Enforcement				
Sheriff				
Sh - Patrol				
Personal Services	\$4,672,513	\$5,613,014	\$5,576,055	\$5,904,898
Fixed Assets	\$162,298	\$529,796	\$332,086	\$415,000
Contracts	\$36,838			
Auto/Travel	\$285,362	\$392,376	\$327,450	\$323,250
Office Supplies	\$7,764	\$8,096	\$14,150	\$16,000
Computer Supplies	\$972	\$6,746	\$45,179	\$33,500

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Utilities	\$14,412	\$31,396	\$101,241	\$83,500
Special Department Supply	\$63,250	\$83,375	\$493,353	\$329,500
Misc Serv/Exp	\$108,585	\$172,370	\$175,995	\$169,600
Departmental Exp	\$228,028	\$56,528	\$322,937	\$289,250
Employee Benefits	\$2,756,943	\$2,481,863	\$2,671,966	\$2,391,548
Total Sh - Patrol:	\$8,336,963	\$9,375,559	\$10,060,412	\$9,956,046
Sh - Civil				
Personal Services	\$810,036	\$870,535	\$934,588	\$1,033,293
Auto/Travel	\$38,514	\$46,117	\$47,250	\$49,250
Office Supplies	\$12,298	\$16,826	\$17,587	\$23,750
Computer Supplies	\$609	\$780	\$600	\$1,500
Utilities	\$926	\$1,335	\$3,400	\$3,550
Special Department Supply	\$2,804	\$300	\$4,200	\$4,500
Misc Serv/Exp	\$15,352	\$16,276	\$21,500	\$21,500
Departmental Exp	\$10,872	\$4,584	\$18,100	\$18,100
Employee Benefits	\$445,703	\$432,498	\$531,703	\$523,576
Total Sh - Civil:	\$1,337,114	\$1,389,251	\$1,578,928	\$1,679,019
Sh - Security				
Personal Services	\$445,833	\$446,267	\$486,473	\$509,477
Auto/Travel	\$10,440	\$6,050	\$10,250	\$10,250
Special Department Supply	\$2,378	\$0	\$1,250	\$1,250
Misc Serv/Exp	\$7,150	\$5,400	\$15,400	\$17,900
Departmental Exp	\$312	\$312	\$21,000	\$21,500
Employee Benefits	\$332,921	\$256,372	\$311,182	\$304,041
Total Sh - Security:	\$799,035	\$714,401	\$845,555	\$864,418
Total Sheriff:	\$10,473,112	\$11,479,211	\$12,484,895	\$12,499,483
Jail				
Personal Services	\$7,034,676	\$8,227,455	\$7,481,856	\$8,134,275
Fixed Assets	\$0	\$0	\$37,717	\$0
Contracts	\$577,775	\$1,082,646	\$1,305,000	\$1,207,000
Auto/Travel	\$15,895	\$21,014	\$28,750	\$33,250
Office Supplies	\$5,111	\$5,402	\$12,500	\$12,500
Computer Supplies	\$26,915	\$38,951	\$70,000	\$61,000
Utilities	\$9,090	\$1,666	\$17,030	\$12,000
Special Department Supply	\$499,287	\$498,981	\$757,321	\$615,500
Misc Serv/Exp	\$141,524	\$152,715	\$201,341	\$199,100
Departmental Exp	\$229,788	\$262,986	\$348,994	\$414,044
Employee Benefits	\$4,628,536	\$3,737,878	\$4,040,613	\$4,038,994

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Total Jail:	\$13,168,598	\$14,029,696	\$14,301,122	\$14,727,663
Total Law Enforcement:	\$23,641,709	\$25,508,907	\$26,786,017	\$27,227,146
Total Public Safety:	\$23,641,709	\$25,508,907	\$26,786,017	\$27,227,146
Total Expenditures:	\$23,641,709	\$25,508,907	\$26,786,017	\$27,227,146

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
General Government Income	\$0	\$0	\$180,000	\$247,428
Public Safety Income	\$1,304,924	\$1,409,619	\$1,528,500	\$1,884,000
Intergovernmental Charges	\$94,249	\$36,873	\$75,000	\$30,000
Use of Money and Property	\$143,280	\$116,670	\$150,000	\$120,000
Sale of Property and Compensation for Loss		\$1,825	\$0	\$0
Misc	\$1,750	\$950	\$0	\$0
Interfund Transfers		\$53,100	\$75,000	\$175,000
Total Income:	\$1,544,203	\$1,619,036	\$2,008,500	\$2,456,428
State Aid				
Public Safety	\$0	\$14,453	\$13,000	\$8,000
Total State Aid:	\$0	\$14,453	\$13,000	\$8,000
Federal Aid				
Public Safety	\$104,258	\$26,959	\$179,250	\$181,000
Total Federal Aid:	\$104,258	\$26,959	\$179,250	\$181,000
Total Revenue Source:	\$1,648,461	\$1,660,448	\$2,200,750	\$2,645,428

Stop DWI

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

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

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Public Safety				
Traffic control				
Stop DWI				
Auto/Travel	\$0	\$0	\$2,120	\$3,000
Office Supplies	\$45	\$0	\$5,638	\$5,300
Departmental Exp	\$171,951	\$126,473	\$218,142	\$180,000
Total Stop DWI:	\$171,995	\$126,473	\$225,900	\$188,300
Total Traffic control:	\$171,995	\$126,473	\$225,900	\$188,300
Total Public Safety:	\$171,995	\$126,473	\$225,900	\$188,300
Total Expenditures:	\$171,995	\$126,473	\$225,900	\$188,300

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Public Safety Income	\$9,610	\$9,770	\$13,000	\$13,000
Sale of Property and Compensation for Loss	\$113,788	\$133,774	\$125,000	\$125,000
Total Income:	\$123,398	\$143,544	\$138,000	\$138,000
State Aid				
Public Safety	\$11,565	\$2,540	\$15,000	\$15,000
Total State Aid:	\$11,565	\$2,540	\$15,000	\$15,000
Total Revenue Source:	\$134,962	\$146,084	\$153,000	\$153,000

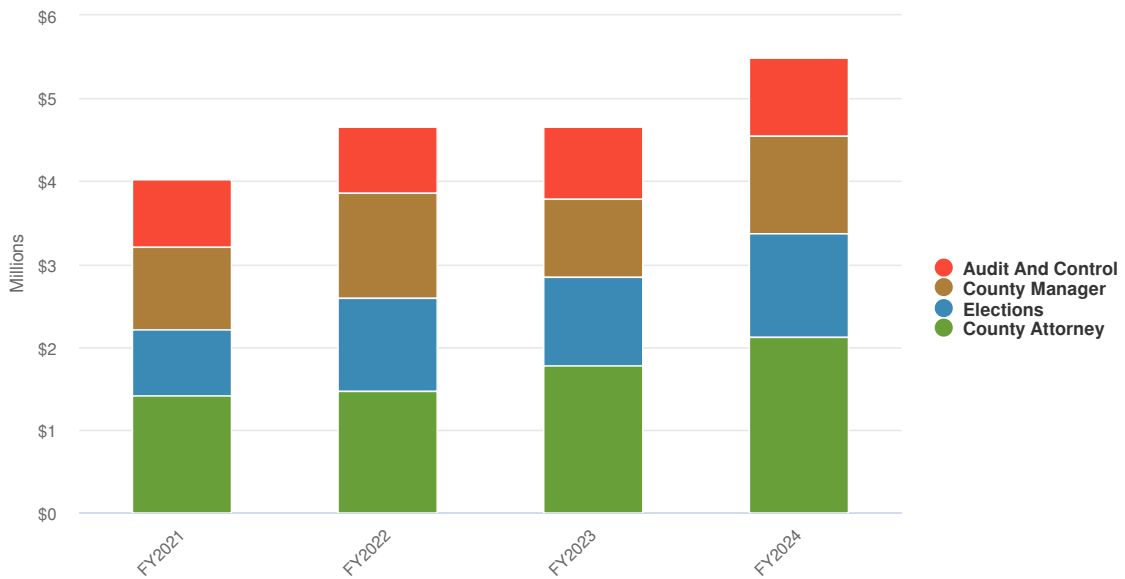
Legislative Appointments

The following are employees who are appointed by the County Legislature:

- Board of Elections Commissioners
- County Manager
- County Attorney
- County Auditor

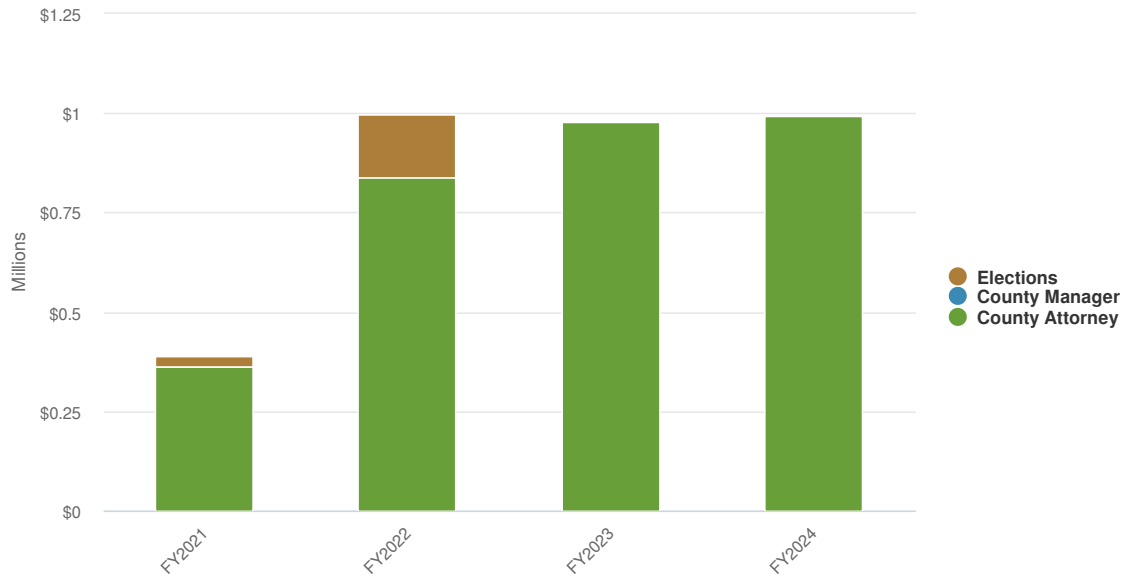
Expenditures by Function

Budgeted and Historical Expenditures by Function



Revenue by Department

Budgeted and Historical 2024 Revenue by Department



Audit and Control

Angela Chevalier
County Auditor

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

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

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
AUDIT AND CONTROL	7	7	7
ACCOUNTS PAYABLE COORDINATOR	1	1	1
AUDIT CLERK	1	1	1
COUNTY AUDITOR	1	1	1
SENIOR ACCOUNTS PAYABLE COORD	1	1	1
SR AUDIT CLERK	2	2	2
STAFF AUDITOR	1	1	1
Total	7	7	7

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Finance				
Audit And Control				
Personal Services	\$387,897	\$400,450	\$405,606	\$448,085
Contracts	\$126,416	\$122,943	\$184,118	\$158,000
Auto/Travel	\$567	\$668	\$2,800	\$1,800
Office Supplies	\$2,972	\$1,224	\$2,443	\$1,902
Special Department Supply	\$0	\$103	\$0	\$600
Misc Serv/Exp	\$0	\$0	\$3,000	\$0
Departmental Exp	\$80	\$304	\$1,400	\$1,400
Employee Benefits	\$294,880	\$274,696	\$298,539	\$317,789
Total Audit And Control:	\$812,813	\$800,387	\$897,906	\$929,576
Total Finance:	\$812,813	\$800,387	\$897,906	\$929,576
Total General Government:	\$812,813	\$800,387	\$897,906	\$929,576
Total Expenditures:	\$812,813	\$800,387	\$897,906	\$929,576

Board of Elections

Lori Benjamin (R), Deanna Senyk (D)
Commissioners

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

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

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

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
BOARD OF ELECTIONS	8	8	8
COMM ELECTIONS	2	2	2
DEP COMM ELECTIONS	2	2	2
SENIOR CLERK	4	4	4
Total	8	8	8

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Municipal Staff				
Elections				
Personal Services	\$402,698	\$493,099	\$499,556	\$604,068
Contracts	\$0	\$3,600	\$13,600	\$4,000
Auto/Travel	\$330	\$631	\$5,325	\$5,250
Office Supplies	\$75,570	\$129,613	\$137,458	\$108,000
Computer Supplies	\$97,669	\$225,009	\$225,219	\$163,264
Special Department Supply	\$6,763	\$66,270	\$36,500	\$45,000
Misc Serv/Exp	\$0	\$0	\$10,000	\$10,000
Departmental Exp	\$600	\$390	\$1,000	\$1,000
Employee Benefits	\$208,223	\$207,086	\$246,242	\$304,353
Total Elections:	\$791,853	\$1,125,697	\$1,174,900	\$1,244,935
Total Municipal Staff:	\$791,853	\$1,125,697	\$1,174,900	\$1,244,935
Total General Government:	\$791,853	\$1,125,697	\$1,174,900	\$1,244,935
Total Expenditures:	\$791,853	\$1,125,697	\$1,174,900	\$1,244,935

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Intergovernmental Charges	\$2	\$17,007	\$0	\$0
Sale of Property and Compensation for Loss	\$5,826	\$698	\$0	\$0
Total Income:	\$5,828	\$17,704	\$0	\$0
State Aid				
General Government	\$0	\$26,891	\$0	\$0
Total State Aid:	\$0	\$26,891	\$0	\$0
Federal Aid				
General Government	\$19,476	\$113,770	\$0	\$0
Total Federal Aid:	\$19,476	\$113,770	\$0	\$0
Total Revenue Source:	\$25,304	\$158,364	\$0	\$0

County Attorney

Michael McGuire

County Attorney

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

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

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

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
CTY ATTORNEY	14	14	14
ADMINISTRATIVE AIDE	1	1	1
ADMINISTRATIVE SECRETARY	1	1	1
ASST COUNTY ATTORNEY I	6	6	6
CONF SEC COUNTY ATTORNEY	1	1	1
COUNTY ATTORNEY	1	1	1
DEPUTY COUNTY ATTORNEY	1	1	1
INVESTIGATOR - COUNTY ATTORNEY	1	1	1
LEGAL TYPIST	1	1	1
PARALEGAL	1	1	1
Total	14	14	14

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Municipal Staff				
County Attorney				
Personal Services	\$685,318	\$827,413	\$1,025,767	\$1,278,185
Contracts	\$328,787	\$272,955	\$251,360	\$250,000
Auto/Travel	\$0	\$119	\$6,120	\$5,020
Office Supplies	\$34,931	\$14,100	\$23,153	\$22,000
Utilities	\$0	\$0	\$2,400	\$2,400
Special Department Supply		\$0	\$4,000	\$0
Misc Serv/Exp	\$2,383	\$4,753	\$8,145	\$3,900
Departmental Exp	\$14,637	\$23,820	\$34,741	\$27,900
Employee Benefits	\$356,568	\$329,553	\$465,103	\$535,205

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Total County Attorney:	\$1,422,624	\$1,472,713	\$1,820,789	\$2,124,610
Total Municipal Staff:	\$1,422,624	\$1,472,713	\$1,820,789	\$2,124,610
Total General Government:	\$1,422,624	\$1,472,713	\$1,820,789	\$2,124,610
Total Expenditures:	\$1,422,624	\$1,472,713	\$1,820,789	\$2,124,610

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
General Government Income	\$361,413	\$837,923	\$978,000	\$993,114
Total Income:	\$361,413	\$837,923	\$978,000	\$993,114
Total Revenue Source:	\$361,413	\$837,923	\$978,000	\$993,114

County Manager

Joshua Potosek
County Manager

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

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

Core Services

Functions of the Sullivan County Manager's Office include:

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

Positions

Position Name	Amended 2023	Requested 2024	Recommended 2024
COUNTY MANAGER	7	8	8
ASSISTANT COUNTY MANAGER	1	1	1
COMPLIANCE PROG COORD	1	1	1
COMPLIANCE PROGRAM COORDINATOR	1	1	1
COORD OF COMMUNICATIONS	1	1	1
COUNTY MANAGER	1	1	1
DIR OF COMMUNICATIONS	1	1	1
EXEC ASST TO COUNTY MGR	1	1	1
RESEARCH ASSISTANT	0	1	1
Total	7	8	8

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Executive				
County Manager				
Personal Services	\$424,288	\$451,070	\$571,977	\$711,183
Contracts	\$342,745	\$523,475	\$505,450	\$52,762
Auto/Travel	\$1,118	\$11,468	\$13,088	\$15,440
Office Supplies	\$3,783	\$43,141	\$48,536	\$64,400
Computer Supplies	\$149			

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Utilities	\$0	\$0	\$2,500	\$2,500
Special Department Supply	\$595			
Misc Serv/Exp	\$1,660	\$75	\$2,060	\$1,310
Departmental Exp	\$2,628	\$3,181	\$4,300	\$3,675
Employee Benefits	\$224,064	\$222,344	\$302,801	\$336,757
Total County Manager:	\$1,001,029	\$1,254,755	\$1,450,712	\$1,188,027
Total Executive:	\$1,001,029	\$1,254,755	\$1,450,712	\$1,188,027
Total General Government:	\$1,001,029	\$1,254,755	\$1,450,712	\$1,188,027
Total Expenditures:	\$1,001,029	\$1,254,755	\$1,450,712	\$1,188,027

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
General Government Income	\$500	\$175	\$550	\$250
Total Income:	\$500	\$175	\$550	\$250
Total Revenue Source:	\$500	\$175	\$550	\$250

Non-Divisional Programs

There are many functions within the County which don't fall within a specific division.

Some of these include:

- Community College Chargebacks
- Judgements and Claims
- Municipal Court
- Safety Inspection/Electrical Licensing

View each page individually to learn more about these programs.

Community College Contribution

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

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

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

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

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Education				
Community College Expenditures				
Contribution To Comm College				
Misc Serv/Exp	\$4,300,000	\$4,300,000	\$4,300,000	\$4,300,000
Total Contribution To Comm College:	\$4,300,000	\$4,300,000	\$4,300,000	\$4,300,000
Total Community College Expenditures:	\$4,300,000	\$4,300,000	\$4,300,000	\$4,300,000
Total Education:	\$4,300,000	\$4,300,000	\$4,300,000	\$4,300,000
Total Expenditures:	\$4,300,000	\$4,300,000	\$4,300,000	\$4,300,000

Community College Tuition

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

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

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

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

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Education				
Community College Expenditures				
Community College Tuition				
Misc Serv/Exp	\$1,146,351	\$1,175,911	\$1,875,000	\$1,875,000
Total Community College Tuition:	\$1,146,351	\$1,175,911	\$1,875,000	\$1,875,000
Total Community College Expenditures:	\$1,146,351	\$1,175,911	\$1,875,000	\$1,875,000
Total Education:	\$1,146,351	\$1,175,911	\$1,875,000	\$1,875,000
Total Expenditures:	\$1,146,351	\$1,175,911	\$1,875,000	\$1,875,000

Economic and Community Development

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

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

Sullivan County Partnership for Economic Development:

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

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

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

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

Members of the Partnership Board hold an annual strategic retreat, intended to formulate and or tweak plans that guide the organizations program of work for the coming year. While some of these initiatives focus on the infrastructure of the organization, a set of core strategies have been maintained, with many of them having brought to fruition projects large and small that have impacted most all of our municipalities in a positive way. In 2016 the Sullivan County Partnership charged its strategic planning committee to review the current strategic plan, make any adjustments necessary and to recommend any new initiatives moving forward. In 2020, the strategic Planning Committee will reconvene and review the plan and adjust as needed to better maximize new opportunities and anticipate challenges that have or will develop along the way.

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Economic Opportunity and Development				
Economic Opportunity and Development				

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Economic And Community Developmt				
Contracts	\$100,000	\$100,000	\$100,000	\$100,000
Office Supplies		\$3	\$0	\$0
Employee Benefits	\$6,947			
Total Economic And Community Developmt:	\$106,947	\$100,003	\$100,000	\$100,000
Total Economic Opportunity and Development:	\$106,947	\$100,003	\$100,000	\$100,000
Total Economic Opportunity and Development:	\$106,947	\$100,003	\$100,000	\$100,000
Total Expenditures:	\$106,947	\$100,003	\$100,000	\$100,000

Interfund Transfers

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

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Undistributed				
Transfers				
Interfund Transfers				
Transfers	\$34,510,932	\$46,848,182	\$40,743,931	\$43,034,890
Total Interfund Transfers:	\$34,510,932	\$46,848,182	\$40,743,931	\$43,034,890
Total Transfers:	\$34,510,932	\$46,848,182	\$40,743,931	\$43,034,890
Total Undistributed:	\$34,510,932	\$46,848,182	\$40,743,931	\$43,034,890
Total Expenditures:	\$34,510,932	\$46,848,182	\$40,743,931	\$43,034,890

Revenues by Source

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Revenue Source				
Income				
Real Property Taxes and Tax Items	\$77,172,794	\$85,350,333	\$8,120,286	\$6,620,286
Non Property Taxes	\$70,596,838	\$76,839,782	\$77,057,000	\$82,807,000
General Government Income	\$900	\$1,621	\$1,000	\$500
Transportation Income	\$683,381	\$928,010	\$700,000	\$700,000
Intergovernmental Charges	\$142,464	\$100,932	\$373,309	\$95,000
Use of Money and Property	\$80,929	\$497,940	\$361,000	\$1,000,000
Licenses and Permits	\$2,849,917	\$3,206,671	\$3,005,500	\$2,504,000
Sale of Property and Compensation for Loss	\$258,800	\$865,542	\$105,550	\$106,050
Misc	\$1,872,083	\$2,512,078	\$1,835,447	\$3,335,447
Total Income:	\$153,658,105	\$170,302,908	\$91,559,092	\$97,168,283
State Aid				
Transportation	\$5,576,832	\$5,752,494	\$4,684,283	\$3,539,000
Total State Aid:	\$5,576,832	\$5,752,494	\$4,684,283	\$3,539,000
Federal Aid				
General Government	\$3,415,224	\$9,292,347	\$0	\$0
Transportation	\$160,694	\$3,151,300	\$6,719,558	\$9,453,927
Home and Community Services		\$210,830	\$0	\$0
Total Federal Aid:	\$3,575,918	\$12,654,477	\$6,719,558	\$9,453,927

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Interfund Transfers				
Interfund Transfers	\$38,871,792	\$47,174,410	\$40,825,696	\$43,656,157
Proceeds of Long Term Obligations	\$3,355,000			
Total Interfund Transfers:	\$42,226,792	\$47,174,410	\$40,825,696	\$43,656,157
Total Revenue Source:	\$205,037,648	\$235,884,289	\$143,788,629	\$153,817,367

Judgments and Claims

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

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

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Special Items				
Judgements & Claims				
Misc Serv/Exp	\$82,585	-\$8,699	\$200,000	\$200,000
Total Judgements & Claims:	\$82,585	-\$8,699	\$200,000	\$200,000
Total Special Items:	\$82,585	-\$8,699	\$200,000	\$200,000
Total General Government:	\$82,585	-\$8,699	\$200,000	\$200,000
Total Expenditures:	\$82,585	-\$8,699	\$200,000	\$200,000

Municipal Association Dues

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

- New York State Association of Counties:
 - The mission of NYSAC is to represent, educate, advocate for, and serve Member Counties and the thousands of elected and appointed county officials who serve the public.

- National Association of Counties:
 - NaCO is the only national organization that represents County governments before the Administration and Congress. NaCO provides essential services to the nation's 3,068 counties.

- Hudson Valley Regional Council:
 - Provides a comprehensive range of services associated with the growth and development of communities within the Hudson Valley. The Council acts as a link between local needs and federal/state funding programs. The Council creates a Comprehensive Economic Development Strategy (CEDS) for the region. The CEDS allows for Federal funding opportunities.

- Coalition of Watershed Towns:
 - The Coalition of Watershed Towns is an organization that represents and lobbies on behalf of towns in the NYC watershed.

- Pattern for Progress
 - Pattern for Progress' mission is to promote regional, balanced and sustainable solutions that enhance the growth and vitality of the Hudson Valley.

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Special Items				
Municipal Association Dues				
Departmental Exp	\$20,696	\$49,053	\$40,171	\$25,408
Total Municipal Association Dues:	\$20,696	\$49,053	\$40,171	\$25,408
Total Special Items:	\$20,696	\$49,053	\$40,171	\$25,408
Total General Government:	\$20,696	\$49,053	\$40,171	\$25,408
Total Expenditures:	\$20,696	\$49,053	\$40,171	\$25,408

Municipal Court

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

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Judicial				
Municipal Court				
Departmental Exp	\$2,930	\$6,740	\$3,800	\$3,800
Total Municipal Court:	\$2,930	\$6,740	\$3,800	\$3,800
Total Judicial:	\$2,930	\$6,740	\$3,800	\$3,800
Total General Government:	\$2,930	\$6,740	\$3,800	\$3,800
Total Expenditures:	\$2,930	\$6,740	\$3,800	\$3,800

Other Home & Community Services/ Misc. Expenses

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

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

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

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Home and Community Service				
Special Services				
Other Home & Community Services				
Post Employment Benefits				
Employee Benefits	\$4,121	\$4,396	\$5,079	\$5,190
Total Post Employment Benefits:	\$4,121	\$4,396	\$5,079	\$5,190
Misc Expense				
Contracts	\$540,000	\$643,000	\$619,300	\$650,000
Total Misc Expense:	\$540,000	\$643,000	\$619,300	\$650,000
Total Other Home & Community Services:	\$544,121	\$647,396	\$624,379	\$655,190
Total Special Services:	\$544,121	\$647,396	\$624,379	\$655,190
Total Home and Community Service:	\$544,121	\$647,396	\$624,379	\$655,190
Total Expenditures:	\$544,121	\$647,396	\$624,379	\$655,190

Other Gov't Support - Misc. Expense

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

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

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

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Special Items				
Other General Gov Support				
Post Employment Benefits				
Employee Benefits	\$1,105,583	\$1,199,664	\$1,351,591	\$1,414,235
Total Post Employment Benefits:	\$1,105,583	\$1,199,664	\$1,351,591	\$1,414,235
Misc Expense				
Departmental Exp	\$115,623	\$1,173,396	\$583,808	\$3,500,000
Total Misc Expense:	\$115,623	\$1,173,396	\$583,808	\$3,500,000
Total Other General Gov Support:	\$1,221,206	\$2,373,060	\$1,935,399	\$4,914,235
Total Special Items:	\$1,221,206	\$2,373,060	\$1,935,399	\$4,914,235
Total General Government:	\$1,221,206	\$2,373,060	\$1,935,399	\$4,914,235
Total Expenditures:	\$1,221,206	\$2,373,060	\$1,935,399	\$4,914,235

Post Employment Benefits

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

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

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
General Government				
Special Items				
Other General Gov Support				
Post Employment Benefits				
Employee Benefits	\$1,105,583	\$1,199,664	\$1,351,591	\$1,414,235
Total Post Employment Benefits:	\$1,105,583	\$1,199,664	\$1,351,591	\$1,414,235
Total Other General Gov Support:	\$1,105,583	\$1,199,664	\$1,351,591	\$1,414,235
Total Special Items:	\$1,105,583	\$1,199,664	\$1,351,591	\$1,414,235
Total General Government:	\$1,105,583	\$1,199,664	\$1,351,591	\$1,414,235
Public Safety				
Other Public Safety				
Other Public Safety				
Post Employment Benefits				
Employee Benefits	\$973,657	\$1,001,064	\$1,145,332	\$1,261,461
Total Post Employment Benefits:	\$973,657	\$1,001,064	\$1,145,332	\$1,261,461
Total Other Public Safety:	\$973,657	\$1,001,064	\$1,145,332	\$1,261,461
Total Other Public Safety:	\$973,657	\$1,001,064	\$1,145,332	\$1,261,461
Total Public Safety:	\$973,657	\$1,001,064	\$1,145,332	\$1,261,461
Health				
Other Health				
Other Health				
Post Employment Benefits				
Employee Benefits	\$504,903	\$554,862	\$623,832	\$651,472

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Total Post Employment Benefits:	\$504,903	\$554,862	\$623,832	\$651,472
Total Other Health:	\$504,903	\$554,862	\$623,832	\$651,472
Total Other Health:	\$504,903	\$554,862	\$623,832	\$651,472
Total Health:	\$504,903	\$554,862	\$623,832	\$651,472
Transportation				
Other Transportation				
Other Transportation				
Post Employment Benefits				
Employee Benefits	\$75,231	\$63,478	\$72,336	\$77,052
Total Post Employment Benefits:	\$75,231	\$63,478	\$72,336	\$77,052
Total Other Transportation:	\$75,231	\$63,478	\$72,336	\$77,052
Total Other Transportation:	\$75,231	\$63,478	\$72,336	\$77,052
Total Transportation:	\$75,231	\$63,478	\$72,336	\$77,052
Economic Opportunity and Development				
Economic Opportunity and Development				
Other Economic Assist & Opportun				
Post Employment Benefits				
Employee Benefits	\$151,748	\$152,900	\$167,493	\$203,093
Total Post Employment Benefits:	\$151,748	\$152,900	\$167,493	\$203,093
Total Other Economic Assist & Opportun:	\$151,748	\$152,900	\$167,493	\$203,093
Other Economic Assist - Dfs				
Post Employment Benefits				
Employee Benefits	\$1,073,007	\$1,122,668	\$1,261,157	\$1,318,108
Total Post Employment Benefits:	\$1,073,007	\$1,122,668	\$1,261,157	\$1,318,108
Total Other Economic Assist - Dfs:	\$1,073,007	\$1,122,668	\$1,261,157	\$1,318,108
Total Economic Opportunity and Development:	\$1,224,755	\$1,275,568	\$1,428,650	\$1,521,201
Total Economic Opportunity and Development:	\$1,224,755	\$1,275,568	\$1,428,650	\$1,521,201
Culture and Recreation				
Culture				
Other Culture & Recreation				
Post Employment Benefits				
Employee Benefits	\$146,891	\$135,704	\$146,424	\$149,987
Total Post Employment Benefits:	\$146,891	\$135,704	\$146,424	\$149,987
Total Other Culture & Recreation:	\$146,891	\$135,704	\$146,424	\$149,987
Total Culture:	\$146,891	\$135,704	\$146,424	\$149,987
Total Culture and Recreation:	\$146,891	\$135,704	\$146,424	\$149,987
Home and Community Service				

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Special Services				
Other Home & Community Services				
Post Employment Benefits				
Employee Benefits	\$4,121	\$4,396	\$5,079	\$5,190
Total Post Employment Benefits:	\$4,121	\$4,396	\$5,079	\$5,190
Total Other Home & Community Services:	\$4,121	\$4,396	\$5,079	\$5,190
Total Special Services:	\$4,121	\$4,396	\$5,079	\$5,190
Total Home and Community Service:	\$4,121	\$4,396	\$5,079	\$5,190
Total Expenditures:	\$4,035,139	\$4,234,736	\$4,773,244	\$5,080,598

Public Information

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

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

Expenditures by Function

Name	FY2021 Actuals	FY2022 Actuals	FY2023 Amended Budget	FY2024 Recommended Budget
Expenditures				
Economic Opportunity and Development				
Economic Opportunity and Development				
Public Information				
Contracts	\$1,258,024	\$1,920,859	\$2,550,000	\$3,500,000
Total Public Information:	\$1,258,024	\$1,920,859	\$2,550,000	\$3,500,000
Total Economic Opportunity and Development:	\$1,258,024	\$1,920,859	\$2,550,000	\$3,500,000
Total Economic Opportunity and Development:	\$1,258,024	\$1,920,859	\$2,550,000	\$3,500,000
Total Expenditures:	\$1,258,024	\$1,920,859	\$2,550,000	\$3,500,000

CAPITAL IMPROVEMENTS

Capital Budget Narrative

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

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

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

The 2024 Capital Budget anticipates spending \$45.3 million in total. The largest single investment (aside from the NYS funded airport terminal project) is for bridges infrastructure: \$14.3M is requested. \$4 million of the capital budget is included in the 2024 Terminal operating budget. The balance comes from fund balance, and State and Federal aid.

Many buildings related projects requested in 2024 have been moved out to later years, to allow for a buildings and space analysis to be performed countywide. This will allow for a more efficient plan of action with regard to county buildings.

RECURRING CAPITAL EXPENDITURES

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

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

NON-RECURRING CAPITAL EXPENDITURES

Non-recurring capital expenditures are those that are infrequent in nature and not normally part of the capital budget. The following non-recurring capital expenditures have been included in the 2024 Tentative Capital Budget:

Buildings

A \$2 million pot of money was included in the 2024 Tentative Budget for design and engineering services countywide. The new 2024 Legislature will be able to decide how our aging infrastructure should be updated and revamped.

Fire alarm updates are scheduled for several County buildings in 2024 along with an HVAC system replacement in the Stoloff Building, currently occupied by the District Attorney's office.

Parks and Recreation

Sullivan County is filled with beautiful sites to be enjoyed: Fort Delaware, Lake Superior Park, the O&W Rail Trail and the Stone Arch Bridge, to name a few. In an effort to encourage usage and awareness of these facilities, an investment in these sites is necessary. Bringing a love of recreation together with a love of healthier outdoor activities was the genesis behind the following 2024 Budget item:

- Callicoon Parks Design and Development
- Design and Engineering Services for various locations
- Lake Superior Beach Expansion and Dock Replacement
- Lake Superior Trail Design and Development

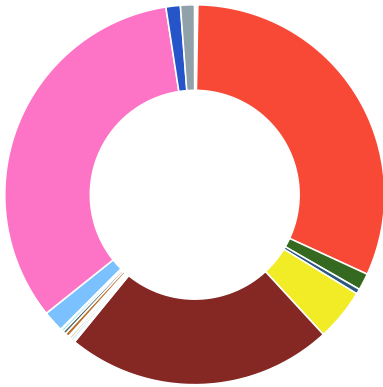
Capital Improvements: One-year Plan

Total Capital Requested

\$45,278,500

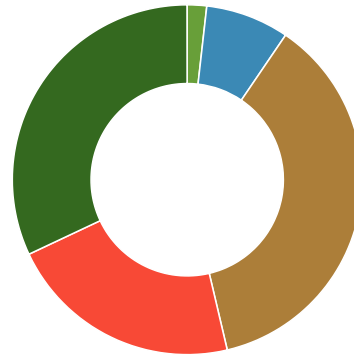
52 Capital Improvement Projects

Total Funding Requested by Department



● DFS General Administration (0%)	\$30,000.00
● District Attorney (0%)	\$39,000.00
● DPW - Court House (0%)	\$50,000.00
● DPW - Bridge Maintenance (32%)	\$14,314,000.00
● DPW - Govt Center (1%)	\$645,000.00
● DPW - Liberty Campus (0%)	\$200,000.00
● DPW - Misc Locations (4%)	\$2,000,000.00
● DPW - Road Maintenance (23%)	\$10,297,000.00
● DPW - Stoloff Bulding (0%)	\$75,000.00
● DPW Administration (0%)	\$100,000.00
● Elections (0%)	\$78,500.00
● Engineering (0%)	\$60,000.00
● P/R - Admin (0%)	\$150,000.00
● P/R Callicoon Park (0%)	\$125,000.00
● P/R Lake Superior Park (0%)	\$100,000.00
● Public Safety Communication E911 (0%)	\$30,000.00
● Road Machinery (2%)	\$810,000.00
● SC International Airport (33%)	\$15,075,000.00
● Sh - Patrol (1%)	\$555,000.00
● Solid Waste (1%)	\$545,000.00
TOTAL	\$45,278,500.00

Total Funding Requested by Source



● Budgeted Labor & Equipment (2%)	\$810,000.00
● CHIPS (8%)	\$3,500,000.00
● County Share (37%)	\$16,671,173.00
● Federal Aid (22%)	\$9,816,927.00
● State Aid (32%)	\$14,492,400.00
TOTAL	\$45,290,500.00

Capital Costs Breakdown



● Capital Costs (100%) \$45,278,500.00
TOTAL \$45,278,500.00

Cost Savings & Revenue Breakdown

There's no data for building chart

Sh - Patrol Requests

Itemized Requests for 2024

Homeland Security Equipment \$170,000

The Sheriff's Office receives grant funding annually from the Office of Homeland Security. Each Homeland Security grant contract spans a period of 3 years. It is likely that expenses incurred in any one year could comprise multiple contract...

Patrol Vehicle Replacements \$360,000

Vehicles belonging to the Sheriff's Office are replaced at predictable intervals. Marked patrol cars, which operate 24 hrs/day and 7 days/week, typically have a service life of 2 years. Unmarked detective cars/SUVs last approximately 5...

Purchase of storage units and related equipment \$25,000

Purchase or storage units and related equipment

Total: \$555,000

DFS General Administration Requests

Itemized Requests for 2024

Phased Desk and Chairs Replacement \$30,000

We would like to replace the desks and chairs throughout the building in phases. Many desks in the department are past their useful life and are chipping, with broken door and drawers.

Total: \$30,000

DPW - Bridge Maintenance Requests

Itemized Requests for 2024

CB261 - Bridge Replacement **\$750,000**

Replacement of County Bridge 261 on Garden House Road (Town Highway 38) in the Town of Liberty. Bridge posted for 10 Tons. Stringer top flanges rusting and cap beams rotating. Steel back wall with holes rusted through. Timber bridge...

CB277 - Town Highway 9 - Reroute **\$500,000**

Elimination of County Bridge 277 on Benton Hollow Rd. (Town Highway 9) in the Town of Liberty by re-aligning Benton Hollow Rd. and eliminating any future maintenance of a bridge. Eliminate the 5 ton bridge posting. Steel...

CB28 - Deck Replacement **\$150,000**

CB28 Deck Replacement

CB296 - Bridge Replacement **\$775,000**

Replacement of County Bridge 296 on Benton Hollow Rd. (Town Highway 9) in the Town of Liberty. Eliminate the 9 ton bridge posting. Major section loss on steel stringers & seat beams. Timber deck beginning to has splitting. Upstream...

CB301 - CR105B - Bridge Replacement (Engineering) **\$625,000**

Replacement of County Bridge 301 on County Road 105B/BWS Road in the Town of Neversink. The portion of the project to be implemented is the Preliminary Engineering, Right-of-Way Incidentals and Detailed Deign needed to implement the replacement...

CB434 - Deck Replacement **\$50,000**

CB434 Deck Replacement

CB5 Joint Replacement **\$260,000**

Bridge 5 is located on County Road 32 in the Town of Lumberland. The armored joint and concrete headers over back wall need to be repaired to prevent the stem wall and ends of the steel beams from water damage. This project must be...

CB77 - CR23 - Bridge Replacement **\$5,869,000**

Construction services for the replacement of Bridge 77 with a 100 feet span that will prevent the overtopping of the bridge and road by extreme storm flows. We have been awarded BridgeNY funding of the project. The existing...

CB82 - Bridge Replacement **\$5,335,000**

Work includes both engineering services for construction/inspection and for the construction contract for the replacement of County Bridge 82 on County Road 49 in the Town of Forestburgh. We have been awarded BridgeNY funding of the...

Total: \$14,314,000

DPW - Road Maintenance Requests

Itemized Requests for 2024

Attenuator **\$60,000**

Crash attenuator for road crews

Chippers **\$47,000**

Replace 2001 Vermeer BC-1230A with 2024 chipper for \$47,000 Replace 2003 Salsco 813 with 2027 chipper for \$47,000

Contract Paving on Various County Roads **\$7,375,000**

Partial depth repair of sections of underlying pavement structure - 3" overlay of entire roadway - Install new shoulders. Rehabilitates structure, restores riding surface and extends life of pavement for the safety and benefit of the...

Embankment Stabilization **\$500,000**

Repair eroded and failing road embankment sections with appropriate stabilization - stabilization method to be determined by existing soil conditions. Continued slippage of failing embankment - Repair will allow a larger shoulder to be...

Ford F-250 4 door pickup **\$70,000**

1 New Crew cab pickup will need to be needed for DPW operations.

Mower 269 New Holland TL90 **\$120,000**

In 2024, Mower 269 will be 18 years old and due for replacement Replace 2006 Mower 269 New Holland TL90 with 2024 Mower 269 New Holland TL90.

Surface Treating on Various County Roads **\$2,000,000**

Surface Treatments (Crack Sealing - Truing & Levelling - Chip Sealing - Thin Overlays) on various County Roads. Low cost preventative maintenance techniques that extend the life of wearing surfaces for the safety and benefit of the...

Upgrade Non-Standard/Install Guide Rail on Various Co. Rds. **\$125,000**

Upgrade existing non-standard guide rail sections on various County Roads. Bring existing non-standard guide rail sections to current highway design standards for the safety of the travelling public.

Total: \$10,297,000

Solid Waste Requests

Itemized Requests for 2024

Garage Door Replacement **\$100,000**

The landfill has in the neighborhood of 30 garage door and many of them are in need of replacement. We would like to do a few replacements every year. Preventative Maintenance on doors, some of which are constantly being fixed. It is also a...

Paving at Transfer Stations **\$200,000**

The existing paved areas around the Transfer Stations and export buildings are deteriorating. The area where customers walk needs to be resurfaced at each station.

Railings at Transfer Stations **\$30,000**

The railings, especially at Ferndale TS need to be installed/improved. Safety to the public, especially at Ferndale TS. The pits are very deep and dangerous for the public to be that close to without some kind of fall protection.

Self Contained Compactors **\$40,000**

We are installing this type of 40 yard compact at Highland for SSR. We previously used 20 yard cans that could not be compacted. Moving to the bigger can alone cuts the trips in half and being able to compact the SSR with an expected 75% reduction...

Self Propelled Man Lift **\$50,000**

There are many high locations that our staff need to reach on a frequent basis. Having a man lift would allow for a safer and more efficient environment. Our mechanics could use it for fixing tarps on the trailers, the building staff could use it...

Trailers **\$125,000**

The walking floor 53' would allow us to run our own SSR to Hudson Baylor saving money and putting us in control of how clean the floor is. Open Top Push Plate trailers need to be on a rotation to ensure service operations /reliability...

Total: \$545,000

DPW - Court House Requests

Itemized Requests for 2024

Courthouse Fuel Oil Tank Replacement **\$50,000**

Remove and replace the existing underground fuel oil storage tank. (This is entirely dependent upon what is designed as the Courthouse Annex). The existing underground fuel oil storage tank is at the end of its useful life and prone to leaks. It...

Total: \$50,000

DPW - Govt Center Requests

Itemized Requests for 2024

Government Center Entrance Replacement	\$300,000
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Government Center entrance replacement

Government Center Fire Alarm Replacements	\$200,000
--	------------------

Government Center fire alarm replacements

Government Center Fuel Oil Tank Replacement	\$70,000
--	-----------------

The existing underground fuel oil storage tank is at the end of its useful life and prone to leaks.

Government Center Window Replacements	\$75,000
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This is a multi-year program, replacing several windows per year. Windows at government center are in constant need of replacement due to cracking and failure.

Total: \$645,000

Public Safety Communication E911 Requests

Itemized Requests for 2024

E911 Flooring	\$30,000
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Existing floor has outlasted its expected life and needs to be replaced.

Total: \$30,000

SC International Airport Requests

Itemized Requests for 2024

Environmental assessment of runway safety area construction **\$50,000**

An environmental assessment of necessary RSA improvements and removal of obstructions within the approach surface areas. FAA mandates the construction of the RSA's as part of the Part 139 requirements.

Fuel truck storage area **\$300,000**

A designated fuel truck storage area will provide the Sullivan County International Airport with multiple benefits. A storage area will keep the 5000 gallon fuel truck out of the elements and clear space on the apron parking area.

NYSDOT Grant - Terminal Renovation **\$12,075,000**

Construction of a new terminal building to replace the current 53-year old terminal building to provide modern accommodation for pilots, passengers, and county residents. The multiple upgrades that will come along with the new building will...

Off-Airport obstruction removal within approach surfaces **\$150,000**

RSA improvements and removal of obstructions within the approach surface areas. FAA mandates the construction of the RSA's as part of the Part 139 requirements.

Ten Bay T Hangar Construction **\$2,500,000**

In 2020, H2, H3 and H4 reverted ownership to the County. The leases were extended for 5 years as the County did not desire to take over maintenance as buildings had exceeded their expected lifetime and were not suitable for use.

Total: \$15,075,000

DPW - Liberty Campus Requests

Itemized Requests for 2024

Community Services Building - Fire Alarms **\$100,000**

Replace fire alarms at Community Services building.

Gladys Olmsted Building - Fire Alarms **\$100,000**

Replace fire alarms at Gladys Olmsted Building

Total: \$200,000

DPW Administration Requests

Itemized Requests for 2024

Overhead door replacements **\$100,000**

Replacement of overhead doors at various County facilities. Overhead doors have outlived their useful life and need replacement. This is a multi-year project from 2024 to 2026.

Total: \$100,000

P/R - Admin Requests

Itemized Requests for 2024

Design, Engineering & Construction Services **\$150,000**

Design, engineering, construction and permitting services for various park development projects. The Parks and Recreation Department has contracted with two firms for design, engineer and permitting services for projects within the County...

Total: \$150,000

P/R Lake Superior Park Requests

Itemized Requests for 2024

Lake Superior Beach Expansion-Dock relocation/remediation **\$50,000**

Design, engineering and construction to expand the beach and swim area. Relocate and repair rental boat dock and area and repair public boat launch area and dock. Expansion of the beach area will allow for better beach experience. Relocating...

Lake Superior Trail Design and Development **\$50,000**

Design, engineering and construction of hiking trails at Lake Superior State Park. The County of Sullivan has a Cooperative Agreement with the Palisades Interstate Park Commission to operate Lake Superior State Park through 2045. Lake...

Total: \$100,000

Road Machinery Requests

Itemized Requests for 2024

Heavy Duty Trucks **\$330,000**

Some of these vehicles have been refurbished once already. They are all plow trucks and have met or exceeded their 15 year lifespan. The replacement plan would be as follows: 2024 1 State contract vehicle @...

Medium Duty Trucks **\$480,000**

Vehicles are over their 15 year lifespan and have heavy rust. The replacement plan would be as follows: 2024 3 State contract vehicles @ \$160,000 = \$480,000 2025 3 State contract vehicles @ \$160,000 =...

Total: \$810,000

Engineering Requests

Itemized Requests for 2024

Ford Transit Van 2500 **\$60,000**

One New 2500 3/4 Ton van will replace van 85 that is over 10 years old. Engineering Department.(Rust issues)

Total: \$60,000

District Attorney Requests

Itemized Requests for 2024

District Attorney Auto Replacement **\$39,000**

Rotating of auto pool

Total: \$39,000

Elections Requests

Itemized Requests for 2024

Voting Machines **\$78,500**

The new electronic voting machines designed by Dominion Voting Systems Corporation is the NYS Board of Elections approved vendor for certified voting machines. Fifty-one machines are needed to serve polling locations throughout Sullivan County. By...

Total: \$78,500

P/R Callicoon Park Requests

Itemized Requests for 2024

Callicoon Park Design & Development **\$125,000**

Design, engineering and construction of the Callicoon Park to include engineering, trails, park furniture, play structures, signage and wildlife viewing platforms. The development of this newly aquired park property will provide visitors and...

Total: \$125,000

DPW - Stoloff Bulding Requests

Itemized Requests for 2024

26 Hamilton primary HVAC system replacement **\$75,000**

Replace the primary hvac system at the DA office at 26 Hamilton Ave. with energy efficient heat pump system. Existing system is an inefficient combination of outdated electric cooling and fuel oil boiler, with the cooling portion frequently...

Total: \$75,000

DPW - Misc Locations Requests

Itemized Requests for 2024

Design and Engineering - Various Buildings	\$2,000,000
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Allocate money for the design and engineering costs associated with reviewing all County buildings.

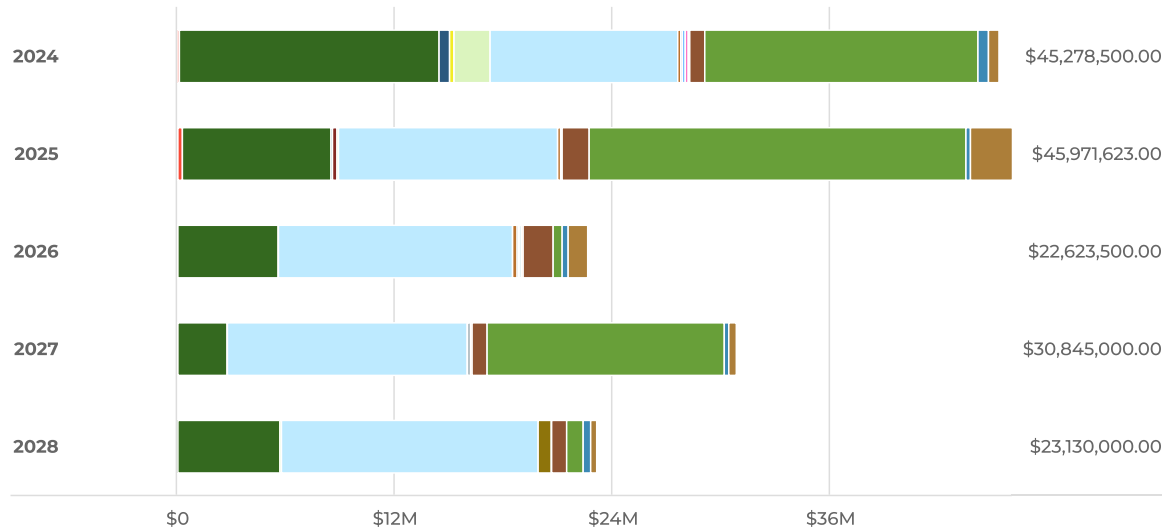
Total: \$2,000,000

Capital Improvements: Multi-year Plan

Total Capital Requested \$167,848,623

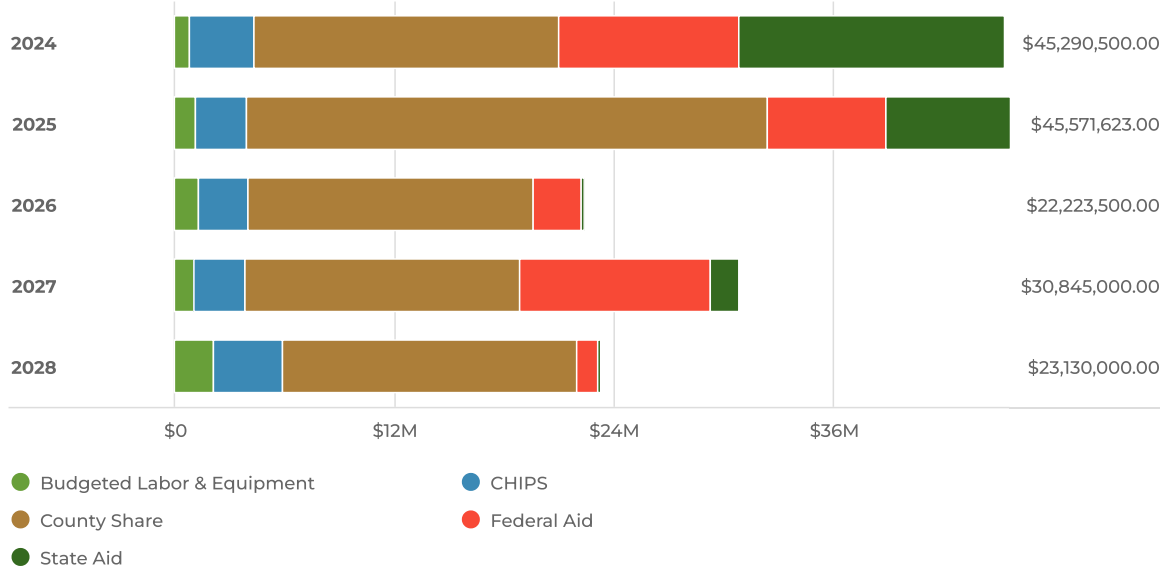
119 Capital Improvement Projects

Total Funding Requested by Department

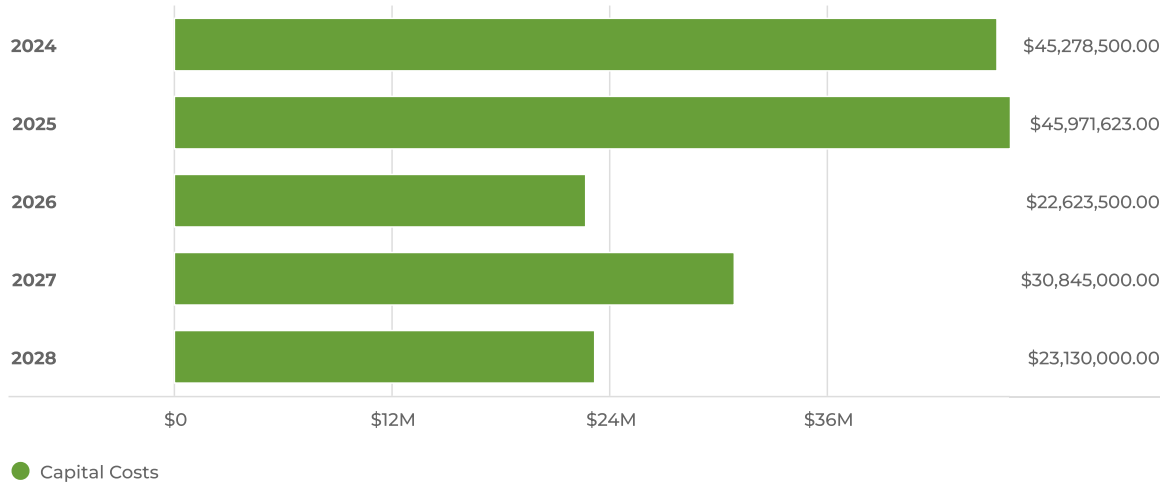


- DFS General Administration
- DPW - Court House
- DPW - Bridge Maintenance
- DPW - Liberty Campus
- DPW - Misc Locations
- DPW - Sheriff'S Complex
- DPW Administration
- Engineering
- P/R - Admin
- P/R Lake Superior Park
- P/R Minisink Battle Ground
- Public Safety Communication E911
- SC International Airport
- Solid Waste
- District Attorney
- DPW - Barryville Facility
- DPW - Govt Center
- DPW - Maplewood Facility
- DPW - Road Maintenance
- DPW - Stoloff Bulding
- Elections
- Historic Prop Fort Delaware
- P/R Callicoon Park
- P/R Livingston Manor Covered Br
- P/R Stone Arch Bridge
- Road Machinery
- Sh - Patrol

Total Funding Requested by Source



Capital Costs Breakdown



Cost Savings & Revenues

There's no data for building chart

Sh - Patrol Requests

Itemized Requests for 2024-2028

Homeland Security Equipment**\$170,000**

The Sheriff's Office receives grant funding annually from the Office of Homeland Security. Each Homeland Security grant contract spans a period of 3 years. It is likely that expenses incurred in any one year could comprise multiple contract...

Patrol Vehicle Replacements**\$1,620,000**

Vehicles belonging to the Sheriff's Office are replaced at predictable intervals. Marked patrol cars, which operate 24 hrs/day and 7 days/week, typically have a service life of 2 years. Unmarked detective cars/SUVs last approximately 5...

Purchase of storage units and related equipment**\$25,000**

Purchase or storage units and related equipment

Total: \$1,815,000

DFS General Administration Requests

Itemized Requests for 2024-2028

Phased Desk and Chairs Replacement**\$150,000**

We would like to replace the desks and chairs throughout the building in phases. Many desks in the department are past their useful life and are chipping, with broken door and drawers.

Total: \$150,000

DPW - Bridge Maintenance Requests

Itemized Requests for 2024-2028

CB100 - CR11 - Bridge Replacement **\$900,000**

Replacement of County Bridge 100 on County Road 11/State Touring Route 55 in the Town of Highland. Abutments & wing walls cracked & leaching. (3) beams spalled and two with prestressing strands exposed - concrete spalled under...

CB109 - CR103 - Bridge Rehabilitation **\$150,000**

Replacement of County Bridge 109 on County Road 103 in the Town of Thompson. Concrete substructures have exceeded their useful life and are deteriorating/failing. Jack arch section of superstructure is rusting with serious section loss...

CB14 - CR32 - Bridge Replacement **\$1,000,000**

Replacement of County Bridge 14 on County Road 32 in the Town of Highland. Concrete abutments, back walls and deck are hollow sounding. Bridge rail and curb have major section loss. If this project were built using contract...

CB171 - CR75 - Realignment (Construction) **\$2,000,000**

Replacement of County Bridge 171 on County Road 75 in the Town of Thompson on a new road alignment. Concrete back walls are hollow sounding, rusted fasciae girders, interior girders with major section loss at bearings. The roadway...

CB171 - CR75 - Realignment (Engineering) **\$150,000**

Engineering, right-of-way acquisition and construction for the replacement of County Bridge 171 on County Road 75 in the Town of Thompson on a new road alignment. Concrete back walls are hollow sounding, rusted fasciae girders, interior...

CB2 - Town Highway 36 - Bridge Replacement **\$900,000**

Replacement of County Bridge 2 on Church Road (Town Highway 36) in the Town of Fallsburg. Jack arch superstructure bottom flanges with significant rusting. If this project were built using contract services the total cost would...

CB261 - Bridge Replacement **\$750,000**

Replacement of County Bridge 261 on Garden House Road (Town Highway 38) in the Town of Liberty. Bridge posted for 10 Tons. Stringer top flanges rusting and cap beams rotating. Steel back wall with holes rusted through. Timber bridge...

CB270 - Town Highway 22 - Bridge Replacement **\$775,000**

Replacement of County Bridge 270 on Flugertown Road (Town Highway 22) in the Town of Neversink. Bridge posted for 4 Tons. Stringer flanges rusting with heavy section loss (delaminating). Deterioration of 3 concrete wing walls. Upstream...

CB277 - Town Highway 9 - Reroute **\$500,000**

Elimination of County Bridge 277 on Benton Hollow Rd. (Town Highway 9) in the Town of Liberty by re-aligning Benton Hollow Rd. and eliminating any future maintenance of a bridge. Eliminate the 5 ton bridge posting. Steel...

CB28 - Deck Replacement **\$150,000**

CB28 Deck Replacement

CB283 - CR149 - Bridge Replacement **\$1,000,000**

Replacement of County Bridge 283 on County Road 149 in the Town of Rockland. The existing abutments and concrete deck have exceeded their useful life and are deteriorating/failing. Deck leaching. Full height vertical crack at middle of...

CB29 - CR55 - Bridge Replacement **\$800,000**

Replacement of County Bridge 29 on County Road 55 in the Town of Fallsburg. Bottom flanges rusting with some minor section loss. South abutment cracked, eroded & spalled at waterline. North abutment spalling at downstream corner. Deck...

CB296 - Bridge Replacement	\$775,000
Replacement of County Bridge 296 on Benton Hollow Rd. (Town Highway 9) in the Town of Liberty. Eliminate the 9 ton bridge posting. Major section loss on steel stringers & seat beams. Timber deck beginning to has splitting. Upstream...	
CB301 - CR105B - Bridge Replacement (Construction)	\$4,875,123
Construction to replace County Bridge 301 on County Road 105B/BWS Road in the Town of Neversink. BridgeNY funding application has been submitted for the project. Major deterioration throughout steel beam/concrete deck structure...	
CB301 - CR105B - Bridge Replacement (Engineering)	\$625,000
Replacement of County Bridge 301 on County Road 105B/BWS Road in the Town of Neversink. The portion of the project to be implemented is the Preliminary Engineering, Right-of-Way Incidentals and Detailed Deign needed to implement the replacement...	
CB313 - Town Highway 61 - Bridge Replacement	\$850,000
Replacement of County Bridge 313 on Starlight Road (Town Highway 61) in the Town of Thompson. Cracks in both downstream & upstream wing walls with major deterioration. Some deterioration & cracks of hub. Minor spalls at abutment...	
CB344 - CR178 - Bridge Replacement	\$250,000
Replacement of County Bridge 344 on Old Route 17 (County Road 178) in the Town of Rockland. Concrete deteriorated throughout the reinforced concrete structure, its concrete deck is leaching through with cracked abutments and wing...	
CB351 - Bridge Street - Bridge Replacement (Construction)	\$2,300,000
Replacement of County Bridge 351 on Bridge Street in the Town of Callicoon. Water leaching through the bridge deck with numerous cracks in the deck in all three spans. Steel rusting at piers, bearings and fascia beams. Asphalt wearing...	
CB351 - Bridge Street - Bridge Replacement (Engineering)	\$350,000
Preliminary Design, Right-of Way Incidentals and Final Design work needed for the replacement of County Bridge 351 on Bridge Street in the Town of Callicoon. Water leaching through the bridge deck with numerous cracks in the deck in all...	
CB361 - Town Highway 56 - Bridge Replacement (Engineering)	\$350,000
Provide engineering planning and design towards the replacement of County Bridge 361 on East Mountain Road (Town Highway 56) in the Town of Neversink. Cracks, spalling, hollow sounding & leaching of concrete deck in all spans - some...	
CB367 - CR11 - Bridge Replacement	\$250,000
Replacement of County Bridge 367 on County Road 11 in the Town of Highland. The existing boiler pipe has exceeded its useful life which has major deterioration of the concrete headwalls/wingwalls that retain the County road shoulders and...	
CB377 - Town Highway 53 - Bridge Replacement	\$750,000
Replacement of County Bridge 377 on South Road (Town Highway 53) in the Town of Mamakating. Bridge is posted for 14 tons due to timber structure deterioration. Timber pier cap split at upstream end. If this project were built...	
CB428 - Town Highway 98 - Bridge Replacement	\$800,000
Replacement of County Bridge 428 on Riverside Drive (Town Highway 98) in the Town of Fallsburg. Jack-arch - 3 wing walls (1 upstream & both downstream) spalled & downstream north is cracked and breaking off - major deterioration...	
CB430 - Town Highway 28 - Bridge Replacement	\$500,000
Rehabilitation of County Bridge 430 on Friedenstien Rd. (Town Highway 28) in the Town of Fremont. Bridge is posted for 12 Tons. Concrete back walls are hollow sounding, rusted fasciae girders, interior girders with major section loss at...	
CB434 - Deck Replacement	\$50,000
CB434 Deck Replacement	

CB436 - Oberfest St - Bridge Replacement **\$550,000**

Replacement of County Bridge 436 on Oberfest St in the Village of Liberty. Major concrete deterioration throughout. Deck cracked and leaching. Both abutments are cracked and deteriorated. Wing walls are deteriorated, with one leaning...

CB448 - Town Highway 62 - Bridge Replacement **\$800,000**

Replacement of County Bridge 448 on Wilsey Avenue (Town Highway 62) in the Town of Mamakating. The bridge has numerous issues including: upstream undermined old wing walls need toe footings; diaphragms, connection plates, bearings and...

CB5 Joint Replacement **\$260,000**

Bridge 5 is located on County Road 32 in the Town of Lumberland. The armored joint and concrete headers over back wall need to be repaired to prevent the stem wall and ends of the steel beams from water damage. This project must be...

CB51 - CR142 - Bridge Replacement **\$1,000,000**

Replacement of County Bridge 51 on County Road 142 in the Town of Liberty. Rusted fasciae girders, interior girders with major section loss at bearings and soldier piles rusting below waterline. If this project were built using...

CB77 - CR23 - Bridge Replacement **\$5,869,000**

Construction services for the replacement of Bridge 77 with a 100 feet span that will prevent the overtopping of the bridge and road by extreme storm flows. We have been awarded BridgeNY funding of the project. The existing...

CB8 - CR43 - Bridge Replacement **\$850,000**

Replacement of Bridge 8 on County Road 43 in the Town of Forestburgh. Jack arch bridge has significantly rusted fasciae girders, bottom flanges of interior girders rusted and leaking end joints over the abutments. If this project...

CB82 - Bridge Replacement **\$5,335,000**

Work includes both engineering services for construction/inspection and for the construction contract for the replacement of County Bridge 82 on County Road 49 in the Town of Forestburgh. We have been awarded BridgeNY funding of the...

Total: \$36,464,123

DPW - Road Maintenance Requests

Itemized Requests for 2024-2028

Attenuator	\$60,000
Crash attenuator for road crews	
Chippers	\$94,000
Replace 2001 Vermeer BC-1230A with 2024 chipper for \$47,000 Replace 2003 Salsco 813 with 2027 chipper for \$47,000	
Contract Paving on Various County Roads	\$46,125,000
Partial depth repair of sections of underlying pavement structure - 3" overlay of entire roadway - Install new shoulders. Rehabilitates structure, restores riding surface and extends life of pavement for the safety and benefit of the...	
CR14 - Major retaining wall in Swan Lake from CR74 to CR142	\$500,000
Replace existing , failing retaining wall with new pre-engineered/precast retaining wall system. Retain steep slope and protect roadbed from slope failure and drainage runoff. Provide adequate space for new drainage system to collect said...	
CR14 - Upgrade and extend drainage system - Swan Lake CR74 to CR142	\$500,000
Upgrade and Extend Drainage System through the Hamlet of Swan Lake. Install new sub-surface drainage system to replace delapidated poorly functioning existing system. Promote positive drainage away from road to protect integrity of same...	
Embankment Stabilization	\$2,500,000
Repair eroded and failing road embankment sections with appropriate stabilization - stabilization method to be determined by existing soil conditions. Continued slippage of failing embankment - Repair will allow a larger shoulder to be...	
Excavators	\$520,000
Replacement for 2010 Gradall - 2026 Self propelled excavator (Gradall) \$520,000	
Ford F-250 4 door pickup	\$70,000
1 New Crew cab pickup will need to be needed for DPW operations.	
Mower 269 New Holland TL90	\$120,000
In 2024, Mower 269 will be 18 years old and due for replacement Replace 2006 Mower 269 New Holland TL90 with 2024 Mower 269 New Holland TL90.	
Surface Treating on Various County Roads	\$11,500,000
Surface Treatments (Crack Sealing - Truing & Levelling - Chip Sealing - Thin Overlays) on various County Roads. Low cost preventative maintenance techniques that extend the life of wearing surfaces for the safety and benefit of the...	
Upgrade Non-Standard/Install Guide Rail on Various Co. Rds.	\$675,000
Upgrade existing non-standard guide rail sections on various County Roads. Bring existing non-standard guide rail sections to current highway design standards for the safety of the travelling public.	
Total: \$62,664,000	

Solid Waste Requests

Itemized Requests for 2024-2028

Backhoe	\$100,000
Preventative plan to replace most worn out backhoe	
Bailer	\$300,000
Purchase of a new cardboard bailer. Current bailer is at the end of its useful life.	
Compost Process Equipment	\$600,000
General equipment budget in support of organics management plan roll out as per the Organics plan. The equipment needed is outlined in the Organics Study.	
DEC approved outbound trailer storage	\$250,000
We currently have upwards of 20 loaded garbage trailers that are left throughout the property waiting to be pulled. This is a DEC violation because the ones left outside have leachate that is leaking onto the ground. This project would be to find...	
Garage Door Replacement	\$500,000
The landfill has in the neighborhood of 30 garage door and many of them are in need of replacement. We would like to do a few replacements every year. Preventative Maintenance on doors, some of which are constantly being fixed. It is also a...	
Organics Facility Build	\$1,000,000
Build an Organics facility on the old village landfill. An organics facility will divert some of the solid waste from the landfill to saleable topsoil. It will reduce cost and increase revenue. Our Organics plan is almost complete and there...	
Paving at Transfer Stations	\$530,000
The existing paved areas around the Transfer Stations and export buildings are deteriorating. The area where customers walk needs to be resurfaced at each station.	
Railings at Transfer Stations	\$30,000
The railings, especially at Ferndale TS need to be installed/improved. Safety to the public, especially at Ferndale TS. The pits are very deep and dangerous for the public to be that close to without some kind of fall protection.	
Rockland Retaining Wall	\$150,000
Rockland Transfer station has concrete wall that is in need of repair. The concrete is crumbling and should be replaced. Safety is a concern, especially near the electrical panel.	
Roll Offs	\$76,000
This is a preventative replacement plan for the containers that by the nature of the working environment have limited life spans.	
Self Contained Compactors	\$165,000
We are installing this type of 40 yard compact at Highland for SSR. We previously used 20 yard cans that could not be compacted. Moving to the bigger can alone cuts the trips in half and being able to compact the SSR with an expected 75% reduction...	
Self Propelled Man Lift	\$50,000
There are many high locations that our staff need to reach on a frequent basis. Having a man lift would allow for a safer and more efficient environment. Our mechanics could use it for fixing tarps on the trailers, the building staff could use it...	
Trailers	\$375,000
The walking floor 53' would allow us to run our own SSR to Hudson Baylor saving money and putting us in control of how clean the floor is. Open Top Push Plate trailers need to be on a rotation to ensure service operations /reliability...	

Transfer Station Roof Replacements**\$400,000**

Remove and replace existing metal roofs on several buildings. Remove and replace existing shingle roofs on several buildings (2026-2027). Existing roofs have outlasted their expected life and need to be replaced. Ferndale TS; Highland...

Total: \$4,526,000**DPW - Court House Requests****Itemized Requests for 2024-2028****Courthouse Fuel Oil Tank Replacement****\$50,000**

Remove and replace the existing underground fuel oil storage tank. (This is entirely dependent upon what is designed as the Courthouse Annex). The existing underground fuel oil storage tank is at the end of its useful life and prone to leaks. It...

Total: \$50,000**DPW - Sheriff'S Complex Requests****Itemized Requests for 2024-2028****Construct DPW Maintenance Building at New Jail****\$750,000**

Construct DPW Maintenance building at the new jail at the bottom of the back road to Pittaluga Road. DPW has no materials receiving area and is lacking storage at the new jail. Products and equipment are constantly being moved between Maplewood...

Total: \$750,000**DPW - Govt Center Requests****Itemized Requests for 2024-2028****Government Center Entrance Replacement****\$300,000**

Government Center entrance replacement

Government Center Fire Alarm Replacements**\$200,000**

Government Center fire alarm replacements

Government Center Fuel Oil Tank Replacement**\$70,000**

The existing underground fuel oil storage tank is at the end of its useful life and prone to leaks.

Government Center Window Replacements**\$200,000**

This is a multi-year program, replacing several windows per year. Windows at government center are in constant need of replacement due to cracking and failure.

Total: \$770,000

Public Safety Communication E911 Requests

Itemized Requests for 2024-2028

E911 Flooring

\$30,000

Existing floor has outlasted its expected life and needs to be replaced.

Total: \$30,000

DPW - Maplewood Facility Requests

Itemized Requests for 2024-2028

Maplewood Facility - Main Shop Metal Roof

\$300,000

The existing roof has outlasted its expected life and needs to be addressed.

Total: \$300,000

SC International Airport Requests

Itemized Requests for 2024-2028

Acquire land for Runway 33 safety **\$300,000**

Acquire adjacent property to allow for improved runway 33 safety area. The FAA recommends this course of action.

ARFF Building Expansion **\$2,200,000**

Design and construction of the ARFF building expansion for more room for ARFF equipment. With continued growth at the SCIA, our ARFF index will increase, which will result in the requirement for more gear and a larger ARFF truck.

ARFF Fire Truck Index B **\$300,000**

Aircraft Rescue and Firefighting Fire Truck

Environmental assessment of runway safety area construction **\$50,000**

An environmental assessment of necessary RSA improvements and removal of obstructions within the approach surface areas. FAA mandates the construction of the RSA's as part of the Part 139 requirements.

Fuel truck storage area **\$300,000**

A designated fuel truck storage area will provide the Sullivan County International Airport with multiple benefits. A storage area will keep the 5000 gallon fuel truck out of the elements and clear space on the apron parking area.

NYSDOT Grant - Terminal Renovation **\$24,150,000**

Construction of a new terminal building to replace the current 53-year old terminal building to provide modern accommodation for pilots, passengers, and county residents. The multiple upgrades that will come along with the new building will...

Off-Airport obstruction removal within approach surfaces **\$150,000**

RSA improvements and removal of obstructions within the approach surface areas. FAA mandates the construction of the RSA's as part of the Part 139 requirements.

Potable Water Supply Connection **\$7,000,000**

Engineer and construct potable water supply connection to the Town of Liberty Water Services. PFOA/PFAS chemicals have contaminated the local aquifer and a new potable water source may become necessary for the general airport area.

Renovation of H7 (FBO building) **\$1,000,000**

A major renovation includes roofing, siding, new electrical service and HVAC. The building is in service and provides lease revenue to SCIA. Without renovation, it would not be serviceable for a tenant.

Roll over plow truck **\$400,000**

The addition of Hatzolah and 24/7 air ambulance service rationalizes the additional plow truck which will be also have a liquid anti icing capability and will shorten the time to open runways during winter storms and comply with FAR 139.133 Snow...

Runway 15-33 off-airport obstruction removal design **\$100,000**

Design of off-Airport obstruction removal on the north and south ends of the runway. FAA mandates the construction and maintenance of the RSA's as part of the Part 139 requirements.

Runway crack repair **\$400,000**

The runway was paved in 2020 and routine maintenance will require crack sealing. Cracking occurs as asphalt surfaces through normal freeze/thaw and should be preventatively maintained. The project is anticipated to consist of routing, installing...

Runway Safety Area Design and Construction	\$9,450,000
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Design and Construction of the Runway Safety Area (RSA) on the north and south ends of the runway. A major fill project which extends the overrun area beyond the runway ends up to FAA requirements. FAA mandates the construction of the...

Runway, Taxiway and Terminal Apron Crack Repair	\$100,000
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The Taxiway and Terminal Apron have many stages of cracks all in need of repair. Cracking has developed in the surface through normal freeze/thaw. The Taxiway is 7 years old and the Terminal Apron is 19 years old. The project consists of...

Slope mower	\$75,000
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Replacement of the slope mower will allow greater maintenance of runway and taxiway contours and help eliminate the necessity to rent skid steer and brush cutter eventually as we adhere to FAR 139.137 Wildlife Management

SRE Building Addition	\$400,000
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Proposed development at Sullivan County Int'l Airport, if realized, may require additional vehicular assets. This would include snow plowing and snow removal equipment and trucks. The current SRE building is sufficient to house existing...

Ten Bay T Hangar Construction	\$2,500,000
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In 2020, H2, H3 and H4 reverted ownership to the County. The leases were extended for 5 years as the County did not desire to take over maintenance as buildings had exceeded their expected lifetime and were not suitable for use.

Transient Taxiway and Apron Construction	\$1,500,000
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The FAA recommends this for safety and airport utilization enhancement.

Total: \$50,375,000

DPW - Liberty Campus Requests

Itemized Requests for 2024-2028

Community Services Building - Fire Alarms	\$100,000
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Replace fire alarms at Community Services building.

Gladys Olmsted Building - Fire Alarms	\$100,000
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Replace fire alarms at Gladys Olmsted Building

Total: \$200,000

DPW Administration Requests

Itemized Requests for 2024-2028

Backhoe	\$180,000
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Replace 2003 Cat 430D with 2026 Backhoe with Wain-Roy coupler \$180,000

Overhead door replacements	\$200,000
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Replacement of overhead doors at various County facilities. Overhead doors have outlived their useful life and need replacement. This is a multi-year project from 2024 to 2026.

Sweepers	\$60,000
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In 2026, the 2010 Broce Sweeper KR350 will be 16 years old. We would like to replace it with a self propelled sweeper for \$60,000.

Total: \$440,000

P/R - Admin Requests

Itemized Requests for 2024-2028

Design, Engineering & Construction Services	\$150,000
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Design, engineering, construction and permitting services for various park development projects. The Parks and Recreation Department has contracted with two firms for design, engineer and permitting services for projects within the County...

Total: \$150,000

P/R Livingston Manor Covered Br Requests

Itemized Requests for 2024-2028

Livingston Manor Covered Bridge - Restroom Facility Construction	\$150,000
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Design, engineering and construction of a restroom facility to replace current portable toilets. A new restroom facility would allow patrons a more pleasant experience while picnicing and hosting parties at the pavilion.

Total: \$150,000

P/R Minisink Battle Ground Requests

Itemized Requests for 2024-2028

Minisink Battleground Trail Rehab	\$75,000
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Design, engineering and construction to resurface/rehabilitate portions of the hiking trail system and develop/replace trail signage at Minisink Battleground Park. Resurfacing and rehabilitating portions of the trail including signage that...

Total: \$75,000

P/R Lake Superior Park Requests

Itemized Requests for 2024-2028

Lake Superior Beach Expansion-Dock relocation/remediation **\$100,000**

Design, engineering and construction to expand the beach and swim area. Relocate and repair rental boat dock and area and repair public boat launch area and dock. Expansion of the beach area will allow for better beach experience. Relocating...

Lake Superior Trail Design and Development **\$50,000**

Design, engineering and construction of hiking trails at Lake Superior State Park. The County of Sullivan has a Cooperative Agreement with the Palisades Interstate Park Commission to operate Lake Superior State Park through 2045. Lake...

Total: \$150,000

Road Machinery Requests

Itemized Requests for 2024-2028

Heavy Duty Trucks **\$3,580,000**

Some of these vehicles have been refurbished once already. They are all plow trucks and have met or exceeded their 15 year lifespan. The replacement plan would be as follows: 2024 1 State contract vehicle @...

Maplewood & Barryville Vehicle Wash System Replacement **\$300,000**

Remove and replace existing vehicle wash equipment systems at Maplewood and Barryville vehicle wash bays. Existing vehicle wash systems are outdated and often failing. Repairs are high cost and time consuming; replacement of the systems is a...

Medium Duty Trucks **\$1,700,000**

Vehicles are over their 15 year lifespan and have heavy rust. The replacement plan would be as follows: 2024 3 State contract vehicles @ \$160,000 = \$480,000 2025 3 State contract vehicles @ \$160,000 =...

Total: \$5,580,000

Engineering Requests

Itemized Requests for 2024-2028

Ford Transit Van 2500 **\$60,000**

One New 2500 3/4 Ton van will replace van 85 that is over 10 years old. Engineering Department.(Rust issues)

Total: \$60,000

District Attorney Requests

Itemized Requests for 2024-2028

District Attorney Auto Replacement

\$39,000

Rotating of auto pool

Total: \$39,000

Elections Requests

Itemized Requests for 2024-2028

Voting Machines

\$235,500

The new electronic voting machines designed by Dominion Voting Systems Corporation is the NYS Board of Elections approved vendor for certified voting machines. Fifty-one machines are needed to serve polling locations throughout Sullivan County. By...

Total: \$235,500

P/R Stone Arch Bridge Requests

Itemized Requests for 2024-2028

Stone Arch Bridge Park - Stream Bank Repair

\$150,000

Design, engineering and construction to repair the stream bank along the shore of park. Stream bank is eroding away due to flooding.

Total: \$150,000

P/R Callicoon Park Requests

Itemized Requests for 2024-2028

Callicoon Park Design & Development

\$125,000

Design, engineering and construction of the Callicoon Park to include engineering, trails, park furniture, play structures, signage and wildlife viewing platforms. The development of this newly acquired park property will provide visitors and...

Total: \$125,000

Historic Prop Fort Delaware Requests

Itemized Requests for 2024-2028

Fort Delaware - Palisades wall and catwalk replacement **\$100,000**

Design, engineering and construction of the replacement of the outer barrier palisades wall and catwalk. The current palisades log wall and catwalk are beginning to rot.

Total: \$100,000

DPW - Stoloff Bulding Requests

Itemized Requests for 2024-2028

26 Hamilton primary HVAC system replacement **\$75,000**

Replace the primary hvac system at the DA office at 26 Hamilton Ave. with energy efficient heat pump system. Existing system is an inefficient combination of outdated electric cooling and fuel oil boiler, with the cooling portion frequently...

Total: \$75,000

DPW - Barryville Facility Requests

Itemized Requests for 2024-2028

Barryville body shop envelope improvements **\$300,000**

Barryville Body Shop Building Envelope Improvements - windows, insulation, air/moisture barrier. This building is extremely old and the existing bulding envelope allows air and moisture infiltration. This project will improve the overall...

Total: \$300,000

DPW - Misc Locations Requests

Itemized Requests for 2024-2028

Design and Engineering - Various Buildings **\$2,000,000**

Allocate money for the design and engineering costs associated with reviewing all County buildings.

Lean-To Addition to Pole Barn for Storage **\$75,000**

Construct a lean-to addition to the pole barn for additional storage at Maplewood. DPW buildings operations have limited storage for building materials.

Maplewood & Barryville Air Compressor Replacements **\$50,000**

Purchase and install replacement air compressor systems in the Maplewood and Barryville main shops. The existing compressors are past their useful life and need replacement.

Total: \$2,125,000

APPENDIX

Glossary

Abatement: A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

Accounting System: The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

Accrued Interest: The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

Amortization: The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

Appropriation: A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

Arbitrage: As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

Assessed Valuation: A value assigned to real estate or other property by a government as the basis for levying taxes.

Audit: An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

Audit Report: Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

Available Funds: Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

Balance Sheet: A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

Betterments (Special Assessments): Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Bond: A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

Bond and Interest Record: (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

Bonds Authorized and Unissued: Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

Bond Issue: Generally, the sale of a certain number of bonds at one time by a governmental unit.

Bond Rating (Municipal): A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Budget: A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

Capital Assets: All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

Capital Budget: An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

Cash: Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

Cash Management: The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short- term borrowing and investment of idle cash.

Certificate of Deposit (CD): A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

Classification of Real Property: Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

Collective Bargaining: The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union. regarding wages, hours and working conditions.

Consumer Price Index: The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

Cost-Benefit Analysis: A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Debt Burden: The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

Debt Service: The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

Encumbrance: A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Funds: An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the

"surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

Equalized Valuations (EQVs): The determination of the full and fair cash value of all property in the community that is subject to local taxation.

Estimated Receipts: A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

Exemptions: A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

Expenditure: An outlay of money made by municipalities to provide the programs and services within their approved budget.

Fiduciary Funds: Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private- purpose trust funds, and agency funds.

Fixed Assets: Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

Fixed Costs: Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

Float: The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

Full Faith and Credit: A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Accounting: Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

GASB 34: A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

GASB 45: This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

General Fund: The fund used to account for most financial resources and activities governed by the normal appropriation process.

General Obligation Bonds: Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

Governing Body: A board, committee, commission, or other executive or policymaking body of a municipality or school district.

Indirect Cost: Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

Interest: Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

Interest Rate: The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

Investments: Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

Line Item Budget: A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Local Aid: Revenue allocated by the state or counties to municipalities and school districts.

Maturity Date: The date that the principal of a bond becomes due and payable in full.

Municipal(s): (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

Note: A short-term loan, typically with a maturity date of a year or less.

Objects of Expenditures: A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

Official Statement: A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

Operating Budget: A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Overlapping Debt: A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

Performance Budget: A budget that stresses output both in terms of economy and efficiency.

Principal: The face amount of a bond, exclusive of accrued interest.

Program: A combination of activities to accomplish an end.

Program Budget: A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

Purchased Services: The cost of services that are provided by a vendor.

Refunding of Debt: Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

Reserve Fund: An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

Revaluation: The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of

the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

Revenue Anticipation Note (RAN): A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

Revenue Bond: A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

Revolving Fund: Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

Sale of Real Estate Fund: A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

Stabilization Fund: A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

Surplus Revenue: The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

Tax Rate: The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

Tax Title Foreclosure: The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

Trust Fund: In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

Uncollected Funds: Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and they are not available for disbursement.)

Undesignated Fund Balance: Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

Unreserved Fund Balance (Surplus Revenue Account): The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

Valuation (100 Percent): The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.