



**COUNTY OF SULLIVAN
2018 ADOPTED BUDGET
EXECUTIVE SUMMARY**





SULLIVAN COUNTY LEGISLATURE

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

December 2017

Dear Neighbors and Friends:

We are pleased to present to you the 2018 Sullivan County Adopted Budget.

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

Nevertheless, we took a conservatively prudent approach to the 2018 Budget, and we are gratified there was unanimous agreement amongst County legislators.

Significant changes in the 2018 Budget included increased funding for infrastructure, economic development, public safety, and a host of quality-of-life issues. We are no longer deferring needed bridge and road maintenance, we are positioning the County to be well-prepared for the challenges increased economic development will bring, and we are 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 and equipment, without significantly increasing the burden on taxpayers.

The Legislature and the County Manager look forward to working with all County employees and citizens to carry out the goals and initiatives contained within this Adopted Budget. Let's Walk Together!

Cordially,

A handwritten signature in black ink, appearing to read "Luis A. Alvarez".

Luis A. Alvarez
Legislature Chairman
County of Sullivan

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

Joshua A. Potosek, MBA
County Manager
County of Sullivan



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of Sullivan
New York**

For the Fiscal Year Beginning

January 1, 2017

Christopher P. Morrill

Executive Director

2018 Adopted Budget Executive Summary

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2018 ADOPTED BUDGET FOR SULLIVAN COUNTY

SULLIVAN COUNTY LEGISLATURE

Luis Alvarez, Chairman
District 6



Mark McCarthy
District 3



Joseph Perrello
District 7



Alan Sorensen
District 9



Catherine Owens
District 4



Nadia Rajs, Vice Chair
District 2



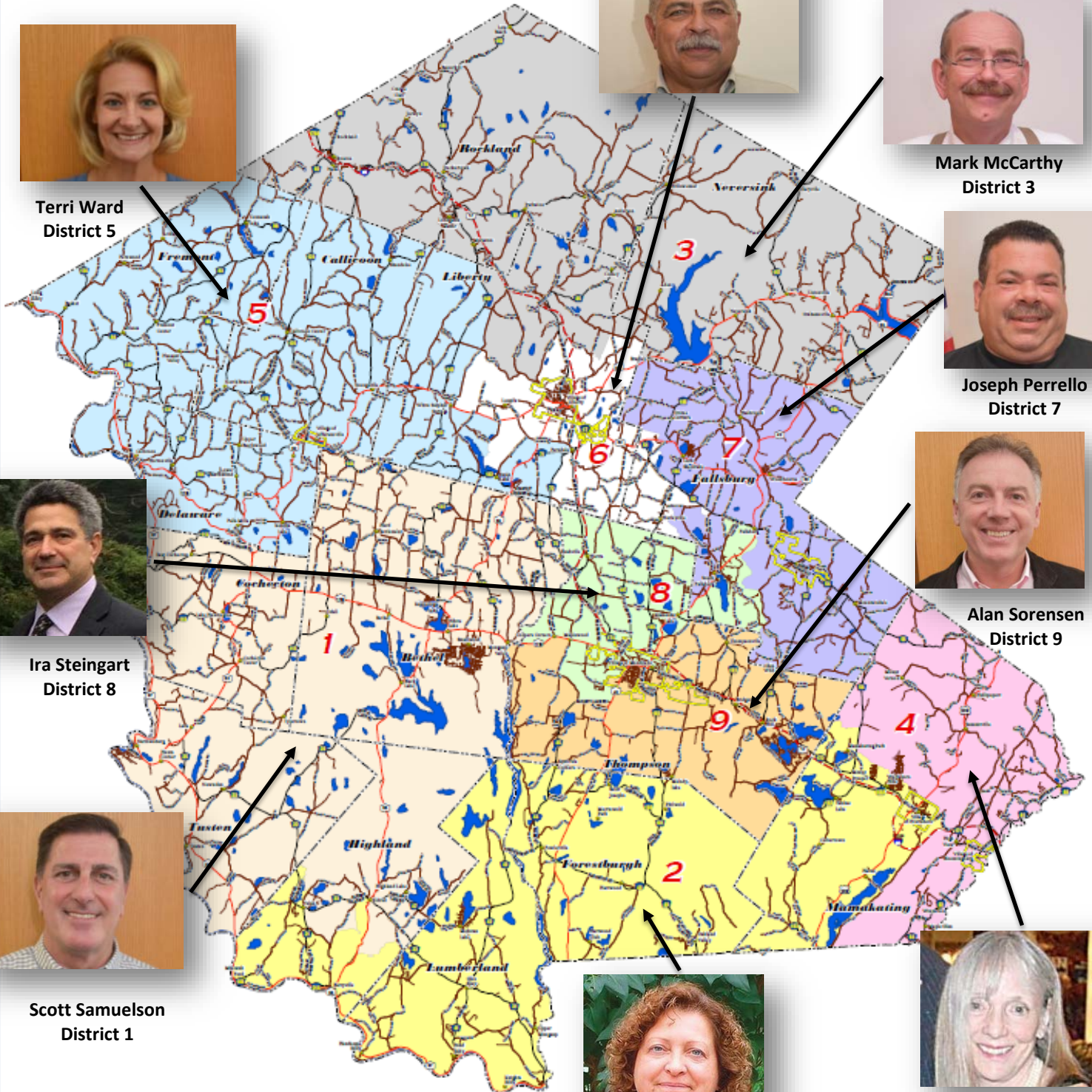
Terri Ward
District 5



Ira Steingart
District 8



Scott Samuelson
District 1



2018 ADOPTED BUDGET FOR SULLIVAN COUNTY

CHAIRS OF STANDING COMMITTEES OF COUNTY LEGISLATURE

Luis Alvarez	<ul style="list-style-type: none">• Executive Committee
Ira Steingart	<ul style="list-style-type: none">• Community and Economic Development Committee
Alan Sorensen	<ul style="list-style-type: none">• Capital Planning and Budget Committee• Planning, Environmental Management and Real Property Committee
Catherine Owens	<ul style="list-style-type: none">• Government Services Committee• Agriculture and Sustainability Police Committee
Nadia Rajsz	<ul style="list-style-type: none">• Health and Family Services• Personnel Committee
Scott Samuelson	<ul style="list-style-type: none">• Management and Budget Committee
Terri Ward	<ul style="list-style-type: none">• Public Safety and Law Enforcement Committee
Joseph Perrello	<ul style="list-style-type: none">• Public Works Committee
Mark McCarthy	<ul style="list-style-type: none">• Veterans Service Committee

2018 ADOPTED BUDGET FOR SULLIVAN COUNTY
SULLIVAN COUNTY ELECTED OFFICIALS

County Treasurer

- Nancy Buck

County Clerk

- Daniel L. Briggs

District Attorney

- James R. Farrell

Sherriff

- Michael A. Schiff

Coroners

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

READERS GUIDE

This 2018 Adopted Budget Executive Summary represents a supplement, intended to be used in conjunction with the 2018 Adopted Budget Detail, and meant to supply a rounded understanding of the workings of the Sullivan County Government. The summary below describes each section of the book to help the reader find and understand the information contained within.

Organization of the Budget Book

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

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

Budget Overview- This section goes over the budget process, including an explanation of fund structures and through the process behind budget development. A strategy map outlines the priorities and issues for 2018 and clarifies the reasoning behind some of the spending for 2018. 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 2018 Adopted revenues and expenses, position counts and statistics and goals can be found here.

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

Executive Summary

Introduction

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

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

Background

History

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

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



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

¹ Sullivan County NY Wikipedia page

² New York, Ontario and Western Railway Wikipedia page

³ Sullivan County Historical Society

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

Today, the construction of a new Class III Gaming facility in the Town of Thompson, part of a larger billion-dollar development, as well as several other projects in various stages of development are anticipated to provide a much-needed boost to the County's tourism. Interest in buying locally produced foods has continued its surge in popularity, and agritourism has become a staple recreational option. Combined with steady growth in the healthcare industry, as well as investment in the expansion of several existing businesses, recent economic activity has given Sullivan County reason to be highly optimistic about its future⁵.

Geography

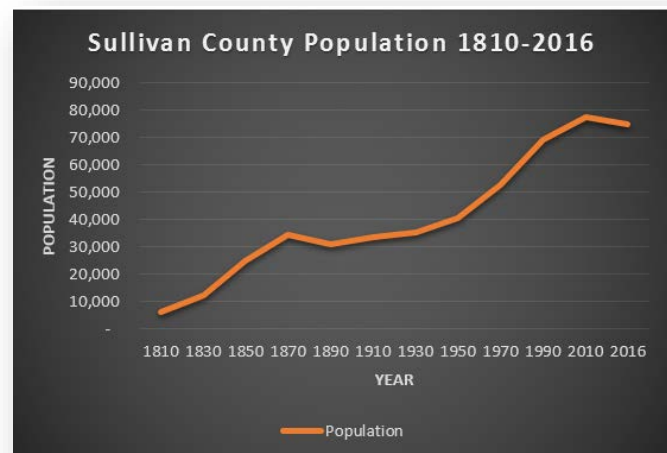


Sullivan County is a 968-square-mile rural county in New York State located approximately 90 miles northwest of New York City in the Catskill Mountains. Its western border is shared with Pennsylvania and is marked by the Delaware River. Neighboring counties include Delaware County to the north, Ulster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

Population

As of the 2016 U.S. Census, Sullivan County has a full-time population of 74,801. This number is estimated to triple during the summer season, when the County experiences an influx of second homeowners and vacationers. The median household income was \$50,710 from 2011-2015, and 18.1% of the population was estimated to live below the poverty level for the same period. There were a total of 49,890 housing units in the County, and the homeownership rate was 65.5%⁶.

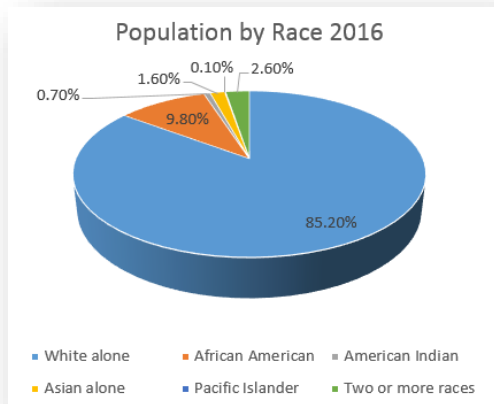
In the early days of Sullivan County, the population was at around 6,100 residents. That number slowly grew as manufacturing and tourism developed. In 2016, the U.S. Census estimated a population of 74,801, down 3.5% from the 2010 population of 77,520. In 2010, 56.50% of the population was working age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



⁴ Bethel Woods Center for the Arts

⁵ Sullivan County Visitors Association

⁶ Sullivan County NY Wikipedia page



years). In 2016, this same population decreased slightly to 55.30%. The racial/ethnic distribution is shown in the chart below, with 85.20% white, 9.8% African American, 1.6% Asian, .7% Pacific Islander, .1% American Indian and 2.6% of people identifying as having two or more races ⁷.

Education

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

these students representing County residents. According to the 2016 U.S. Census, 86% of the population of Sullivan County have a high school diploma or higher, with 22.2% of the population obtaining a bachelor’ degree or higher⁸.

Transportation

Our County transportation department offers open public transportation with two round trip runs to various County hot spots on Thursday’s and Friday’s⁹. There are several local taxi companies as well as medical transportation services available. A Shortline bus station will take residents to several locations within New York State is located in Monticello¹⁰, home of the County seat, and NJ Transit rail services are available in nearby Orange County, approximately 27 miles away¹¹. Given that Sullivan County is fairly rural, having the means to provide your own transportation is the best way to get around the County. Mean travel time to work is 29.2 minutes, just under the New York State mean travel time of 32.3 minutes⁷.



Government

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

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

⁷ U.S. Census Bureau

⁸ New York Schools statistics

⁹ Sullivan County Government

¹⁰ CoachUSA

¹¹ NJ Transit

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

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

Public Safety

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

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



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

Health Care

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



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

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

1. Monitor health status to identify and solve community health problems.

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

¹³ Sullivan County Government

2. Diagnose and investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships and action to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure competent public and personal health care workforce.
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems¹⁴.

Arts, Culture & Entertainment

Sullivan County is home to the original Woodstock site, now transformed into the Bethel Woods Center for the Arts since 2006. Their outdoor amphitheater houses several concerts throughout the summer



season with a capacity of 15,000. An outdoor terrace stage space can hold up to 1,000 people. A year round museum exploring the 1969 Woodstock Music and Art Fair consists of audio/visual experiences, informative displays, and a collection of artifacts.

The Forestburgh Playhouse provides several Broadway quality shows featuring Actor's Equity performers throughout the summer season and has been in business since 1947. The Catskill Arts Society, founded in 1971 and located in Livingston Manor, is home to a gallery, 56 seat performance space, pottery studio and more. Classes are offered in music, theatre, dance and film.

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

Outdoor recreation opportunities exist in the form of hiking trails, local parks, a ski hill, several farms, rail trails and historical sites, such as the Stone Arch Bridge and For Delaware Museum of Colonial History¹⁵.

¹⁴ Sullivan County Government

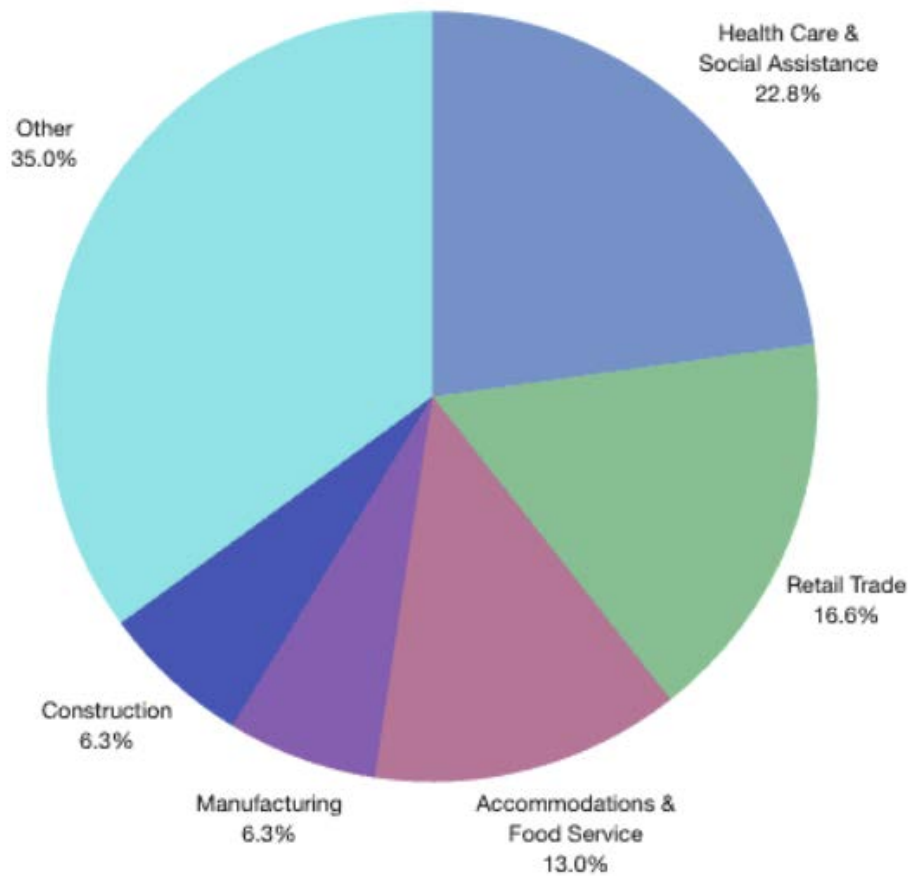
¹⁵ Sullivan County Visitor's Association

Economic Outlook

The 2016 U.S. Census estimated a civilian labor force of 59% of the total population of Sullivan County or 44,132 people. Total retail sales per capita were \$10,047. New York State Department of Labor statistics indicate that Sullivan County has a lower rate of unemployment compared with other Counties within the state at a range of 4-4.9% unemployed. A look at private sector jobs by area in New York State indicate that Sullivan County is gaining jobs faster than the state rate of between 0.9% and 1.3%¹⁶.

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

Employment by sector is broken down as follows:



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¹⁶ U.S. Census

¹⁷ Sullivan County 2017 Assessment Rolls

¹⁸ Economic Development Corporation of Sullivan County

In 2018, Resorts World Catskills is looking to open a hotel and casino in the Town of Thompson. The construction of the casino has been ongoing for the past 18 months and estimated construction jobs for

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

the build totaled 4,000 workers. Approximately 1,400 new full and part-time employment opportunities are expected upon opening in March of 2018. The property will include a 100,000 square foot casino including 130 table games, a poker room and 2,150 slot machines. The hotel will house 332 rooms with 10 bar and restaurant options. A spa, salon, two pools, two fitness centers, conference and meeting rooms, and a 2,000 seat theater with live entertainment are also included. Anticipated revenue sharing of \$2.3 million is expected with \$350,000 in casino licensing fees, \$200,000 in room tax revenue and \$2.9 million in sales tax growth in 2018¹⁹.

Veria Lifestyle Wellness Resort is also in the process of being built, with a 68,000 square foot wellness center with a spa, yoga and fitness center, nutrition center, 36 massage rooms, salon, exterior amphitheater and 131 lake view guest rooms. The wellness center is slated for a 2017 grand opening²⁰.

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

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

¹⁹ Resorts World Catskills

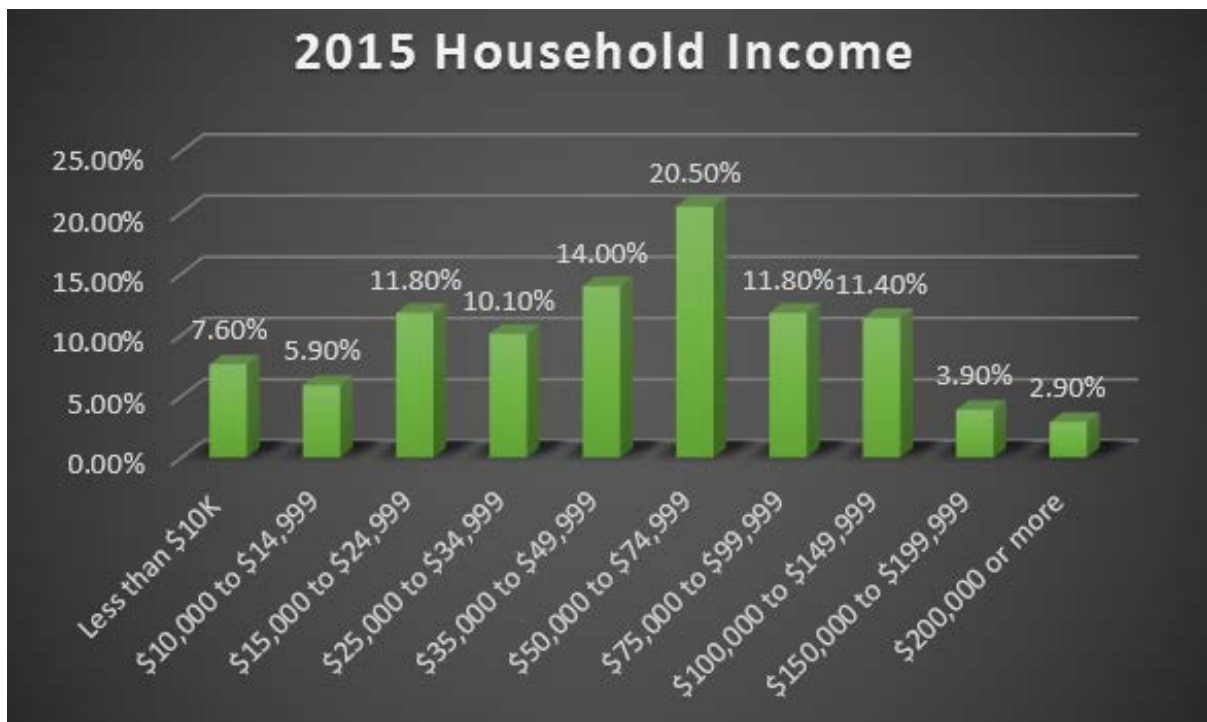
²⁰ Veria Wellness Center

commercial, recreational, and industrial development goals. Support of a healthy economy, the creation and retention of jobs, on a local, regional and State level is an important policy objective²¹.

Income

Per capita income for Sullivan County is \$25,742 with median household income at \$50,710. The poverty rate is 18.1% within the County, while the New York State poverty rate is 14.7%. Poverty status is determined by comparing annual income to a set of dollar values that vary by family size, number of children and the age of the household. If a family's before-tax money income is less than the dollar value of their threshold, then that family and every individual in it are considered to be in poverty. For people not living in families, poverty status is determined by comparing the individual's income to his or her poverty threshold²².

Household demographics with relation to income are as follows:



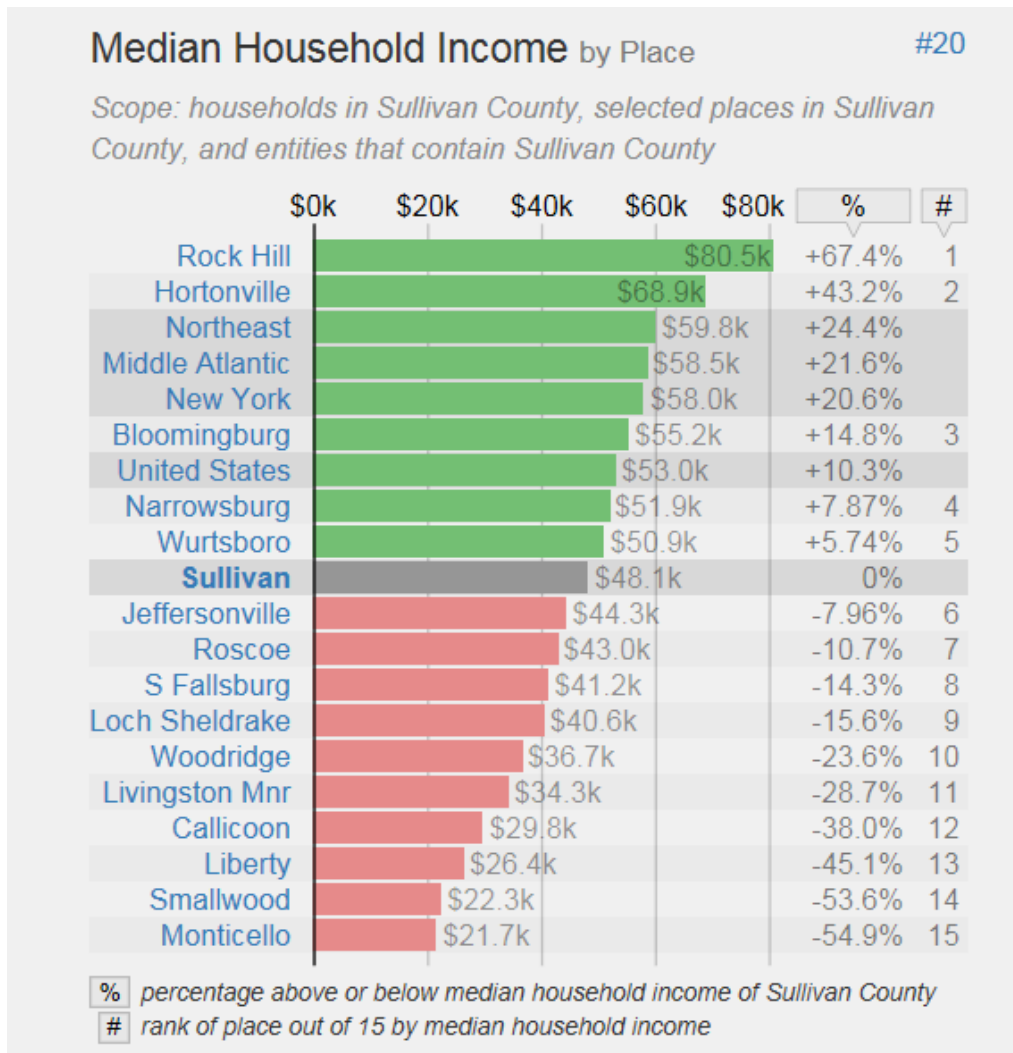
The Sullivan County Human Rights Commission has developed DIALOGUE2CHANGE: Moving from Poverty to Prosperity. The goal of this program is to develop grassroots strategies to help Sullivan County residents move toward prosperity. DIALOGUE2CHANGE will bring a diversity of citizens together to listen respectfully; to explore the assets and challenges that exist in their communities; and to develop workable ways of addressing poverty²³.

²¹ County of Sullivan IDA

²² U.S. Census

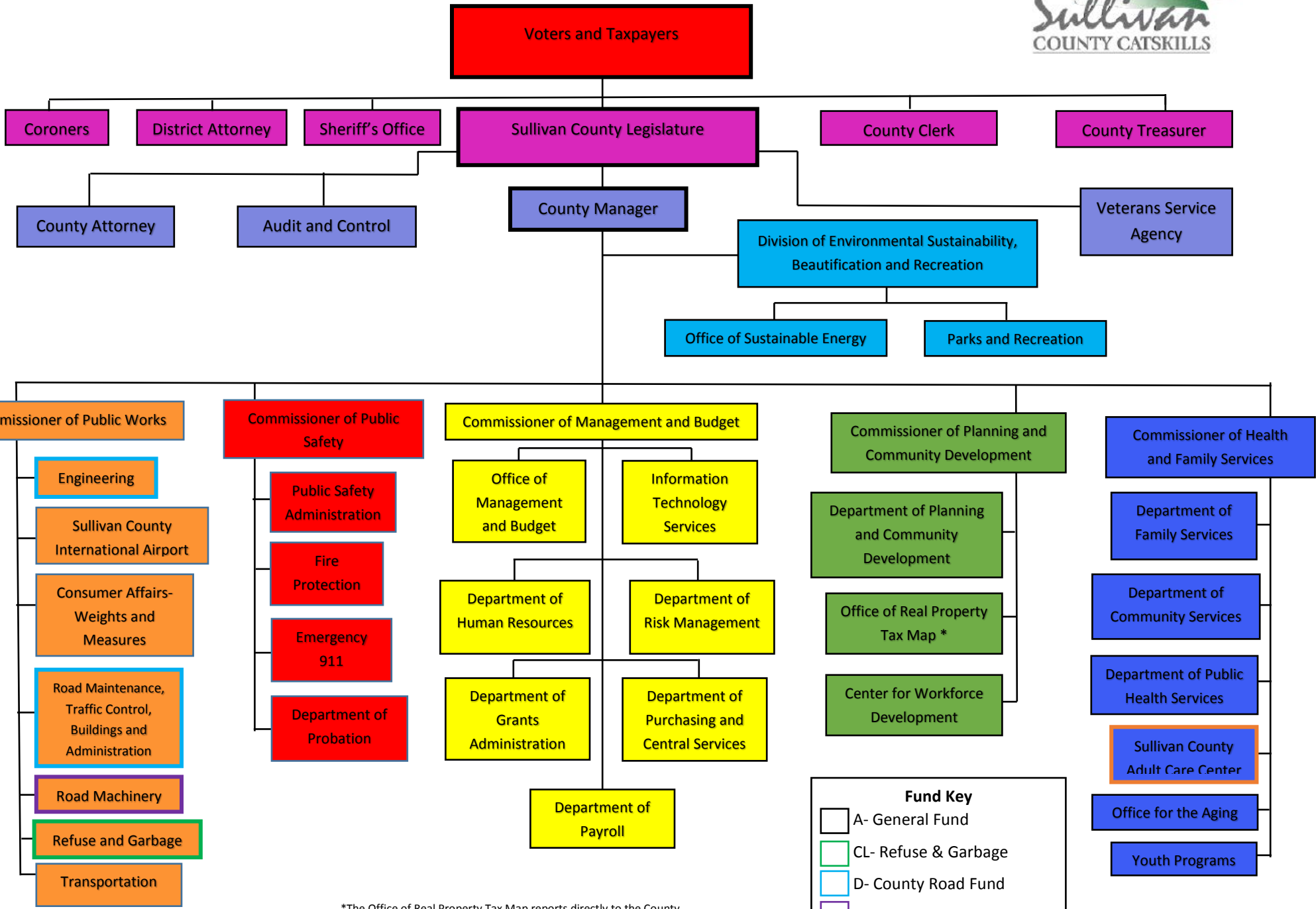
²³ Sullivan County Government

Median household income by area is shown below:



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SULLIVAN COUNTY GOVERNMENT: ORGANIZATIONAL CHART



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

Fund Key

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



BUDGET OVERVIEW

STRATEGY MAP



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

DELIVER ON OUR FOCUS AREAS

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

FOSTER INFRASTRUCTURE INVESTMENT

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

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

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

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

PROMOTE COMMUNITY AND ECONOMIC DEVELOPMENT

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

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

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

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

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

MANAGE PUBLIC SAFETY AND LAW ENFORCEMENT

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

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

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

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

ENCOURAGE HEALTH AND WELLNESS

H1- Improve County health rankings.

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

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

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

PROVIDE ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

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

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

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

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

CRITICAL BUSINESS OUTCOMES

2018

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

MOUNTAINS OF OPPORTUNITIES



Priorities and Issues

The 2018 Budget was developed with the understanding that Sullivan County is in the midst of a significant and positive transformation, and local governments must be prepared to support and respond to the changing needs of their constituencies. With major economic development opportunities coming into focus, Sullivan County must update and improve its infrastructure, services and personnel to be properly prepared for this brightening future.

The Sullivan County 2018 Adopted Budget funds the ongoing construction and coming operation of a new County Jail and Sheriff's Administration Building, significantly increases investment in our infrastructure, allocates new resources to improving health and wellness through both direct initiatives and collaborations with towns and villages, increases organizational capacity and effectiveness through targeted goals, and invests in the county's most valuable asset, its employees.

The 2018 Budget accomplishes all of these important initiatives with a 2.3% percent tax increase.

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

- Infrastructure Investment
- Community and Economic Development
- Public Safety/Law Enforcement
- Health & Wellness
- Organizational Efficiency and Effectiveness

INFRASTRUCTURE INVESTMENT

Road and Bridge Infrastructure

The County currently maintains 385 centerline miles of highways and 400 bridges. The deferral of road and bridge infrastructure work over the last decade, due to a deficient amount of funding and an escalation in material costs, has resulted in serious deficiencies. The County has begun to improve our infrastructure as a result of increased funding, especially in the 2016 and 2017 budgets. The 2018 budget expands that investment considerably.

The 2018 Budget features more than \$28 million in cash and bond payments for capital infrastructure improvements, including \$10 million for bridgework (bonded over 20 years) and \$1.4 million for new Public Works equipment.

Also included is \$6.2 million for paving projects, allowing the County to pave and reconstruct approximately 25 miles of roads.

Jail & Sheriff's Administration Building

The 2018 Budget funds the debt service associated with the construction of a new Jail as well as a new Sheriff's Administration building, to be located on the new jail property. The Sheriff, his administrative staff, and the road patrol are currently located in a building not suited to modern policing standards. Slated to gradually open in late 2018 and early 2019, the new facility will provide an efficient, modern, and most importantly safe working environment for the Sheriff and his staff.

Buildings

Similar to the work nearing completion at the Government Center, our Division of Public Works is eyeing up to four more facilities, including the County Courthouse, for lighting, HVAC and sidewalk replacement. By completing these projects, the County will avoid a significant amount of regular maintenance costs that have been growing each year. HVAC replacement will not only avoid costly maintenance expenses but will also decrease regular operational expenses by reducing the amount of energy consumed.

A complete listing of all 2018 proposed capital projects can be found in the capital budget narrative.

COMMUNITY AND ECONOMIC DEVELOPMENT

Our efforts in community and economic development represent our commitment to the continued success of our communities. It has never been more critical for Sullivan County to put its best foot forward than right now. Spurred on by the development of the Resorts World Catskills casino, unprecedented growth is on the horizon.

New Signage

You never get a second chance to make a good first impression. That is why I have proposed \$75,000 of funding in the 2018 Budget to replace all County welcome signage along State Route 17/Future Interstate 86, as well as to provide a much-needed makeover to the Adopt-an-Exit signs located at every interchange along this critical artery.

In addition to upgrading our County signage, I have also proposed \$75,000 to be made available to municipalities as part of a cost-sharing program to replace welcome signage for our towns and villages.

Municipal Blight Program

A Municipal Blight Program will fund the tipping fees for municipalities to dispose up to 1,000 tons of construction and demolition debris for condemned buildings which are currently eyesores detracting from the beauty of our neighborhoods.

Zoning Incentive Program

In an effort to attract and retain commercial development, we are creating a municipal incentive program for streamlined commercial zoning. A total of \$75,000 will be available to municipalities who wish to update their zoning and identify appropriate locations to ease restrictions and expedite siting processes for new commercial development.

Increased Partnership Funding

The budget also includes an increase in funding to the Sullivan County Partnership for Economic Development, with a total proposed budget of \$125,000 for this purpose. The increased funding will be utilized by the Partnership to increase marketing and business retention efforts, as well as assisting with the expansion of existing businesses and developing shovel-ready sites.

More Efficient, Cost-Effective Transportation

Connecting the public with employment opportunities, quality healthcare, shopping and other opportunities can be challenging, particularly in a rural setting such as Sullivan County. The 2018 budget includes \$100,000 to develop a public transportation route that will provide our residents with access to their places of employment, medical appointments, and various other needs.

An additional \$30,000 has been reserved for subsidies to a vanpool program. This program will enable coworkers, friends, or community members with a common destination to collaborate on the cost of transportation, with lease payments, fuel and maintenance costs being shared amongst the riders. This creative approach to public transportation in Sullivan County, if successful, will be replicable not just with our county but across rural communities in upstate New York.

PUBLIC SAFETY AND LAW ENFORCEMENT

The safety of residents and visitors of Sullivan County must always be our top priority. No community is able to thrive if its members do not feel safe. That is why I am proposing the deployment of significant additional resources to the various departments which serve and protect our citizens.

District Attorney's Office

Our District Attorney is on the front lines of protecting the citizens of Sullivan County from those who would do harm to them. In 2017, the Sullivan County Legislature approved an additional five Road Patrol Deputies for the Sheriff's Department. Our police departments are making progress in keeping our neighborhoods safe; however, without the necessary resources in the DA's Office to finish the job, these efforts will be in vain. I have proposed the creation and funding of two Assistant District Attorneys for this reason. In addition to lessening the overwhelming workload on his current staff, these new

ADAs will help accelerate the prosecution of cases, which should reduce the amount of time our Jail must house offenders and suspects.

The County will also be identifying and leasing a suitable space for the storage of DA evidence, ensuring that the information vital to success in the courtroom is properly preserved.

Child Protective Services

The District Attorney is not the only office that has seen an unfortunate rise in caseloads. Child Protective Services is sadly experiencing high volumes of cases. This budget creates two additional Case Supervisor positions to alleviate individual caseloads and to provide these most vulnerable members of our community with the attention and resources that they so desperately need.

911

In addition to investing in the latest technologies to keep our 911 Center dispatchers on the cutting edge, the 2018 Budget includes funding for an emergency notification system through smartphones and other devices. The system will be made available to every municipality in the County.

Emergency Response

Crucial investments will be made in our emergency service responders in 2018. First, I have included \$100,000 for various improvements to the Emergency Services Training Center. Building repairs, lighting, and the addition of features to provide a thorough range of training opportunities to our first responders will be covered with this investment.

Second, the EMS Advisory Board will be reconvened and charged with the development of program recommendations for training, recruitment and retention of EMS workers throughout Sullivan County. \$50,000 has been allocated for this purpose. Furthermore, an additional \$13,000 will be available to provide basic support to our local EMS providers.

The County is in negotiations to have a new cell tower constructed in Liberty, near our Social Services complex. While coverage for cell phone reception has vastly improved in the County during recent years, there remain far too many areas that are not covered. This is not just an inconvenience for those who live in and visit these areas, but a public safety concern as well. This project will alleviate these concerns while generating a modest stream of revenue for the County.

HEALTH & WELLNESS

It is widely understood that the County ranks poorly in regards to health outcomes. Many entities such as the Sullivan County Legislature, the Sullivan County Public Health Department, Sullivan Renaissance, Cornell Cooperative Extension, Catskill Regional Medical Center and far too many others to name, have all made improving the health of the County a priority.

Adult Care Center

Building upon new management and a to-be-revealed renaming, the 2018 Budget provides funding to aggressively market the Adult Care Center as a premier facility for both long-term and short-term stays. Additionally, \$530,000 is budgeted specifically for improvements to the exterior, the parking lot and the showers.

Recognizing the ongoing need for an appropriate number of qualified personnel, the 2018 Budget includes raises to the base salaries of LPNs and RNs. Vacancies in those positions must be quickly filled, lest care to our citizens be compromised.

Investments in Quality of Life

The 2018 Budget includes \$100,000 to improve the Rail Trail system throughout the County. The former bed of the New York, Ontario & Western Railway (O&W) runs for more than 50 miles through the heart of Sullivan County, along with a branch to Monticello. Existing sections will be connected with yet-to-be-improved parcels, the ultimate goal being a continuous trail along the original O&W mainline.

A new playground will be installed in the Minisink Battleground Park near Barryville, for which \$40,000 has been allocated. The intent is to encourage increased usage and awareness of this historic site, which already offers picnic tables, restroom facilities, informational kiosks and multiple forested walking paths.

Discretionary Programs

Last year, the County Legislature enacted a new process to analyze and determine awards for their discretionary programs. This allocation has funded many worthwhile causes, such as the Delaware Valley Arts Alliance, the Scenic Upper Delaware Byway, the Sportsmen's Federation, and several other valuable entities.

The Legislature adopted a new application process and opened up the program to all not-for-profits in the community, not simply ones that had received funding in the past. That successful initiative will continue in 2018.

Plans and Progress Small Grants Program

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

The County will continue to fund the Plans and Progress Small Grant program in 2018 at \$100,000. It is important that we support local projects that have a positive impact on their communities and Sullivan County as a whole.

ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

Electronic (Paperless) Document Filing

The use of physical paper has increasingly become redundant and wasteful, thanks to digital solutions. Building upon years of gradually moving toward a paperless office environment, the 2018 Budget allocates \$325,000 for software that can scan and file paper documents.

In a related vein, a new County website should debut in 2018, with electronic forms users can fill out on their device screens, further reducing the inflow of paper to County offices.

Workplace Safety

The 2018 Budget creates a Trainer/Auditor position to cut losses in our Workers Compensation Insurance Program, allocating \$100,000 to realize a much greater anticipated savings.

County Clerk's Office

The local Department of Motor Vehicles Office is under the management of the County Clerk's Office, and in an effort to address long wait times, the 2018 Budget makes provision for another full-time window clerk. Year to date, the Clerk's Office has handled 2,200 more transactions than the prior year.

County Workforce

New York State is gradually increasing its minimum wage from \$10.40 an hour to \$12.10 an hour by 2020 in upstate areas (including Sullivan County), and to \$15 an hour in downstate areas. As we are seeking to attract and retain quality employees in a more competitive environment, the County plans to increase the minimum hourly rate to \$15 by 2019 – ahead of and beyond the upstate minimum wage increase.

CONCLUSION

This Budget did not come about without serious consideration of need versus capability. The addition of two ADAs and five deputies alone constitutes three-quarters of a million dollars in new payroll expenditures. At the same time, health insurance costs are projected to jump by nearly 10%, and social services expenses will rise over \$1.5 million.

To avoid balancing the budget on the backs of taxpayers, I've determined that management personnel will receive no raises in 2018, and that we will dip into our Casino License Fund by \$350,000. However, it should also be noted that increased room and sales tax revenues will contribute more than \$3 million to

the 2018 Budget, and casino revenue sharing should begin next year with the opening of Resorts World Catskills – the first part of what will be a \$1 billion resort complex.

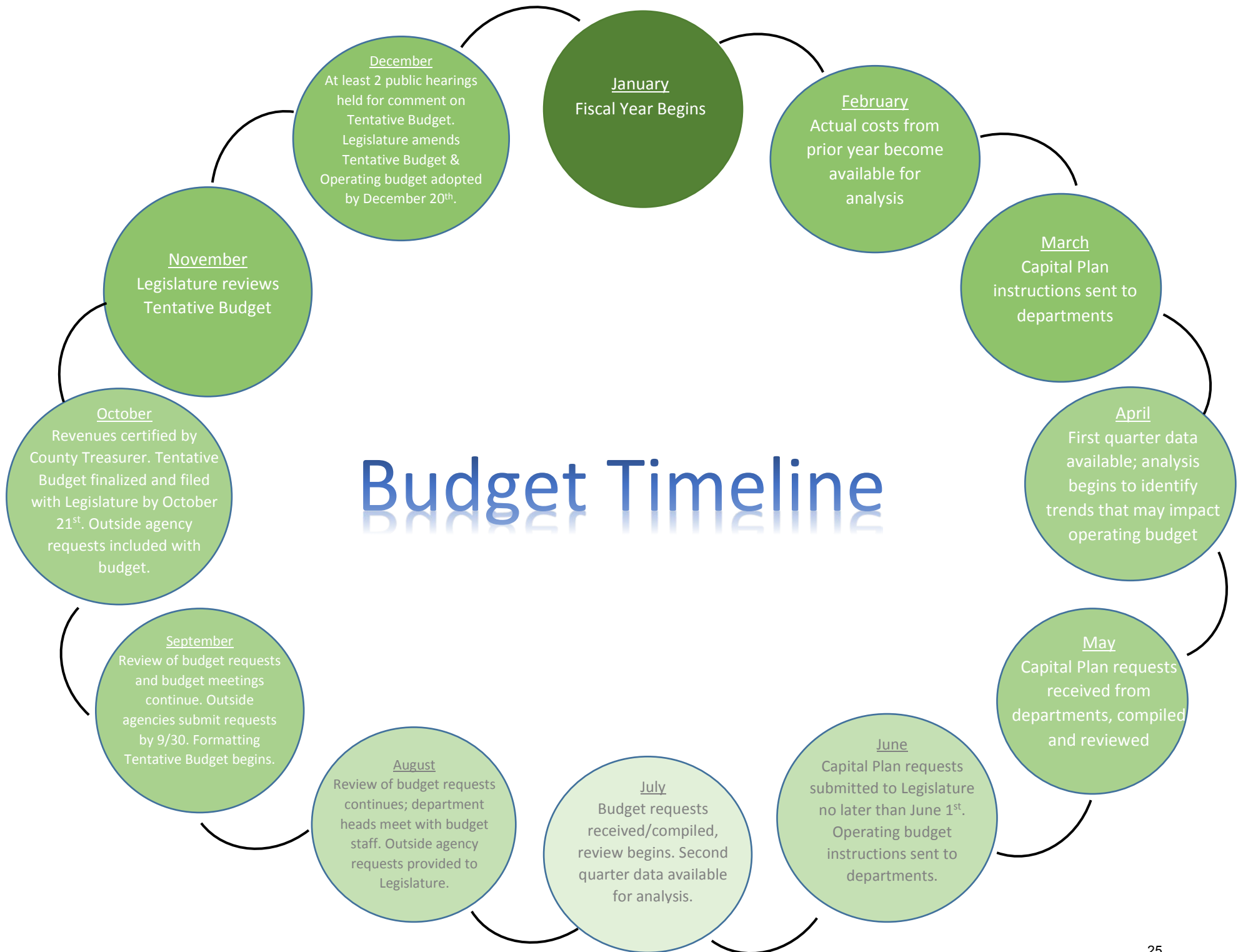
Many hours of hard work have gone into the development of the 2018 Budget. It builds on a year where we have hired new talent in a host of departments, thanks to a brightening fiscal outlook and the drive to not only succeed but excel in providing services to our citizens. This is a time for innovation and bold, forthright action. We are leading much of the state in job growth and low unemployment, but we also are leading in poor health outcomes and the per-capita tax burden. If 2018 and beyond are to be as transformative as we anticipate, it is incumbent upon County government to lay the proper foundation to handle an enormous influx of people and progress without overburdening taxpayers. I am confident this 2018 Budget, as proposed, positions Sullivan County for considerable growth and progress in a fiscally sound and responsible manner.



**Sullivan County
Budget Calendar
For Fiscal Year 2018**

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

Budget Timeline



Budget Adoption and Amendment Process

Operating Budget Adoption

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

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

Operating Budget Amendment Process

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

Transfers within departments

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

Transfers requiring increases in total revenue/expense

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

Capital Plan Budget Adoption Process

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

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

Sullivan County Fund Structure & Categories

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

The following are the non-major governmental funds:

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

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

Funds Subject to Appropriation

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

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

Basis of Budgeting

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

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

Financial Policies

Capital Budget and Planning

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

Policy:

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

Debt Management & Investment

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

Purpose:

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

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

Fund Balance

The Sullivan County Legislature has adopted a Fund Balance Policy (resolution 198 of 2013) which targets a specific fund balance level in the General Fund to ensure accounting and fiscal stability. The fund balance policy is important because:

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

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

Policy:

- When resources have been spent, the County deems that they have been first spent from the highest constraint level available; therefore, they are considered to have been spent in the following order: restricted, committed, assigned and unassigned.
- The County will maintain an adequate fund balance in its general fund to provide flexibility and to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures), to ensure stable tax rates, to provide for one time opportunities, and to retain favorable credit ratings. The County will endeavor to maintain assigned and unassigned fund balances in its general fund of five percent (5%) of regular general fund operating expenditures.
- The actual level of fund balance in the County's general fund is determined in its annual financial statement, several months after the end of the fiscal year. The County's budgeting process, which culminates both in the establishment of the following year's tax rate and the use of any appropriated fund balance, begins approximately two years in advance of the financial statement that will show the budgets results. Because of this time lag and because of the uncertainties of the budgeting process (such as the amounts of appropriated fund balance actually used each year), it is not possible to guarantee in advance a specific level of fund balance at the close of any fiscal year.

Operating Budget

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

- Maintain at least 5% fund balance levels in the General Fund in accordance with the adopted Fund Balance Policy.
- The County will rely on internally generated funds and/or grants and contributions from other governments (i.e. federal, state and local) to finance its capital needs whenever available. Debt will be issued for a capital project when it is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries.
- Adopt operating budgets that are balanced and that limit the reliance of one-shot revenues to fund ongoing expenditures.
- Continually address fees for services to ensure that they are adequately funding operations.
- Strive to submit a budget that is at or lower than the New York State imposed Tax Cap.
- Budget revenues and expenses conservatively, so as to not create budget shortfalls.

Long-Range Financial Planning

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

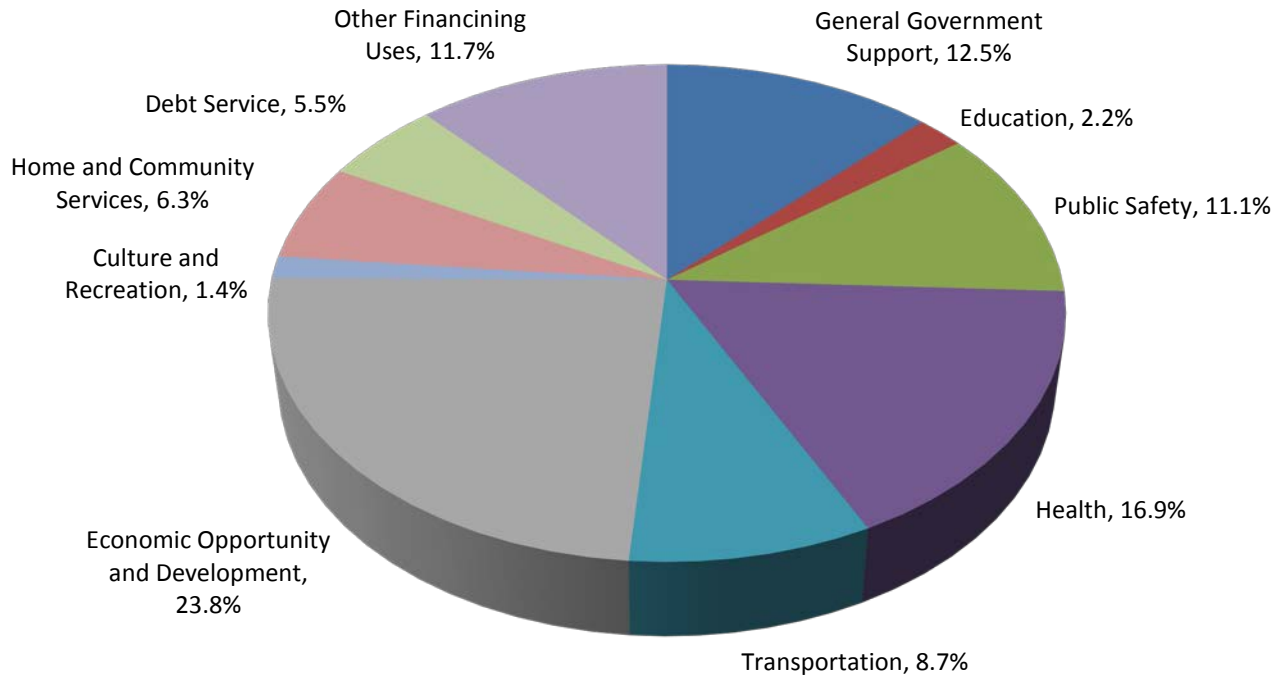
- Include a 6 year multiyear budget as part of the Tentative Operating Budget, incorporating projected revenues and expenses and debt service costs associated with the Tentative Capital Budget.
- Include a 6 year multiyear capital budget as part of the Tentative Operating Budget.
- Maintain adequate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



FISCAL SUMMARY



Total Appropriations by Function 2018 Adopted Budget



	General Fund	County Road Fund	Revenue Fund (Refuse and Garbage)	Enterprise Fund (ACC)	Road Machinery Fund	Debt Service Fund	Total All Funds
Expenditures- By Function							
General Government Support	32,548,242	-	-	-	-	-	32,548,242
Education	5,675,000	-	-	-	-	-	5,675,000
Public Safety	28,011,922	823,516	-	-	-	-	28,835,438
Health	25,880,337	-	-	18,133,304	-	-	44,013,641
Transportation	1,915,211	16,504,521	-	-	4,289,366	-	22,709,098
Economic Opportunity and Development	61,958,563	-	-	-	-	-	61,958,563
Culture and Recreation	3,736,178	-	-	-	-	-	3,736,178
Home and Community Services	2,159,878	-	14,251,124	-	-	-	16,411,002
Debt Service	-	-	-	-	-	14,251,167	14,251,167
Other Financing Uses	25,991,819	3,481,954	-	-	995,029	-	30,468,802
Total Expenditures	187,877,150	20,809,991	14,251,124	18,133,304	5,284,395	14,251,167	260,607,131

Expenses

The following operational expenses represent those areas with significant, recurring increases that will impact the 2018 Operating budget as well as future budgets.

Employee Related Costs

Employee related costs total \$99.2 million and represent 38.0% of total appropriations. Salaries and Wages total \$57.4 million and employee benefits total \$41.7 million. Employee benefits as a percentage of wages equal 72.6%.

The elevated and rapidly increasing cost of health benefits has made it difficult to be able to adequately compensate our County employees while holding spending to a level that is responsible to the taxpayers of Sullivan County. The County and five bargaining Unions have begun negotiations for contracts commencing in 2018.

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

Sullivan County participates in the New York Health Insurance Plan (NYSHIP). This plan (or a plan that is comparable) is required to be provided to County employees as detailed in the various collective bargaining agreements. NYSHIP administers the program and determines the applicable employer contribution rates. The adopted budget anticipates a 9.5% increase in contribution rates for active and retired employees for 2018. The 2017 budget anticipated total employer contributions of \$22.66 million. The 2018 adopted budget anticipates contributions of \$26.25 million representing an increase of \$3.54 million.

Sullivan County employees are participants in the New York State Retirement System. The New York State Comptroller is the sole trustee of the plan. He and his office administer the program and set employer contribution rates as a percentage of payroll, with a goal of ensuring that the plan is fully funded. The plan is heavily invested in the stock and bond markets. As these markets underperform employer contribution rates can increase dramatically. This was evidenced during the last global recession when contribution rates went from the low single digits to over twenty percent. The adopted budget appropriates \$8.8 million for pension contributions. This represents an average contribution rate of 15.9% 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 \$3.95 million. This represents a dollar decrease of \$87,000 from 2017, or -1.81%. Total plan contributions are set based upon estimated claim expenses and administrative costs. The County's portion of the plan costs is \$2.1 million.

County of Sullivan Employee Workforce Costs
2013-2018 Adopted Budgets

Employee Costs	2013	2014	2015	2016	2017	2018	Five Yr Inc	Avg Yrly Inc
Salaries and Wages								
Salaries	47,484,350	49,114,595	48,754,371	50,385,600	52,387,074	53,063,436	5,579,086	2.35%
Overtime	1,558,078	1,541,850	1,659,048	1,901,461	2,011,150	2,245,100	687,022	8.82%
Longevity	1,253,755	1,243,430	1,238,260	1,218,750	1,168,990	1,140,905	(112,850)	-1.80%
Shift Differential	437,474	412,801	408,597	384,151	307,265	400,429	(37,045)	-1.69%
Other Pay	332,291	262,410	286,155	554,645	487,394	621,383	289,092	17.40%
Total Salaries and Wages	51,065,948	52,575,086	52,346,431	54,444,607	56,361,873	57,471,253	6,405,305	2.51%
Employee Benefits								
Health Insurance								
Active Employees	13,838,584	14,646,057	15,248,503	16,668,529	17,474,045	20,521,976	6,683,392	9.66%
Retired Employees	4,434,515	4,475,017	4,657,203	5,086,088	5,188,272	5,677,759	1,243,244	5.61%
Buyout	118,500	102,750	93,750	79,500	87,000	51,750	(66,750)	-11.27%
Pension	7,097,858	7,990,447	8,545,052	8,830,839	8,939,788	8,782,416	1,684,558	4.75%
Workers Comp	2,492,357	2,560,961	2,617,131	2,712,055	2,610,138	2,101,685	(390,672)	-3.13%
FICA& Medicare	3,892,976	4,053,482	4,018,390	4,205,746	4,318,297	4,439,566	546,590	2.81%
Disability	125,180	92,079	156,964	133,003	114,853	115,779	(9,401)	-1.50%
Unemployment	61,000	-	-	25,000	-	25,000	(36,000)	-11.80%
Other	339	525	2,621	565	-	1,728	1,389	81.95%
Total Employee Benefits	\$32,061,309	\$33,921,318	\$35,339,614	\$37,741,325	\$38,732,393	\$41,717,659	\$ 9,656,350	6.02%
Total Salaries and Wages	\$83,127,257	\$86,496,404	\$87,686,045	\$92,185,932	\$95,094,266	\$99,188,912	\$16,061,655	3.86%

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 \$27.4 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 2018 that bill equals \$22.21 million. Mandated programs and our share of Medicaid costs represents 79% of the 2018 tax levy.

Other Non-Positional Increases in Expenditures (*)

Economic Development:

- Replacement of County entranceway signage and rehab of the Adopt an Exit program - \$75,000
- Increased funding for the Sullivan County Partnership to a total of \$125,000
- Funding for the Chamber of Commerce Foundation - \$10,000
- A new Municipal Incentive Program funded at \$75,000 to aid towns to streamline commercial zoning to help grow the commercial tax base
- A new County grant program to help Towns and Villages improve entranceway signage to promote tourism – funded at \$75,000 with a 25% municipal match
- Municipal Blight program – funded at \$75,000 for Municipalities who condemn and demolish buildings. The County will allow them to dispose of the debris at the Monticello Transfer Station without charge

Transportation, Parks, and Sustainable Energy:

- \$25,000 for new Sustainable Energy Support programs
- \$100,000 for O & W trail improvements Countywide
- \$100,000 for pilot Public Transportation routes to be developed
- \$30,000 for a new Vanpool Program

Public Safety:

- Emergency Medical Service – an EMS Coordinators budget includes \$13,000 to help support operations and \$50,000 to be used for a Recruitment and Retention Initiative
- Investment in a new emergency notification system for both County and all municipalities to be managed by 911; funding to be determined based on Request for Proposal

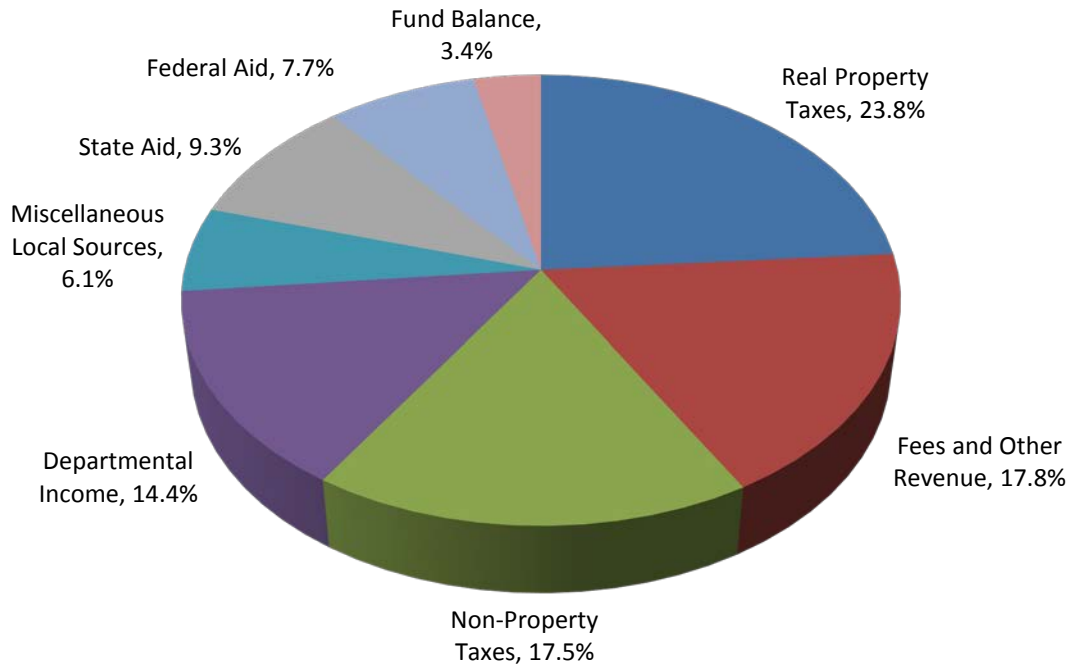
Information Technology:

- A \$325,000 investment in software to scan documents and go paperless; and workflow automation
- Design and implementation of a new County website; funding to be determined based on Request for Proposal

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



Total Revenues by Type 2018 Adopted Budget



	General Fund	County Road Fund	Special Revenue Fund (Refuse and Garbage)	Enterprise Fund (ACC)	Road Machinery Fund	Debt Service Fund	Total All Funds
Revenues							
Real Property Taxes *	62,147,972	-	-	-	-	-	62,147,972
Fees and Other Revenue	11,446,487	14,908,481	1,880,000	332,932	3,586,447	14,251,167	46,405,514
Non-Property Taxes	45,532,000	-	-	-	-	-	45,532,000
Departmental Income	19,709,108	-	6,158,000	10,648,629	900,000	-	37,415,737
Miscellaneous Local Sources	4,930,474	100,000	5,795,000	4,970,872	-	-	15,796,346
State Aid	20,890,015	3,376,250	55,000	-	-	-	24,321,265
Federal Aid	18,498,054	1,524,200	-	-	-	-	20,022,254
Fund Balance	4,723,040	901,060	363,124	2,180,871	797,948	-	8,966,043
Total Revenues	187,877,150	20,809,991	14,251,124	18,133,304	5,284,395	14,251,167	260,607,131

* Total tax levy less a \$750,000 allowance for uncollectable taxes

Revenue

Property Tax

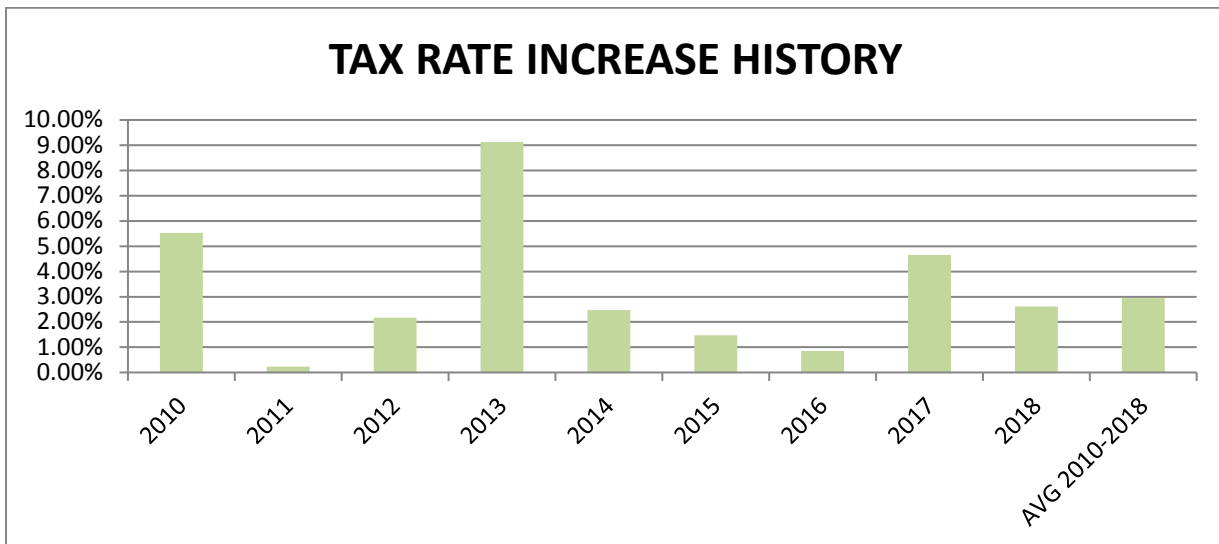
Property Taxes are the largest source of revenue for the County and the only primary revenue that we have direct control over.

The property tax levy for 2018 is \$62,897,972 and the tax rate per thousand is 12.03. This represents a tax rate increase of 2.75% as compared to the 2017 adopted budget. For every \$100,000 worth of assessment the annual increase in taxes would be \$52.24 or \$4.35 per month.

The tax levies for the period 2010 through 2018 are listed below.



The tax rate increases for the period 2010 through 2018 are listed below. The average annual tax rate increase for the period is 3.20%.



New York State Tax Cap – Tax Levy/Tax Rate

On June 24, 2011 the New York State Property Tax Cap program was enacted and became effective for the 2012 Sullivan County Budget. In 2016 the law was extended by New York State for another five year period. The law requires that municipalities raise taxes no more than 2 percent or the rate of inflation, whichever is less. The County cannot legally adopt a budget that has a tax levy above the tax cap threshold unless a two thirds majority of the Legislature has enacted a local law for such a purpose. The Legislature adopted a tax cap override for the 2017 budget due to the construction of a new county jail. There are other factors that can result in an actual levy growth higher than 2 percent or inflation. Examples could be an increase in the quantity change factor for the county or a change in Payment in Lieu of Taxes. The allowable tax levy growth for Sullivan County since the law has been enacted has consistently fallen from a high of 2.5% to a low of 2.25% for 2018. Increasing the tax levy up to the tax cap would increase the levy by \$1.7 million. The Adopted Budget includes a growth in the levy of from \$61.2 to \$62.9 million.

Sales Tax

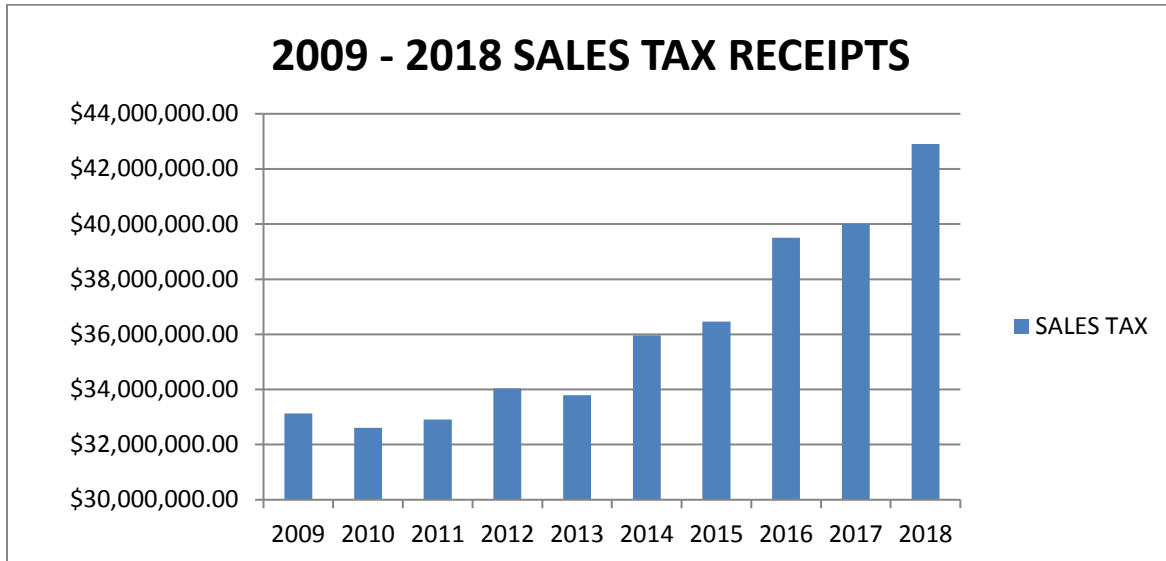
Sales tax is the County's second largest revenue source behind property taxes. Taxable sales in Sullivan County are charged an 8% sales tax rate. New York State and the County each retain 4%. The only exception to this is the State does not charge their portion of sales tax on clothing and footwear with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

The County collected \$39.30 million in sales tax in 2017. Through the month of October the County has seen a 0.72% decrease in collections as compared to 2016. At this percentage increase, the County would collect approximately \$39.58 million in 2017.

Sales tax receipts will reflect what is happening in the local economy as well as the national economy. Collections plummeted during the recent recession, dropping from a high of \$36.4 million to a low of \$32.6 million in 2010. With economic activity accelerating in the County, sales tax has steadily been increasing.

The 2018 Adopted Budget anticipates \$42.9 million in sales tax. This is an increase of \$2.9 million over the 2017 adopted budget and represents an increase of 7.25% over the anticipated 2017 collections. Final 2017 figures will not be known until March of 2018 as we get final data from the State on 2017 taxable sales. The anticipated growth in sales tax is due the economic development projects that will be opening in 2018.

Historic sales tax collections are graphed below for the period that the County has had a 4% rate. 2009 through 2016 represent actual receipts. 2017 reflects collections of \$39.5 based upon the percentage decrease we have seen through October. 2018 represents \$42.9 million as budgeted.



The 2018 budget is anticipating collecting \$42.9 million. As a point of reference the most recently adopted New York State budget anticipated a 5.4% increase for their fiscal year 2018 as compared to their fiscal year 2017 budget.¹

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

National Economic Indicators

- GDP
- Inflation
- Consumer Spending
- Consumer Debt load

Sullivan County Economic Indicators

- Unemployment Rate
- Job Growth

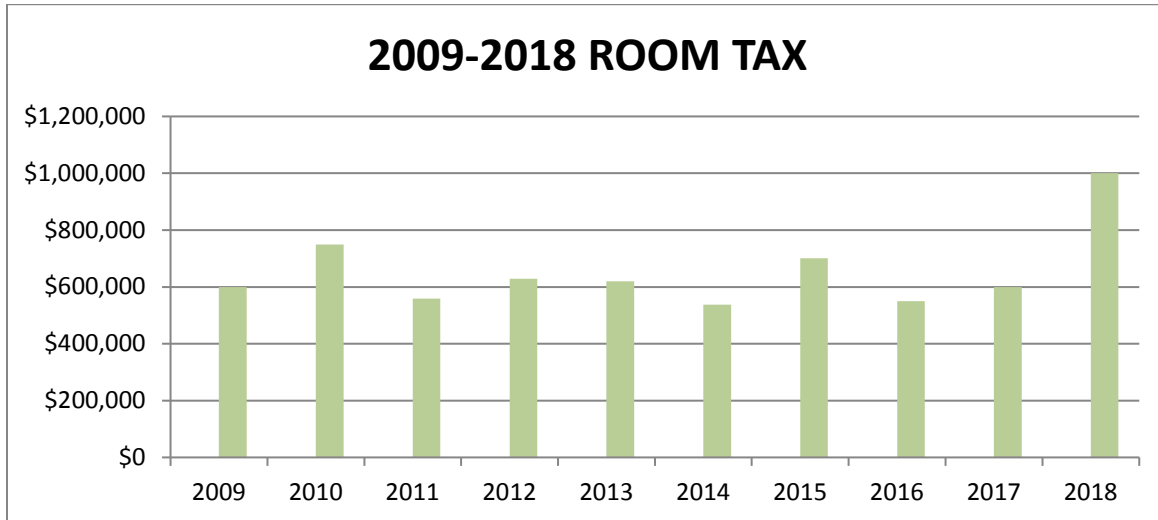
Room Tax

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

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

facilities scheduled to open in the near future, it is certain this revenue stream will see a significant increase.

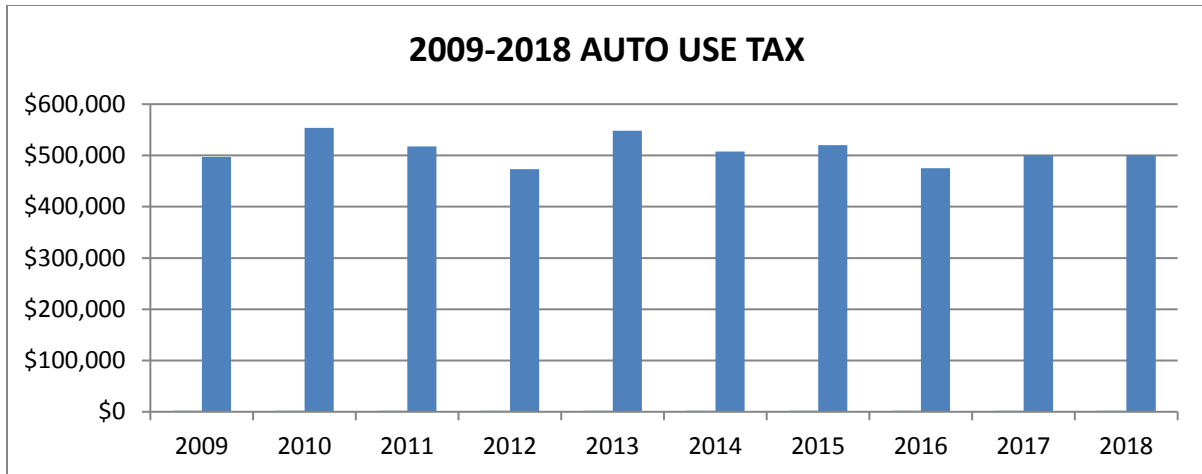
At least 85% of the money must be used to promote tourism related activities within the County. The 2018 Budget anticipates \$1,000,000. The following graph depicts 2009 through 2016 actual receipts and 2017 and 2018 budget figures.



Auto Use Tax

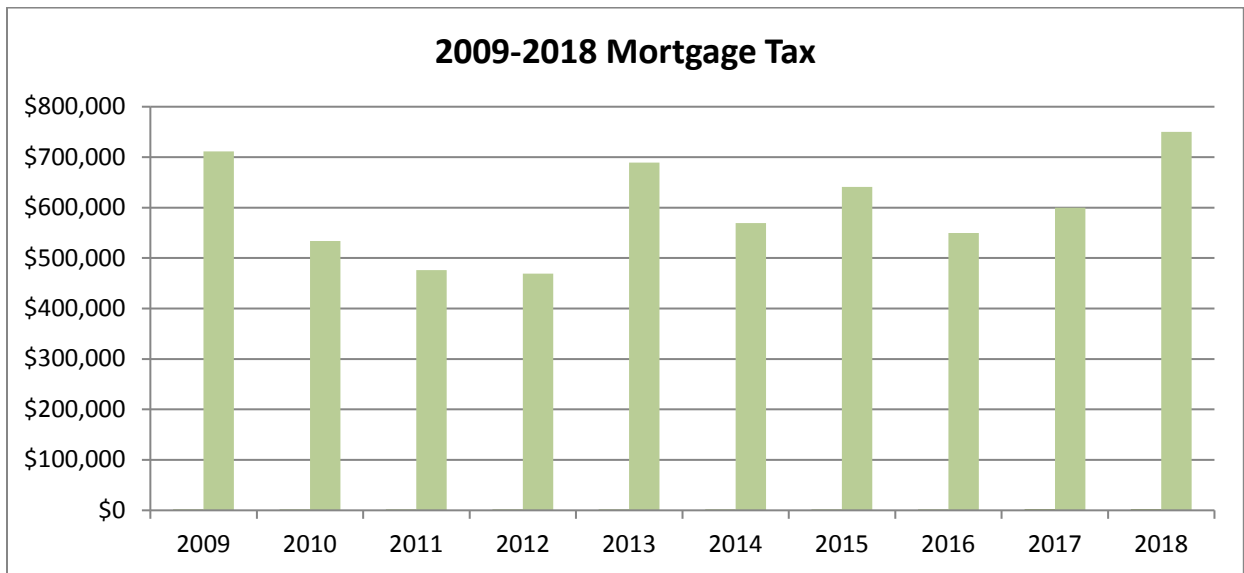
New York State Tax Law section 1201 (e) allows Counties to impose a vehicle use tax on individuals and businesses when registering a vehicle with the New York State Department of Motor Vehicles. In accordance with Tax Law section 1201 (e) Sullivan County imposes a fee of \$5 per year for vehicles weighing 3,500 lbs. and under and \$10 per year for vehicles over 3,500 lbs. In fiscal year 2016 Sullivan County received \$512,916 through this revenue source. The 2018 budget conservatively anticipates \$500,000. The following graph depicts 2009 through 2016 actual receipts and 2017 and 2018 budget figures.

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



Mortgage Tax

Sullivan County imposes a mortgage tax on mortgages issued for property located within Sullivan County. The tax rate is 1 percent of original principle. Principle that is refinanced is not taxed a second time. Similar to sales tax, mortgage tax is economically sensitive. In 2008 the County collected over \$1.1 million in mortgage tax. Since then, the County has experienced a dramatic reduction in mortgage tax collections. The collections have stabilized and growth is anticipated as the economy improves. The 2018 Budget takes a conservative approach and anticipates \$750,000. The following graph depicts 2009 through 2016 actual receipts and 2017 and 2018 budget figures.



State Aid & Federal Aid

State Aid and Federal Aid are generally received by the County as reimbursement for providing services, most notably in the Division of Health and Family Services. Typically, the County receives this based upon units of service. The State and Federal government will reimburse the County for a percentage of

what it costs to provide a specific service. The level of aid will go up and down in proportion to the amount of services being provided. These revenues are continuously monitored and adjustments are made when funding methodologies change.

Departmental Income

Various County departments collect fees for providing services. Fees range from tipping fees at the landfill, to pavilion rental fees at various County parks. These fees are analyzed yearly to determine if they are competitive and appropriate for the service being provided. All fees in the 2018 Adopted Budget are being held constant as compared to 2017.

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

Fund Balance

Fund balance can be considered a source of funds to mitigate unforeseen cost increases or revenue shortfalls. Fund balance is useful in times of emergency or an economic downturn. It is generally recommended that between 5 and 15 percent of fund balance should be maintained as a percentage of appropriations.

FUND BALANCE DEFINITIONS:

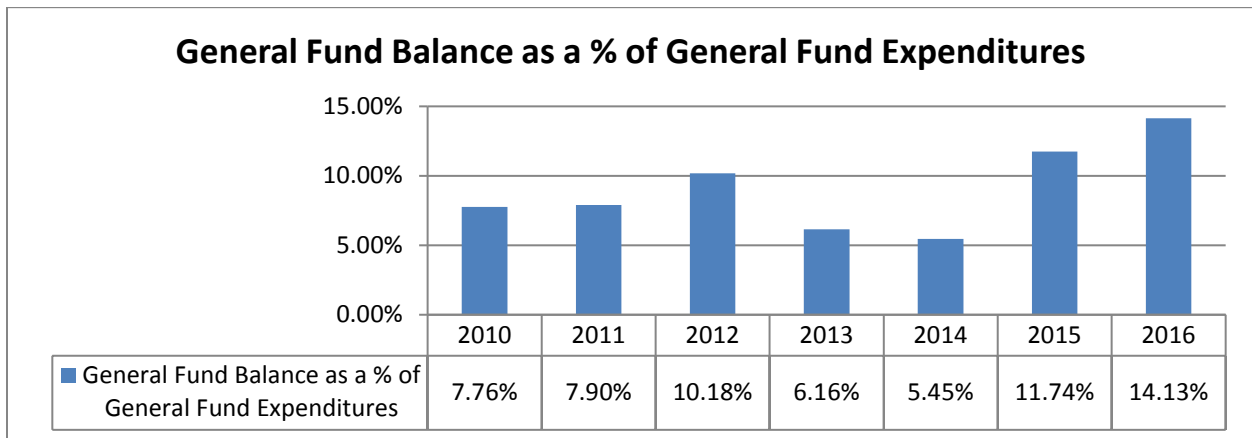
GASB has replaced the earlier reserved and unreserved fund balance classifications with the following:

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

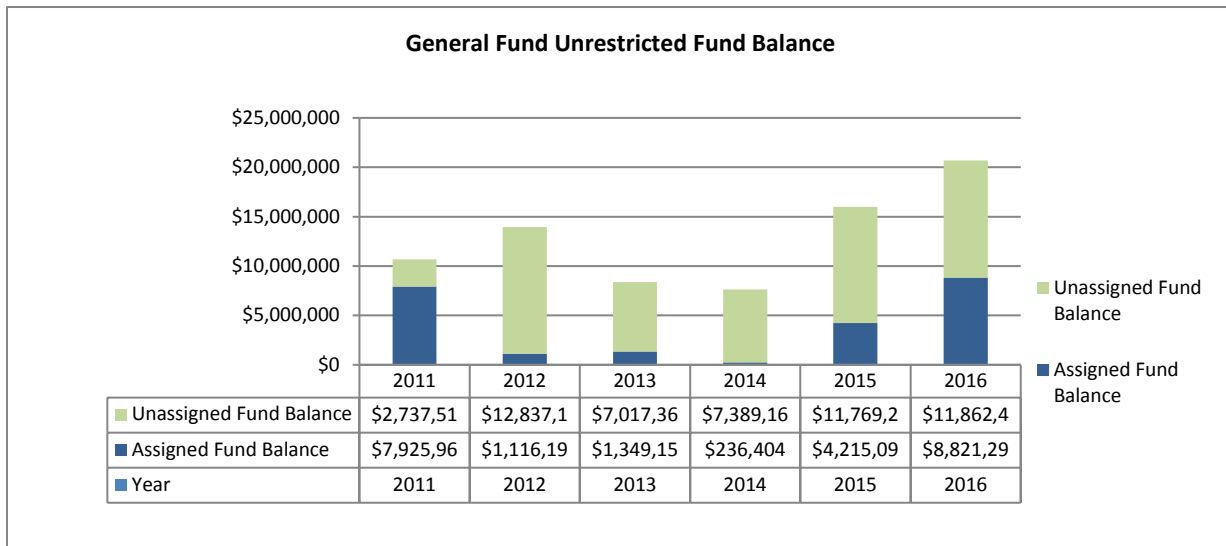
classification should be used only to report a deficit balance resulting from overspending for the specific purposes for which amounts had been restricted, committed or assigned.

The 2016 audited financial statements detail that the county’s total General Fund Assigned/Unassigned Fund Balance was \$30.99 million. Of that amount \$19.12 million is classified as Assigned, and \$11.86 million is classified as Unassigned. Total General Fund Expenditures in 2016 were \$151.85 million, resulting in 20.4% General Fund, Fund Balance as a percent of General Fund Expenditures. \$23.39 of unassigned fund balance is available above the required 5% threshold to be utilized for one-time expenditures or for the purposes of revenue in the 2018 budget.

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



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



During the recession it was necessary to appropriate fund balance to avoid drastic cuts in services and to avoid large tax increases. The 2018 budget does not appropriate any unassigned fund balance in the General Fund. There are appropriations of assigned fund balances for road surface treating, and landfill closure projects in the general fund. These are one time appropriations for a specific purpose and not used to offset general operating expenses. There is also an appropriation from the Debt Reserve in the General Fund to be utilized for making debt service payments and retiring all of our existing short-term debt. The Solid Waste Fund is appropriating fund balance to help support operations. The necessity to use fund balance in this fund will greatly diminish and not be needed as long term debt expires and is not replaced. It is anticipated that the Solid Waste Access fee will dramatically be reduced. The County Road Fund and Road Machinery Fund are appropriated fund balance to support their operations.

2018 Adopted Budget for Sullivan County

Summary of Budget - All Funds

Total Appropriations - Excluding Interfund Items		226,150,639
Less: Estimated Revenues - Excluding Interfund Items	155,036,624	
Appropriated Fund Balance-Landfill Closure	1,685,000	
Appropriated Fund Balance-Road Machinery Fund	796,380	
Appropriated Fund Balance-County Road	825,571	
Appropriated Fund Balance-Adult Care Center	2,180,871	
Appropriated Fund Balance-Refuse and Garbage	363,124	
Appropriated Fund Balance-Debt Reserve - General	77,057	
Appropriated Fund Balance-Debt Service - Jail	2,200,000	
Appropriated Fund Balance-Casino Resort Mitigation	358,040	
Appropriated Fund Balance-Building Construction-2016 Tobacco	220,000	
Appropriated Fund Balance-Capital Equipment/Infrastructure	260,000	
		<u>164,002,667</u>
Real Property Tax Levy For Current Budget		62,147,972
Add: Allowance for Uncollectible Taxes*		<u>750,000</u>
Total Tax Levy		<u><u>62,897,972</u></u>
Medicaid		22,210,128
Welfare Mandates		8,656,845
Other State Mandates		18,745,846
County Levy		13,285,153

*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

2018 Adopted 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	226,150,639	161,885,331	17,328,037	4,289,366	18,133,304	10,263,434	14,251,167
Interfund Appropriations	34,456,492	25,991,819	3,481,954	995,029		3,987,690	
Total Appropriations	260,607,131	187,877,150	20,809,991	5,284,395	18,133,304	14,251,124	14,251,167
Less:							
Estimated Revenues, other than Real Estate Taxes and excluding Interfund Items	155,036,624	120,506,138	5,490,450	902,000	15,935,036	12,203,000	
Interfund Revenue, etc.	34,456,492	500,000	14,418,481	3,584,447	17,397	1,685,000	14,251,167
Appropriated Fund Balance - Landfill Closure	1,685,000	1,685,000					
Appropriated Fund Balance - Road Machinery	796,380			796,380			
Appropriated Fund Balance - County Road	825,571		825,571				
Appropriated Fund Balance - Adult Care Center	2,180,871				2,180,871		
Appropriated Fund Balance - Refuse & Garbage	363,124					363,124	
Appropriated Fund Balance - Debt Reserve - General	77,057		75,489	1,568			
Appropriated Fund Balance - Debt Service - Jail	2,200,000	2,200,000					
Appropriated Fund Balance - Casino Resort Mitigation	358,040	358,040					
Appropriated Fund Balance - Building Construction - 2016 Tobacco	220,000	220,000					
Appropriated Fund Balance - Capital Equipment/Infrastructure	260,000	260,000					
Total Revenues, etc.	198,459,159	125,729,178	20,809,991	5,284,395	18,133,304	14,251,124	14,251,167
Appropriations to be raised by Real Property Tax	62,147,972	62,147,972					
Allowance for Uncollectible Taxes	750,000	750,000					
Total Tax Levy	62,897,972	62,897,972					
Medicaid	22,210,128						
Welfare Mandates	8,656,845						
Other State Mandates	18,745,846						
County Levy	13,285,153						

2018 Adopted Budget for Sullivan County

2018 TAX CAP CALCULATION		
2017 Tax Levy		\$63,115,601.72
Tax Base Growth Factor*	x	1.0042
	=	\$63,380,687.25
Estimated PILOTS in 2017	+	\$1,048,709.78
	=	\$64,429,397.03
Allowable Levy Growth (1.0184)**	x	1.0184
	=	\$65,614,897.93
Estimated PILOTS in 2018	-	\$1,038,085.00
Maximum Tax Levy to remain within the cap	=	\$64,576,812.93
Allowable Increase in Tax Levy within the Tax Cap before chargebacks		\$1,461,211.21
Chargeback - 2018 Town Portion of Worker's Comp Costs	-	\$1,471,851.00
Chargebacks - Other (Estimated)	-	\$204,462.70
2018 Total Tax Levy Cap after chargebacks	=	\$62,900,499.23
2017 Total Tax Levy after chargebacks	-	\$61,214,118.00
Allowable Increase in Tax Levy within the Tax Cap after chargebacks		\$1,686,381.23
2018 Adopted Tax Levy		\$62,897,972.00
<i>* Provided by NYS Taxation & Finance</i>		
<i>** Provided by NYS Comptroller's Office</i>		

Summary of Financial Sources and Uses 2018 Adopted Budget

	General Fund	County Road Fund	Special Revenue Fund (Refuse and Garbage)	Enterprise Fund (ACC)	Road Machinery Fund	Debt Service Fund	Total All Funds
Revenues							
Real Property Taxes (*)	62,147,972	-	-	-	-	-	62,147,972
Other Tax Items	7,538,085	-	-	-	-	-	7,538,085
Non-Property Taxes	45,532,000	-	-	-	-	-	45,532,000
Departmental Income	19,709,108	-	6,158,000	10,648,629	900,000	-	37,415,737
Intergovernmental Charges	660,232	483,400	-	-	-	-	1,143,632
Use of Money and Property	120,870	-	-	6,000	-	-	126,870
Licenses and Permits	2,352,300	5,000	-	-	-	-	2,357,300
Fines and Forfeitures	165,000	500	-	-	-	-	165,500
Sales of Property and Compensation for Loss	110,000	1,100	195,000	-	-	-	306,100
Miscellaneous Local Sources	4,930,474	100,000	5,795,000	4,970,872	2,000	-	15,798,346
Interfund Revenue	-	-	-	309,535	-	-	309,535
State Aid	20,890,015	3,376,250	55,000	-	-	-	24,321,265
Federal Aid	18,498,054	1,524,200	-	-	-	-	20,022,254
Miscellaneous	-	-	-	-	-	-	-
Transfers	500,000	14,418,481	1,685,000	17,397	3,584,447	14,251,167	34,456,492
Other Financing Sources	-	-	-	-	-	-	-
Fund Balance	4,723,040	901,060	363,124	2,180,871	797,948	-	8,966,043
Total Revenues	\$ 187,877,150	\$ 20,809,991	\$ 14,251,124	\$ 18,133,304	\$ 5,284,395	\$ 14,251,167	\$ 260,607,131

Expenditures - By Function							
General Government Support	32,548,242	-	-	-	-	-	32,548,242
Education	5,675,000	-	-	-	-	-	5,675,000
Public Safety	28,011,922	823,516	-	-	-	-	28,835,438
Health	25,880,337	-	-	18,133,304	-	-	44,013,641
Transportation	1,915,211	16,504,521	-	-	4,289,366	-	22,709,098
Economic Opportunity and Development	61,958,563	-	-	-	-	-	61,958,563
<i>Culture and Recreation</i>	3,736,178	-	-	-	-	-	3,736,178
Home and Community Services	2,159,878	-	14,251,124	-	-	-	16,411,002
Debt Service	-	-	-	-	-	14,251,167	14,251,167
Other Financing Uses	25,991,819	3,481,954	-	-	995,029	-	30,468,802
Total Expenditures	\$ 187,877,150	\$ 20,809,991	\$ 14,251,124	\$ 18,133,304	\$ 5,284,395	\$ 14,251,167	\$ 260,607,131

Expenditures - By Category							
Personal Services	43,612,183	4,332,188	1,041,928	7,367,673	1,117,281	-	57,471,253
Fixed Equipment	2,290,000	-	1,445,000	-	260,000	-	3,995,000
Contracted Services	84,881,033	9,129,370	7,097,485	5,607,722	1,999,950	1,474	108,717,034
Employee Benefits	31,102,115	3,866,479	679,021	5,157,909	912,135	-	41,717,659
Debt Service	-	-	-	-	-	-	-
Principal	-	-	-	-	-	9,620,000	9,620,000
Interest	-	-	-	-	-	4,629,693	4,629,693
Transfers	25,991,819	3,481,954	3,987,690	-	995,029	-	34,456,492
Total Expenditures	\$ 187,877,150	\$ 20,809,991	\$ 14,251,124	\$ 18,133,304	\$ 5,284,395	\$ 14,251,167	\$ 260,607,131

Fund Balance						
2017 Beginning Balance	38,340,960	2,570,566	1,594,296	(739,808)	1,446,071	-
Appropriated Fund Balance	4,273,040	901,060	363,124	2,180,871	797,948	-
2017 Surplus/(Deficit)	6,000,000	990,000	385,000	3,996,000	300,000	-
Change in Balance	1,726,960	88,940	21,876	1,815,129	(497,948)	-

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

Summary of Financial Resources and Uses 2016 - 2018

*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		
	2016 Actual	2017 Amended Budget	2018 Adopted Budget	2016 Actual	2017 Amended Budget	2018 Adopted Budget	2016 Actual	2017 Amended Budget	2018 Adopted Budget	2016 Actual	2017 Amended Budget	2018 Adopted Budget	2016 Actual	2017 Amended Budget	2018 Adopted Budget	2016 Actual	2017 Amended Budget	2018 Adopted Budget	2016 Actual	2017 Amended Budget	2018 Adopted Budget
Revenues																					
Real Property Taxes (*) (**2017)	57,546	61,214	62,148	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	57,546	61,214	62,148
Other Tax Items	8,404	7,725	7,538	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8,404	7,725	7,538
Non-Property Taxes	41,660	42,162	45,532	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	41,660	42,162	45,532
Departmental Income	18,054	20,612	19,709	-	-	-	6,158	6,200	6,158	10,383	11,819	10,649	732	900	900	-	-	-	35,327	39,531	37,416
Intergovernmental Charges	446	552	660	265	502	484	-	-	-	-	-	-	-	-	-	-	-	-	711	1,054	1,144
Use of Money and Property	163	109	121	-	-	-	1	-	-	3	6	6	-	-	-	8	-	-	175	115	127
Licenses and Permits	62	47	2,352	2	5	5	-	-	-	-	-	-	-	-	-	-	-	-	64	52	2,357
Fines and Forfeitures	345	251	165	-	1	1	-	-	-	-	-	-	-	-	-	-	-	-	345	252	166
Sales of Property and Comp. for Loss	751	110	110	-	1	1	238	230	195	-	-	-	90	-	-	-	-	-	1,079	341	306
Miscellaneous Local Sources	11,753	4,429	4,930	181	100	100	5,787	5,795	5,795	5	5,308	4,970	13	2	2	2,566	-	-	20,305	15,634	15,797
Interfund Revenue	-	-	-	-	-	-	-	-	-	248	310	310	-	-	-	-	-	-	248	310	310
State Aid	20,266	21,176	20,890	3,554	5,331	3,376	12	33	55	-	-	-	-	-	-	-	-	-	23,832	26,540	24,321
Federal Aid	15,245	17,988	18,498	699	396	1,524	-	-	-	-	-	-	-	-	-	154	-	-	16,098	18,384	20,022
Miscellaneous	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	1,690	508	500	15,356	16,365	14,418	251	650	1,685	74	-	-	3,989	3,567	3,584	8,652	12,160	14,251	30,012	33,250	34,438
Other Financing Sources	-	-	-	-	-	-	-	-	-	483	-	-	-	-	-	-	-	-	483	-	-
Fund Balance	(9,844)	4,188	4,724	(930)	3,570	901	(499)	698	363	2,076	574	2,198	(655)	860	798	-	-	-	(9,852)	9,890	8,984
Total Revenues	\$ 166,541	\$ 181,071	\$ 187,877	\$ 19,127	\$ 26,271	\$ 20,810	\$ 11,948	\$ 13,606	\$ 14,251	\$ 13,273	\$ 18,017	\$ 18,133	\$ 4,169	\$ 5,329	\$ 5,284	\$ 11,380	\$ 12,160	\$ 14,251	\$ 226,438	\$ 256,454	\$ 260,606
Expenditures - By Function																					
General Government Support	25,795	29,376	32,548	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,795	29,376	32,548
Education	5,655	5,800	5,675	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,655	5,800	5,675
Public Safety	25,140	27,090	28,012	574	818	823	-	-	-	-	-	-	-	-	-	-	-	-	25,714	27,908	28,835
Health	22,801	26,234	25,880	-	-	-	-	-	-	13,060	17,427	18,133	-	-	-	-	-	-	35,861	43,661	44,013
Transportation	1,140	1,779	1,915	15,334	20,017	16,505	-	-	-	-	-	-	3,258	4,083	4,289	-	-	-	19,732	25,879	22,709
Econ. Opportunity and Development	60,598	60,028	61,959	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60,598	60,028	61,959
Culture and Recreation	3,397	4,083	3,736	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,397	4,083	3,736
Home and Community Services	1,525	2,175	2,160	-	-	-	11,848	13,221	14,251	-	-	-	-	-	-	-	-	-	13,373	15,396	16,411
Debt Service	310	330	-	1,198	1,836	-	100	385	-	213	590	-	63	243	-	8,733	12,160	14,251	10,617	15,544	14,251
Other Financing Uses	20,180	24,176	25,992	2,021	3,600	3,482	-	-	-	-	-	-	848	1,003	995	2,647	-	-	25,696	28,779	30,469
Total Expenditures	\$ 166,541	\$ 181,071	\$ 187,877	\$ 19,127	\$ 26,271	\$ 20,810	\$ 11,948	\$ 13,606	\$ 14,251	\$ 13,273	\$ 18,017	\$ 18,133	\$ 4,169	\$ 5,329	\$ 5,284	\$ 11,380	\$ 12,160	\$ 14,251	\$ 226,438	\$ 256,454	\$ 260,606
Expenditures - By Category																					
Personal Services	38,550	42,431	43,612	3,554	4,460	4,332	956	1,036	1,042	6,683	7,207	7,368	928	1,115	1,117	-	-	-	50,671	56,249	57,471
Fixed Equipment	548	1,050	2,290	33	-	-	-	708	1,445	-	-	-	132	139	260	-	-	-	713	1,897	3,995
Contracted Services	81,563	84,381	84,882	9,157	12,641	9,129	5,444	6,353	7,097	2,411	5,461	5,607	1,426	1,944	2,000	17	3	2	100,018	110,783	108,717
Employee Benefits	25,390	28,703	31,102	3,163	3,734	3,867	629	653	679	3,965	4,758	5,158	772	885	912	-	-	-	33,919	38,733	41,718
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal	200	200	-	1,100	1,800	-	94	378	-	16	16	-	60	238	-	7,019	7,616	9,620	8,489	10,248	9,620
Interest	110	130	-	98	36	-	5	7	-	1	-	-	3	5	-	1,697	4,541	4,629	1,914	4,719	4,629
Transfers	20,180	24,176	25,991	2,022	3,600	3,482	4,820	4,471	3,988	197	575	-	848	1,003	995	2,647	-	-	30,714	33,825	34,456
Total Expenditures	\$ 166,541	\$ 181,071	\$ 187,877	\$ 19,127	\$ 26,271	\$ 20,810	\$ 11,948	\$ 13,606	\$ 14,251	\$ 13,273	\$ 18,017	\$ 18,133	\$ 4,169	\$ 5,329	\$ 5,284	\$ 11,380	\$ 12,160	\$ 14,251	\$ 226,438	\$ 256,454	\$ 260,606

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

(**) 2017 Amended includes additional \$2.2 million for Jail Debt

Sullivan County Multiyear Budget

2018 - 2023

	2018 Adopted Budget	2019	2020	2021	2022	2023
Revenues						
Real Property Taxes (*)	62,147,972	63,390,931	64,658,750	65,951,925	67,270,964	68,616,383
Other Tax Items	7,538,085	7,538,085	7,538,085	7,538,085	7,538,085	7,538,085
Non-Property Taxes	45,532,000	46,784,130	48,070,694	49,392,638	50,750,935	52,146,586
Departmental Income	19,709,108	19,664,498	19,664,498	19,664,498	19,664,498	19,664,498
Intergovernmental Charges	660,232	660,232	660,232	660,232	660,232	660,232
Use of Money and Property	120,870	120,870	120,870	120,870	120,870	120,870
Licenses and Permits	52,300	52,300	52,300	52,300	52,300	52,300
Fines and Forfeitures	165,000	165,000	165,000	165,000	165,000	165,000
Sales of Property and Compensation for Loss	110,000	110,000	110,000	110,000	110,000	110,000
Miscellaneous Local Sources	4,930,474	4,930,474	4,930,474	4,930,474	4,930,474	4,930,474
Interfund Revenue	-	-	-	-	-	-
State Aid	20,890,015	20,890,015	20,890,015	20,890,015	20,890,015	20,890,015
Federal Aid	18,498,054	18,498,054	18,498,054	18,498,054	18,498,054	18,498,054
Miscellaneous	-	-	-	-	-	-
Transfers	500,000	400,000	-	-	-	-
Other Financing Sources	-	-	-	-	-	-
Casino Resort Mitigation Payment	2,300,000	5,200,000	5,200,000	5,200,000	5,200,000	5,200,000
Fund Balance	4,723,040	-	-	-	-	-
Total Revenues	\$ 187,877,150	\$ 188,404,589	\$ 190,558,972	\$ 193,174,091	\$ 195,851,427	\$ 198,592,497
Expenditures - By Category						
Personal Services	43,612,183	44,484,427	45,374,115	46,281,597	47,207,229	48,151,374
Fixed Equipment	2,290,000	2,290,000	2,290,000	2,290,000	2,290,000	2,290,000
Contracted Services	84,881,033	86,154,248	87,446,562	88,758,261	90,089,635	91,440,979
Employee Benefits	31,102,115	31,879,668	32,676,660	33,493,576	34,330,915	35,189,188
Debt Service	-	-	-	-	-	-
Principal	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Transfers	25,991,819	27,005,500	28,058,714	29,153,004	30,289,971	31,471,280
Total Expenditures	\$ 187,877,150	\$ 191,813,843	\$ 195,846,051	\$ 199,976,439	\$ 204,207,751	\$ 208,542,822
Debt Schedule Additions/(Subtractions)						
Changes in Debt Payments - Existing Schedule	-	(440,106)	(977,371)	(1,040,715)	(1,091,868)	(1,254,636)
2018 Borrowing	-	150,000	924,586	924,586	924,586	924,586
2019 Borrowing	-	-	10,000	56,790	56,790	56,790
2020 Borrowing	-	-	-	-	-	-
2021 Borrowing	-	-	-	-	-	-
2022 Borrowing	-	-	-	-	-	-
Total New Debt - Tentative Capital Budget	-	150,000	934,586	981,376	981,376	981,376
Total Net New Debt Payment	\$ -	\$ (290,106)	\$ (42,785)	\$ (59,339)	\$ (110,492)	\$ (273,260)

Assumptions Used For Multiyear Budget

Revenues

- Real Property Tax: 2% Annual Growth
- Other Property Tax Items: 0% Growth
- Non-Property Tax Items: 2019 through 2023 2.75% Annual Growth
- Departmental Income: 0% based upon historic trend
- Intergovernmental Charges: 0% based upon historic trend
- Use of Money and Property: 0% based upon historic trend
- Licenses and Permits: 0% based upon historic trend
- Fines and Forfeitures: 0% based upon historic trend
- Sale of Property and Comp. for Loss: 0% based upon historic trend
- Misc. Local Sources: 0% based upon historic trend
- State and Federal Aid: 0%
- Transfers: \$500,000 in 2018, then \$0 in 2019 through 2023.
- Casino Resort Mitigation Payment: 2018 - \$2.3 million; 2019 through 2023 \$5.2 million based upon New York State Department of Budget estimates
- Fund Balance

Expenses:

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

2018 ADOPTED BUDGET FOR SULLIVAN COUNTY

CONTRACTING AGENCIES BUDGET ALLOCATIONS

AGENCY	Account Number	2015 ADOPTED	2016 ADOPTED	2017 ADOPTED	2018 ADOPTED
Partnership for Economic Development	A-6989-40-4009	\$75,000	\$75,000	\$75,000	\$125,000
Soil and Water Conservation District	A-8745-40-4040	\$198,535	\$198,535	\$220,000	\$220,000
Sullivan County Conflict Legal Aid	A-1170-40-4008	\$350,000	\$350,000	\$350,000	\$350,000
Cornell Cooperative Extension	A-8989-99-40-4035	\$415,000	\$415,000	\$415,000	\$460,000
Sullivan County Legal Aid Panel Inc	A-1170-40-4008	\$741,657	\$741,657	\$741,657	\$741,657
Sullivan County Visitors Association	A-6410-40-4011	\$568,000	\$538,000	\$575,000	\$745,000
Sullivan County Community College - Contribution	A-2495-46-4605	\$4,000,000	\$4,300,000	\$4,300,000	\$4,300,000
TOTAL		\$6,348,192	\$6,618,192	\$6,676,657	\$6,941,657

Legislative Discretionary Funding ³

AGENCY	Account Number	2015 ADOPTED	2016 ADOPTED	2017 ADOPTED	2018 ADOPTED
Boys and Girls Club ¹	A-6010-38-40-4001	\$98,043	\$98,043	\$98,043	
C.A.T.S.	A-6410-40-4011	\$12,312	\$12,312	\$15,000	
CACHE	A-6310-40-4001	\$18,360	\$18,360	\$18,360	
Delaware Highlands Conservancy(The Eagle Institute)	A-7560-40-4027	\$5,200	\$5,200	\$7,000	
Delaware Valley Arts Alliance	A-7560-40-4004	\$14,535	\$14,535	\$36,500	
Dream Tank	A-3010-40-4045	\$33,048	\$33,048	\$33,048	
Head Start	A-6326-40-4001	\$31,396	\$31,396	\$60,000	
Hospice of Orange and Sullivan Counties	A-4010-33-40-4013	\$20,000	\$20,000	\$20,000	
Library Alliance	A-7560-40-4029	\$7,850	\$7,850	\$9,551	
Literacy Volunteers	A-7560-40-4030	\$2,906	\$2,906	\$5,000	
Nonprofit Leadership Summit	A-8020-90-40-4013	\$6,500	\$6,500	\$6,500	
Sullivan Alliance for Sustainable Development ²	A-6989-40-4013	\$60,000	\$60,000	\$0	
Sullivan County Long Beards	A-8720-40-4013	\$1,360	\$0	\$0	
Sullivan County Sportsmen's Federation	A-8720-40-4013	\$12,240	\$12,240	\$20,000	
Upper Delaware Scenic Byway	A-8020-90-40-4033	\$1,360	\$1,360	\$20,000	
YMCA of Middletown NY INC	A-7310-40-4013	\$17,600	\$16,500	\$16,500	
TOTAL		\$342,710	\$340,250	\$365,502	-

GRAND TOTAL		\$6,690,902	\$6,958,442	\$7,042,159	\$ 6,941,657
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1. Includes funding through COPS

2. Sullivan County Office of Sustainable Energy funded in lieu of contract.

3. At the time of printing, discretionary funding has not yet been allocated by the Sullivan County Legislature.

Equalized Total Assessed Value 9,446,619,277

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	69	21,343,024	0.23
10110	O/S SPEC DIST - SEWER OR WATER	RPTL 410-a	8	446,125	0.00
12100	NYS - GENERALLY	RPTL 404(1)	108	276,869,627	2.93
12350	PUBLIC AUTHORITY - STATE	RPTL 412	10	266,572	0.00
13100	CO - GENERALLY	RPTL 406(1)	77	84,243,970	0.89
13101	CO - GENERALLY	RPTL 406(1)	65	2,735,234	0.03
13240	CO O/S LIMITS - SEWER OR WATER	RPTL 406(3)	1	148,068	0.00
13350	CITY - GENERALLY	RPTL 406(1)	2	5,804,942	0.06
13500	TOWN - GENERALLY	RPTL 406(1)	349	86,851,898	0.92
13510	TOWN - CEMETERY LAND	RPTL 446	9	150,494	0.00
13570	TOWN O/S LIMITS - SPECIFIED USES	RPTL 406(2)	5	926	0.00
13650	VG - GENERALLY	RPTL 406(1)	87	13,380,515	0.14
13730	VG O/S LIMITS - SPECIFIED USES	RPTL 406(2)	3	222,614	0.00
13740	VG O/S LIMITS - SEWER OR WATER	RPTL 406(3)	25	7,651,663	0.08
13741	VG O/S LIMITS - SEWER OR WATER	RPTL 406(3)	2	389,104	0.00
13742	VG O/S LIMITS - SEWER OR WATER	RPTL 406(3)	2	2,248,790	0.02
13800	SCHOOL DISTRICT	RPTL 408	35	161,782,800	1.71
13850	BOCES	RPTL 408	1	5,977,452	0.06
13870	SPEC DIST USED FOR PURPOSE ESTAB	RPTL 410	66	19,527,031	0.21
13890	PUBLIC AUTHORITY - LOCAL	RPTL 412	2	2,985,682	0.03
14100	USA - GENERALLY	RPTL 400(1)	9	7,012,986	0.07
14110	USA - SPECIFIED USES	STATE L 54	8	2,220,350	0.02
18020	MUNICIPAL INDUSTRIAL DEV AGENCY	RPTL 412-a	193	243,821,370	2.58
18060	URBAN REN: OWNER-MUN U R AGENCY	GEN MUNY 555 & 560	1	29,531	0.00
18080	MUN HSNQ AUTH-FEDERAL/MUN AIDED	PUB HSNQ L 52(3)&(5)	4	5,888,174	0.06
21600	RES OF CLERGY - RELIG CORP OWNER	RPTL 462	14	1,934,602	0.02
25110	NONPROF CORP - RELIG(CONST PROT)	RPTL 420-a	532	274,537,649	2.91
25120	NONPROF CORP - EDUCL(CONST PROT)	RPTL 420-a	174	156,886,537	1.66
25130	NONPROF CORP - CHAR (CONST PROT)	RPTL 420-a	51	25,972,936	0.27
25210	NONPROF CORP - HOSPITAL	RPTL 420-a	5	48,937,090	0.52
25220	NONPROF CORP-CEMETERY	RPTL 420(1)(a)	5	88,085	0.00
25230	NONPROF CORP - MORAL/MENTAL IMP	RPTL 420-a	75	29,756,471	0.31
25300	NONPROF CORP - SPECIFIED USES	RPTL 420-b	48	19,717,116	0.21

Equalized Total Assessed Value 9,446,619,277

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	514,375	0.01
26050	AGRICULTURAL SOCIETY	RPTL 450	1	361,842	0.00
26100	VETERANS ORGANIZATION	RPTL 452	7	652,793	0.01
26250	HISTORICAL SOCIETY	RPTL 444	1	102,556	0.00
26400	INC VOLUNTEER FIRE CO OR DEPT	RPTL 464(2)	20	7,060,727	0.07
26600	CORP/ASSN DEV GOOD SPORTSMANSHIP	RPTL 476	1	339,745	0.00
27350	PRIVATELY OWNED CEMETERY LAND	RPTL 446	189	3,817,879	0.04
28100	NOT-FOR-PROFIT HOUSING CO	RPTL 422	1	3,885,455	0.04
28120	NOT-FOR-PROFIT HOUSING CO	RPTL 422	1	575,682	0.01
29700	PROP WITHDRAWN FROM FORECLOSURE	RPTL 1138	10	518,674	0.01
32252	NYS OWNED REFORESTATION LAND	RPTL 534	7	994,954	0.01
32301	NYS LAND TAXABLE FOR SCHOOL ONLY	RPTL 536	12	1,468,906	0.02
33200	TAX SALE - COUNTY OWNED	RPTL 406(5)	4	153,835	0.00
33201	TAX SALE - COUNTY OWNED	RPTL 406(5)	324	12,329,029	0.13
33701	TAX SALE - VG OWNED	RPTL 406(5)	9	462,910	0.00
41101	VETS EX BASED ON ELIGIBLE FUNDS	RPTL 458(1)	88	2,205,717	0.02
41120	ALT VET EX-WAR PERIOD-NON-COMBAT	RPTL 458-a	1,322	25,352,199	0.27
41121	ALT VET EX-WAR PERIOD-NON-COMBAT	RPTL 458-a	42	768,678	0.01
41122	ALT VET EX-WAR PERIOD-NON-COMBAT	RPTL 458-a	1	26,890	0.00
41130	ALT VET EX-WAR PERIOD-COMBAT	RPTL 458-a	1,011	31,957,799	0.34
41131	ALT VET EX-WAR PERIOD-COMBAT	RPTL 458-a	32	982,161	0.01
41140	ALT VET EX-WAR PERIOD-DISABILITY	RPTL 458-a	447	14,572,664	0.15
41141	ALT VET EX-WAR PERIOD-DISABILITY	RPTL 458-a	12	409,439	0.00
41145	ALT VET EX-WAR PERIOD-DISABILITY	RPTL 458-a	1	4,794	0.00
41160	COLD WAR VETERANS (15%)	RPTL 458-b	1	0	0.00
41161	COLD WAR VETERANS (15%)	RPTL 458-b	264	3,112,313	0.03
41162	COLD WAR VETERANS (15%)	RPTL 458-b	81	912,477	0.01
41171	COLD WAR VETERANS (DISABLED)	RPTL 458-b	24	413,409	0.00
41172	COLD WAR VETERANS (DISABLED)	RPTL 458-b	1	25,000	0.00
41300	PARAPLEGIC VETS	RPTL 458(3)	1	191,591	0.00
41400	CLERGY	RPTL 460	18	39,040	0.00
41690	VOLUNTEER FIREFIGHTERS AND AMBULANCE	RPTL 466-c,d,e,f,g,h&i	204	610,500	0.01
41691	VOLUNTEER FIREFIGHTERS AND AMBULANCE	RPTL 466-c,d,e,f,g,h&i	64	192,639	0.00

Equalized Total Assessed Value 9,446,619,277

Exemption Code	Exemption Name	Statutory Authority	Number of Exemptions	Total Equalized Value of Exemptions	Percent of Value Exempted
41692	VOLUNTEER FIREFIGHTERS AND AMBULANCE	RPTL 466-c,d,e,f,g,h&i	9	26,976	0.00
41700	AGRICULTURAL BUILDING	RPTL 483	73	3,674,492	0.04
41720	AGRICULTURAL DISTRICT	AG-MKTS L 305	1,019	47,487,549	0.50
41730	AGRIC LAND-INDIV NOT IN AG DIST	AG MKTS L 306	52	2,189,519	0.02
41800	PERSONS AGE 65 OR OVER	RPTL 467	445	23,885,018	0.25
41801	PERSONS AGE 65 OR OVER	RPTL 467	539	19,566,436	0.21
41802	PERSONS AGE 65 OR OVER	RPTL 467	17	638,052	0.01
42100	SILOS, MANURE STORAGE TANKS,	RPTL 483-a	54	813,419	0.01
42120	TEMPORARY GREENHOUSES	RPTL 483-c	9	216,336	0.00
44210	HOME IMPROVEMENTS	RPTL 421-f	74	1,571,485	0.02
44211	HOME IMPROVEMENTS	RPTL 421-f	39	1,128,388	0.01
44212	HOME IMPROVEMENTS	RPTL 421-f	1	9,722	0.00
46450	INC ASSN OF VOLUNTEER FIREMEN	RPTL 464(1)	1	6,852	0.00
47100	Mass Telecomm Ceiling	RPTL S499-qqqq	7	359,823	0.00
47200	RAILROAD - PARTIALLY EXEMPT	RPTL 489-d&dd	6	22,883,476	0.24
47450	FOREST/REF LAND - FISHER ACT	RPTL 480	26	2,025,421	0.02
47460	FOREST LAND CERTD AFTER 8/74	RPTL 480-a	840	84,426,969	0.89
47610	BUSINESS INVESTMENT PROPERTY POST 8/74	RPTL 485-b	54	2,285,616	0.02
47611	BUSINESS INVESTMENT PROPERTY POST 8/74	RPTL 485-b	9	534,479	0.01
48100	URB DEV ACTION AREA PROJECT	GEN MUNY L 696	1	3,888,153	0.04
48660	HOUSING DEVELOPMENT FUND CO	P H FI L 577,654-a	1	3,177,841	0.03
48670	REDEVELOPMENT HOUSING CO	P H FI L 125 & 127	4	6,102,728	0.06
49500	SOLAR OR WIND ENERGY SYSTEM	RPTL 487	112	2,736,973	0.03
49501	SOLAR OR WIND ENERGY SYSTEM	RPTL 487	11	343,731	0.00
50000	SYSTEM CODE	STATUTORY AUTH NOT DEFINED	8	327,765	0.00
50001	SYSTEM CODE	STATUTORY AUTH NOT DEFINED	11	1,514	0.00

Equalized Total Assessed Value 9,446,619,277

Exemption Code	Exemption Name	Statutory Authority	Number of Exemptions	Total Equalized Value of Exemptions	Percent of Value Exempted
50005	SYSTEM CODE	STATUTORY AUTH NOT DEFINED	4	1,498	0.00
Total Exemptions Exclusive of System Exemptions:			9,651	1,854,825,554	19.63
Total System Exemptions:			23	330,777	0.00
Totals:			9,674	1,855,156,331	19.64

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

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

Authorized Position Counts by Department

Dept #	Department Name	2016	2017	2018
		Adopted FTE	Adopted FTE	Adopted FTE
A-1010	County Legislature	12.00	11.00	11.00
A-1230	County Manager ²	2.00	3.00	4.00
A-1420	County Attorney	7.00	7.00	7.00
Division of Environmental, Sustainability, Beautification and Recreation				
A-7110	Parks and Recreation ²⁰	33.00	34.00	35.00
A-8090	Office of Sustainable Energy	0.00	3.00	2.00
Division Total		33.00	37.00	37.00
Division of Health and Family Services				
A-4010-4082	Department of Public Health Services ¹⁶	78.00	79.00	76.00
A-4220-4322	Department of Community Services ¹⁷	64.00	64.00	63.00
A-6010-6142	Department of Family Services ¹⁸	184.00	188.00	189.00
A-7310	Youth Programs	1.00	1.50	2.00
A-7610	Office for the Aging ²¹	30.00	31.00	30.00
EI-6020	Sullivan County Adult Care Center	182.00	181.00	181.00
Division Total		539.00	544.50	541.00
Division of Management and Budget				
A-1320	Audit and Control	6.00	7.00	7.00
A-1325-1330	County Treasurer	13.00	13.00	13.00
A-1340	Management and Budget ³	4.50	6.50	6.00
A-1341	Grants Administration	3.00	2.00	2.00
A-1342	Risk Management ⁴	4.00	5.00	4.50
A-1343	Payroll ⁵	3.50	3.50	3.00
A-1344	Health Finance	13.00	13.00	13.00
A-1345-1610	Purchasing and Central Services ⁶	5.00	5.50	5.50
A-1410-10	County Clerk- Main Unit ⁷	15.50	15.50	16.50
A-1410-11	County Clerk- DMV	10.00	10.00	10.00
A-1460	Records Management	2.00	2.00	2.00
A-1430	Human Resources ⁸	6.00	6.00	7.00
A-1450	Elections	6.00	6.00	6.00
A-1680	Information Technology Services ⁹	17.00	17.00	18.00
A-6510	Veterans Service Agency	5.00	5.00	5.00
A-6989	Economic and Community Development	1.00	0.00	0.00
A-8040	Human Rights Commission	1.00	1.00	0.50
Division Total		115.50	118.00	119.00
Division of Planning and Community Development				
A-1355	Real Property Tax Map	6.00	6.00	6.00
A-6293	Center for Workforce Development ¹⁹	38.00	37.00	38.00
A-8020-90	Planning and Community Development	7.00	8.00	8.00
Division Total		51.00	51.00	52.00

Dept #	Department Name	2016 Adopted FTE	2017 Adopted FTE	2018 Adopted FTE
Division of Public Safety				
A-1165	District Attorney ¹	20.00	20.00	20.00
A-1185	Coroners	4.50	4.50	4.50
A-3010	Public Safety Administration ¹⁰	3.00	2.75	2.75
A-3020	Public Safety Communications E911 ¹¹	19.00	20.00	21.00
A-3150	Sheriff's Office- Jail ¹⁴	112.80	112.80	114.80
A-3110-29	Sheriff's Office- Patrol ¹²	48.00	45.00	50.00
A-3110-30	Sheriff's Office- Civil	9.20	13.20	13.20
A-3110-31	Sheriff's Office- Security	6.00	8.00	8.00
A-3140	Department of Probation ¹³	29.00	29.00	30.00
A-3410	Fire Protection ¹⁵	7.00	6.25	7.25
Division Total		258.50	261.50	271.50
Division of Public Works				
A-1490	Public Works Administration	6.00	7.00	7.00
A-1620	Public Works Building Department	35.00	36.00	36.00
A-5610	Sullivan County International Airport	6.00	5.00	5.00
A-5680	Transportation	17.00	18.00	18.00
A-6610	Consumer Affairs- Weights and Measures	1.00	1.00	1.00
CL-8160	Public Works- Refuse and Garbage	18.00	18.00	19.00
D-3310	County Road Fund-Public Works- Traffic Control	5.00	5.00	5.00
D-5110	County Road Fund-Public Works- Road Maintenance	57.00	57.00	57.00
D-5020	County Road Fund-Public Works- Engineering ²²	11.00	11.00	10.00
DM-5130	Public Works- Road Machinery	20.00	20.00	19.00
Division Total		176.00	178.00	177.00
Total Position Counts		1194.00	1211.00	1219.50

¹ Added two new District Attorney positions and eliminated a District Attorney Investigator and Law Intern

² Added a Director of Communications

³ Eliminated a Research Analyst and Dep Commissioner Management and Budget no longer split with payroll

⁴ Changed title of Loss Prevention Coordinator to Loss Prevention & Education to better attract higher level of experience and knowlege of the job funtions.

⁵ Deputy Commisioner of Management and Budget is no longer split with OMB

⁶ Eliminated position of Admin Asst. that was shared with Youth Bureau and created the position of Account Clerk/Database that will be equally shared between Purchasing & Central Services and Parks. Will assist with administrative duties in both departments.

⁷ Added a County Clerk Worker 1 to reduce customer wait times

⁸ Created the position of Deputy Director of Human Resources to assist with efficiencies in recruitment and retention

⁹ Added additonal Client Support Tech position to assist with county initiative of elctronic filing of records

¹⁰ Emergecny Services Training Center Coordinator - salary split - 75% Public Safety Administration and 25% Fire Protection

- ¹¹ Created an Emergency Service Dispatcher position to assist with the growth of the 911 center calls
- ¹² Created 5 Deputy Sheriff positions to enhance public safety in Sullivan County
- ¹³ Created two Probation Officer Trainee positions and eliminated funding for a Account Clerk/Database Part Time position
- ¹⁴ Created a Nurse Practitioner position to effectively improve plans to reduce health concerns and created one Correction Officer position to cover security in various county buildings
- ¹⁵ Added a Deputy Fire Coordinator part time
- ¹⁶ Eliminated three Registered Professional Nurses
- ¹⁷ Eliminated the Part Time Drinking Driver funds from this department
- ¹⁸ Added two Case Supervisors and eliminated a Full Charge Bookkeeper
- ¹⁹ Created a Temporary Full Time Senior Community Service Employment Program Worker
- ²⁰ Created the position of Account Clerk/Database that will be equally shared between Purchasing & Central Services and Parks. Will assist with administrative duties in both departments.
- ²¹ Eliminated a Point of Entry position
- ²² Eliminated Deputy Commissioner of Public Works Engineering and created a Deputy Commissioner for Public Works for Operations

Authorized Position FTE's by Department

Dept #	Department Name	2016	2017	2018
		Adopted FTE	Adopted FTE	Adopted FTE
A-1010	County Legislature	12.00	11.00	11.00
A-1230	County Manager	2.00	3.00	4.00
A-1420	County Attorney	5.70	5.70	5.70
Division of Environmental, Sustainability, Beautification and Recreation				
A-7110	Parks and Recreation	9.75	11.00	11.10
A-8090	Office of Sustainable Energy	0.00	1.40	2.00
Division Total		9.75	12.40	13.10
Division of Health and Family Services				
A-4010-4082	Department of Public Health Services	73.50	72.40	69.40
A-4220-4322	Department of Community Services	59.40	60.05	60.20
A-6010-6142	Department of Family Services	182.00	185.50	186.50
A-7310	Youth Programs	1.00	1.50	2.00
A-7610	Office for the Aging	22.60	22.55	21.55
EI-6020	Sullivan County Adult Care Center	169.90	172.40	172.40
Division Total		508.40	514.40	512.05
Division of Management and Budget				
A-1320	Audit and Control	6.00	7.00	7.00
A-1325-1330	County Treasurer	13.00	13.00	13.00
A-1340	Management and Budget	4.50	6.50	6.00
A-1341	Grants Administration	3.00	2.00	2.00
A-1342	Risk Management	3.50	4.50	4.50
A-1343	Payroll	3.50	3.50	3.00
A-1344	Health Finance	13.00	13.00	13.00
A-1345-1610	Purchasing and Central Services	5.00	5.50	5.50
A-1410-10	County Clerk- Main Unit	15.50	15.50	16.50
A-1410-11	County Clerk- DMV	10.00	10.00	10.00
A-1460	Records Management	2.00	2.00	2.00
A-1430	Human Resources	6.00	6.00	7.00
A-1450	Elections	6.00	6.00	6.00
A-1680	Information Technology Services	17.00	17.00	18.00
A-6510	Veterans Service Agency	5.00	5.00	5.00
A-6989	Economic and Community Development	1.00	0.00	0.00
A-8040	Human Rights Commission	0.25	0.25	0.50
Division Total		114.25	116.75	119.00
Division of Planning and Community Development				
A-1355	Real Property Tax Map	6.00	6.00	6.00
A-6293	Center for Workforce Development	20.00	17.50	18.00
A-8020-90	Planning and Community Development	6.20	7.20	7.20
Division Total		32.20	30.70	31.20

Dept #	Department Name	2016 Adopted FTE	2017 Adopted FTE	2018 Adopted FTE
Division of Public Safety				
A-1165	District Attorney	19.00	20.00	20.00
A-1185	Coroners	1.30	1.30	1.30
A-3010	Public Safety Administration	2.00	1.95	1.95
A-3020	Public Safety Communications E911	16.90	17.90	18.90
A-3150	Sheriff's Office- Jail	112.80	112.80	114.80
A-3110-29	Sheriff's Office- Patrol	48.00	45.00	50.00
A-3110-30	Sheriff's Office- Civil	9.20	13.20	13.20
A-3110-31	Sheriff's Office- Security	6.00	8.00	8.00
A-3140	Department of Probation	27.40	28.00	29.00
A-3410	Fire Protection	1.40	1.45	1.50
Division Total		244.00	249.60	258.65
Division of Public Works				
A-1490	Public Works Administration	6.00	7.00	7.00
A-1620	Public Works Building Department	31.75	33.75	33.75
A-5610	Sullivan County International Airport	3.70	3.45	3.45
A-5680	Transportation	9.80	10.80	10.80
A-6610	Consumer Affairs- Weights and Measures	1.00	1.00	1.00
CL-8160	Public Works- Refuse and Garbage	18.00	18.00	18.20
D-3310	County Road Fund-Public Works- Traffic Control	5.00	5.00	5.00
D-5110	County Road Fund-Public Works- Road Maintenance	57.00	57.00	57.00
D-5020	County Road Fund-Public Works- Engineering	11.00	11.00	10.00
DM-5130	Public Works- Road Machinery	20.00	19.00	19.00
Division Total		163.25	166.00	165.20
Total Full Time Employees		1091.55	1109.55	1119.90

Capital Budget

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

- It retains its original shape and appearance in use.
- It is non-expendable; that is, if the article is damaged or some of its parts are lost or worn out, it is usually more feasible to repair it rather than replace it with an entirely new unit.
- It represents an investment of money over \$25,000.00 which makes it feasible and advisable to capitalize the item, and has a life expectancy of greater than one year.
- It does not lose its identity through incorporation into a different or more complex unit or substance.

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

The 2018 Capital Budget anticipates spending \$28.2 million in total. The largest single investment is for bridge infrastructure. \$15 million is requested in new debt authorizations between short term and long term debt. \$1.83 million of the capital budget is included in the 2018 tentative operating budget. The balance comes from existing bond authority, fund balance, previously borrowed funds, and state and federal aid. The impacts of the capital budget on the 2018 through 2023 operating budgets are detailed in the Sullivan County Multiyear Budget document.

Recurring Capital Expenditures

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

- Road and Bridge Repair
- Vehicle purchases
- Heavy equipment purchases
- Building repairs
- Flood remediation

Nonrecurring Capital Expenditures

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

Adult Care Center

Caring for our older residents and those in poor health is important. That's why we are investing in upgrades to the Adult Care Center for 2018 which will improve not only the efficiency of the infrastructure on site, but take the safety of our staff and quality of life for its residents into consideration. That is why the following capital expenditures are slated for 2018:

- Window replacement at the Nursing Home. \$385,000 is proposed for this project using the NYPA program that was utilized for the Government Center emergency efficiency upgrades.
- Cleaning and sealing existing masonry walls at the Adult Care Center. In-house forces will perform this project.
- Shower renovation at the Adult Care Center in the amount of \$130,000 utilizing existing funds.
- Design work and paving of the ACC parking lot. \$400,000 of operating funds are proposed for this purpose.

Emergency Services Training Facility

The Sullivan County Legislature has declared the need to address all areas of policy which affect health and safety for the residents of Sullivan County in an effort to improve our state ranking and make Sullivan County a healthier place to live and visit. Our emergency responders need an up to date training facility to ensure the best possible preparation for keeping our residents safe. The following has been included in the 2018 budget for these reasons:

- Various capital improvements at the Emergency Services Training Facility. \$100,000 is allocated in operating funds for this purpose.

Department of Public Works- Maplewood Facility

Maintaining our vehicles and equipment within the Department of Public Works is important to keeping our investments in working order to service the roads and residents of Sullivan County and avoid costly repairs that could drain our operating budget. This means keeping our trucks clean and in service at all times in an efficient manner. For this reason, the 2018 budget includes the following investment:

- Remove and replace existing wash bay equipment at the Maplewood Facility. \$220,000 is proposed to be utilized from the Tobacco Fund Balance.

Government Center and Annex

As our buildings age, regular maintenance is required to continue to operate in a safe and efficient manner to serve the residents of Sullivan County. Upgrades to the Government Center and its annex building will help to keep maintenance costs down and will also cause decreased operating expenses throughout the building in the form of energy efficiency. The following are proposed for 2018:

- HVAC System Upgrade at the Government Center Annex. \$500,000 is proposed for this project using the NYPA program that was utilized for the Government Center emergency efficiency upgrades.
- Government Center roof replacement and skylight replacement. \$1.14 million is proposed for this to be financed through a bond.
- Cleaning and sealing existing masonry walls at the Government Center Annex. In-house forces will perform this project.
- HVAC system controls update. \$300,000 of existing bond funds are proposed to be used for this project.
- Replace fire alarm panels. \$60,000 is proposed for this project utilizing existing bond proceeds.

Sullivan County Landfill

The Sullivan County landfill located in Monticello is full to capacity and currently closed. With that in mind, we must maintain the current landfill in an environmentally and safe manner until such time as it is able to close. Preventing unwanted visitors to the landfill requires a means to keep them out and preserve the safety of the property and prevention of theft. Circumventing highly toxic leachate liquid from making contact with our soil, water, etc. is vital to the health and wellbeing of the residents of Sullivan County and maintaining the beautiful environment we all enjoy. With that in mind, the following is proposed for 2018:

- Installation of the remainder of the perimeter security fencing at the Sullivan County Landfill. \$75,000 in operating funds has been proposed for this purpose.
- Remove and replace two leachate storage tanks at the Sullivan County Landfill. \$1,080,000 is proposed to be used from the Landfill Closure fund balance for this purpose.

District Attorney

The Sullivan County District Attorney is responsible for prosecuting cases against those who would do harm to the citizens of Sullivan County. In order to bring these people to justice in a timely and efficient manner, the proper preservation of evidence is vital. That is why the following capital expenditure is necessary:

- A new evidence locker for the District Attorney's Office. \$100,000 is allocated in operating funds for this purpose.

Sullivan County Courthouse

As citizens come to the Sullivan County Courthouse to seek justice, provide jury service, work or visit, our hope is that their trip inside will be a safe one. The maintenance of sidewalks and drainage will ensure safe passage to and from our County Courthouse and help the County avoid expensive maintenance in the future. The following is proposed in the 2018 budget:

- Reconstruction of sidewalks, curbs, steps and catch basins at the Sullivan County Courthouse. \$350,000 is allocated in operating funds for this purpose.

Sullivan County Airport

With the opening of a high quality casino resort and entertainment village on the horizon, Sullivan County wants to be prepared to welcome our guests with open arms. We recognize that some visitors may have the means to fly into the airport with their own plane and will need a place to store it while they are being captivated by Sullivan County and all it has to offer. With that in mind, the following capital improvements are proposed in the 2018 budget:

- Construction of a corporate business bulk hangar at the Sullivan County Airport. \$99,000 of operating funds are including in the operating budget for the approximately \$1,000,000 project.

Board of Elections

The efficiency and integrity of the election process is an important part of what the Board of Elections offers. In an effort to further this initiative, an investment in technology is necessary. An example of what this new technology will provide, includes a reduced number of days necessary in opening and counting absentee ballots. The following investment has been proposed for 2018:

- Procure a new high-speed scanner for the Board of Elections. \$30,000 is allocated in operating funds for this purpose.

Minisink Battleground

Sullivan County is filled with history and stories to be enjoyed. One means in which residents may enjoy this history is at the Minisink Battleground Park in Highland. In an effort to encourage increase usage and awareness of this historic site, which offers picnic tables, restroom facilities, and informational kiosks and forested walking paths, an investment in this site is necessary. Bringing a love of history together with a love of playing and providing even more outdoor healthy movement, was the genesis behind the following 2018 budget item:

- Playground structure for Minisink Battleground. \$40,000 is allocated in operating funds for this purpose.

The 2018-2023 Capital Plan in its entirety has been made available in the Sullivan County Adopted Budget Detail document, which is provided simultaneously with this Executive Summary.

2018 ADOPTED BUDGET FOR SULLIVAN COUNTY

STATEMENT OF DEBT – AS OF DECEMBER 31, 2017 - NOTES

<i>BANs Outstanding</i>	<i>Date of Issue</i>	<i>Rates</i>	<i>Amount</i>	<i>Due Date</i>
			\$0	
			<hr/>	
<i>Total BANs Outstanding at December 31, 2017</i>			<i>\$0</i>	

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

2018 ADOPTED BUDGET FOR SULLIVAN COUNTY

STATEMENT OF DEBT – AS OF DECEMBER 31, 2017 – TAX ANTICIPATION NOTES

<i>TANs Outstanding</i>	<i>Date of Issue</i>	<i>Rates</i>	<i>Amount</i>	<i>Due Date</i>
			\$0	
<i>Total Notes Outstanding at December 31, 2017</i>			<hr/>	
			\$0	

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

2018 ADOPTED BUDGET FOR SULLIVAN COUNTY

STATEMENT OF DEBT - AS OF DECEMBER 31, 2017 - NOTES

BOND ANTICIPATION NOTES OUTSTANDING	DATE OF ISSUE	RATES%	AMOUNT	DUE DATE	SCHEDULED PAYMENT
NO BAN'S ISSUED					
TOTAL BANS OUTSTANDING AT DECEMBER 31, 2017			\$ -		
TAX ANTICIPATION NOTES					
NO TAN ISSUED					\$ -
TOTAL TANS OUTSTANDING AT DECEMBER 31, 2017			\$ -		

**2018 ADOPTED BUDGET FOR SULLIVAN COUNTY
STATEMENT OF DEBT - AS OF DECEMBER 31, 2017 - BONDS**

BOND OUTSTANDING	ORIGINAL ISSUE	DATE OF ISSUE	RATE %	TOTAL BOND SALE	TOTAL BALANCE STILL DUE	PRINCIPAL PAYABLE 2018	ANNUAL PAYMENT SCHEDULE		
PUBLIC IMPROVEMENT REFINANCING		2010	.872% - 3.382%	\$4,955,000	\$985,000	\$580,000	\$580,000	IN 2018	3.132% & 3.182%
LANDFILL PRETREATMENT	\$1,175,000						\$405,000	IN 2019	3.38%
LANDFILL CONSTRUCTION	\$3,380,000								
LANDFILL VILLAGE CLOSURE	\$400,000								
PUBLIC IMPROVEMENT		2010	3.110% - 5.932%	\$17,185,000	\$9,795,000	\$1,250,000	\$1,250,000	IN 2018	4.932%
SCCC RENOVATION	\$544,338						\$1,290,000	IN 2019	5.132%
08 ROAD & BRIDGE RECONSTRUCTION	\$2,765,577						\$1,335,000	IN 2020	5.282%
DPW EQUIPMENT	\$1,897,407						\$1,385,000	IN 2021	5.110%
DPW EQUIPMENT	\$167,967						\$1,455,000	IN 2022	5.932%
DPW EQUIPMENT	\$72,951						\$1,510,000	IN 2023	5.932%
SCCC RENOVATION	\$583,219						\$1,570,000	IN 2024	5.932%
LANDFILL PHASE II	\$388,813								
10 ROAD PAVING	\$7,406,649								
10 BRIDGE RECONSTRUCTION	\$777,626								
LANDFILL EQUIPMENT	\$758,185								
10 DPW EQUIPMENT	\$1,773,959								
10 DPW EQUIPMENT	\$48,310								
PUBLIC IMPROVEMENT		2012	1.5% - 3.0%	\$9,495,000	\$6,065,000	\$595,000	\$595,000	IN 2018	2.000%
CO. JAIL LAND PURCHASE	\$1,175,000						\$615,000	IN 2019	2.000%
CO. JAIL LAND PURCHASE(2)	\$820,000						\$640,000	IN 2020	2.000%
TRANSFER STATION & MRF	\$7,500,000						\$660,000	IN 2021	2.125%
							\$680,000	IN 2022	2.250%
							\$695,000	IN 2023	2.250%
							\$710,000	IN 2024	2.500%
							\$725,000	IN 2025	2.750%
							\$745,000	IN 2026	3.000%
PUBLIC IMPROVEMENT REFINANCING		2013	1% - 5%	\$17,880,000	\$8,340,000	\$2,625,000	\$2,625,000	IN 2018	5.000%
2001 BUILDING RECONSTRUCTION	\$ 613,464						\$1,960,000	IN 2019	5.000%
2001 DPW BUILDING	\$ 121,266						\$1,185,000	IN 2020	5.000%
2001 LANDFILL CLOSURE	\$ 248,388						\$1,250,000	IN 2021	5.000%
2001 LANDFILL CLOSURE	\$ 146,773						\$1,320,000	IN 2022	5.000%
2001 LANDFILL EXPANSION	\$ 533,869								
2001 PARKING AREAS	\$ 219,355								
2001 SCCC CLASSROOM MODIFICATION	\$ 80,645								
2001 SCCC ELEVATORS	\$ 193,548								
2001 SCCC HEAT PUMP SYSTEM	\$ 283,872								
2001 SCCC MECHANICAL PLUMBING	\$ 258,065								
2001 SCCC TECHNOLOGY IMPROVE	\$ 59,678								
2001 SIDEWALKS	\$ 41,077								
2003 BUILDING RENOVATIONS	\$ 365,218								
2003 BUILDING RENOVATIONS	\$ 67,188								
2003 BUILDING RENOVATIONS	\$ 186,268								
2003 DPW FACILITY	\$ 40,359								
2003 LANDFILL LAND PURCHASE	\$ 1,552,239								
2003 LANDFILL MATERIALS FACILITY	\$ 607,148								
2003 PARKING LOTS	\$ 259,447								
2003 POLE BARN	\$ 69,187								
2003 RADIO TOWER	\$ 55,436								
2003 RECONSTRUCT DPW FACILITY	\$ 334,397								
2003 ROAD MACHINERY EQUIPMENT	\$ 279,402								
2003 ROAD MACHINERY EQUIPMENT	\$ 11,087								
2003 SCCC FACILITY RECONSTRUCT	\$ 332,624								
2005 DPE EQUIPMENT	\$ 296,881								
2005 DPE EQUIPMENT	\$ 9,871								
2005 LANDFILL CLOSURE 02-02 & 02-03	\$ 1,130,285								
2005 LANDFILL CLOSURE ! & 2	\$ 615,874								
2005 LANDFILL CLOSURE ! & 2	\$ 39,478								
2005 ROAD EQUIPMENT	\$ 347,417								
2005 ROAD RECONSTRUCT	\$ 659,300								
2005 ROAD RECONSTRUCT	\$ 765,894								
2007 NEW FIRE TRAINING SYSTEM	\$ 443,352								
2007 NEW LANDFILL CELL 6	\$ 1,245,938								
2007 NEW LANDFILL CELL 6	\$ 575,228								
2007 NEW LANDFILL CELL 6-02, 6-03 & 6/05	\$ 1,300,047								
2007 NEW LANDFILL CLOSURE 3-5	\$ 2,228,132								
2007 NEW LANDFILL EXPANSION PHASE II	\$ 618,418								
2007 NEW LANDFILL GAS SYSTEM	\$ 261,463								
2007 NEW LANDFILL GAS SYSTEM	\$ 382,422								
PUBLIC IMPROVEMENT		2014	2.0%-2.25%	\$11,315,000	\$8,300,000	\$1,100,000	\$1,100,000	IN 2018	2.000%
GOVT CTR/LIBERTY FACILITY	\$ 439,000						\$1,130,000	IN 2019	2.000%
HURLEYVILLE MUSEUM	\$ 215,000						\$1,155,000	IN 2020	2.000%
TRANSPORTATION VEHICLES	\$ 80,000						\$1,185,000	IN 2021	2.000%
AIRPORT	\$ 77,000						\$1,215,000	IN 2022	2.000%
COMMUNICATIONS UPGRADE	\$ 1,920,000						\$1,245,000	IN 2023	2.125%
SOLID WASTE EQUIPMENT	\$ 817,000						\$1,270,000	IN 2024	2.250%
ROADS/BRIDGES	\$ 6,122,000								

**2018 ADOPTED BUDGET FOR SULLIVAN COUNTY
STATEMENT OF DEBT - AS OF DECEMBER 31, 2017 - BONDS**

BOND OUTSTANDING	ORIGINAL ISSUE	DATE OF ISSUE	RATE %	TOTAL BOND SALE	TOTAL BALANCE STILL DUE	PRINCIPAL PAYABLE 2018	ANNUAL PAYMENT SCHEDULE	
DPW EQUIPMENT	\$ 1,645,000							
PUBLIC IMPROVEMENT		2016	2.0%-5.0%	\$23,822,000	\$22,605,000	\$1,515,000	\$ 1,515,000 IN 2018	5.00%
AIRPORT IMPROVEMENTS	\$ 174,000.00						\$ 1,550,000 IN 2019	5.00%
BLDG RECONSTRUCTION	\$ 1,559,000.00						\$ 1,585,000 IN 2020	5.00%
DPW EQUIPMENT	\$ 1,137,000.00						\$ 1,620,000 IN 2021	5.00%
HIGHWAY BRIDGE RECONS	\$ 6,300,000.00						\$ 1,655,000 IN 2022	5.00%
PUBLIC SAFETY	\$ 6,878,000.00						\$ 1,695,000 IN 2023	5.00%
ROAD RECONSTRUCTION	\$ 7,774,000.00						\$ 1,730,000 IN 2024	4.00%
							\$ 1,770,000 IN 2025	4.00%
							\$ 1,810,000 IN 2026	2.00%
							\$ 1,855,000 IN 2027	2.00%
							\$ 1,895,000 IN 2028	2.00%
							\$ 1,940,000 IN 2029	2.25%
							\$ 1,985,000 IN 2030	2.25%
JAIL CONSTRUCTION		2016	3.00%-3.25%	\$85,000,000	\$85,000,000	\$1,955,000	\$1,955,000 IN 2018	3.00%
JAIL CONSTRUCTION - H69							\$2,010,000 IN 2019	3.00%
							\$2,065,000 IN 2020	3.00%
							\$2,120,000 IN 2021	3.00%
							\$2,180,000 IN 2022	3.00%
							\$2,240,000 IN 2023	3.00%
							\$2,300,000 IN 2024	3.00%
							\$2,365,000 IN 2025	3.00%
							\$2,425,000 IN 2026	3.00%
							\$2,495,000 IN 2027	3.00%
							\$2,565,000 IN 2028	3.00%
							\$2,635,000 IN 2029	3.00%
							\$2,705,000 IN 2030	3.00%
							\$2,780,000 IN 2031	3.00%
							\$2,855,000 IN 2032	3.00%
							\$2,935,000 IN 2033	3.00%
							\$3,015,000 IN 2034	3.00%
							\$3,100,000 IN 2035	3.00%
							\$3,185,000 IN 2036	3.00%
							\$3,270,000 IN 2037	3.00%
							\$3,360,000 IN 2038	3.00%
							\$3,455,000 IN 2039	3.13%
							\$3,550,000 IN 2040	3.13%
							\$3,645,000 IN 2041	3.13%
							\$3,745,000 IN 2042	3.13%
							\$3,850,000 IN 2043	3.25%
							\$3,955,000 IN 2044	3.25%
							\$4,065,000 IN 2045	3.25%
							\$4,175,000 IN 2046	3.25%

**2018 BUDGET FOR SULLIVAN COUNTY
STATEMENT OF DEBT - AS OF DECEMBER 31, 2017 - BONDS**

CAPITAL PROJECT PLANS AUTHORIZED BUT UNISSUED

PROJECT	RESOLUTION	AS OF 12/31/17	
JAIL PLANNING	176-08 \$	500,000.00	
PUBLIC SAFETY COMMUNICATIONS UPGRADE	74-13 \$	960.00	
HIGHWAY/BRIDGE CONSTRUCTION	451-14 \$	3,875.00	
JAIL CONSTRUCTION	223-15 \$	10,000,000.00	
ROAD RECONSTRUCTION (RECINDED)	475-16 \$	-	
EQUIPMENT FOR CONSTRUCTION & MAINTENANCE (RECINDED)	476-16 \$	-	
TOTAL		\$	10,504,835

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

2018 ADOPTED BUDGET FOR SULLIVAN COUNTY

STATEMENT OF DEBT – AS OF DECEMBER 31, 2017 - AUTHORIZATIONS

Capital Project Plans Authorized but Unissued

Project	Amount	Resolution
Jail Planning	\$500,000	176-08
Public Safety Communications Upgrade	\$960	74-13
Highway/Bridge Construction	\$3,875	451-14
Jail Construction	\$10,000,000	223-16
	<hr/>	
Total Notes Outstanding at December 31, 2017	\$10,504,835	

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

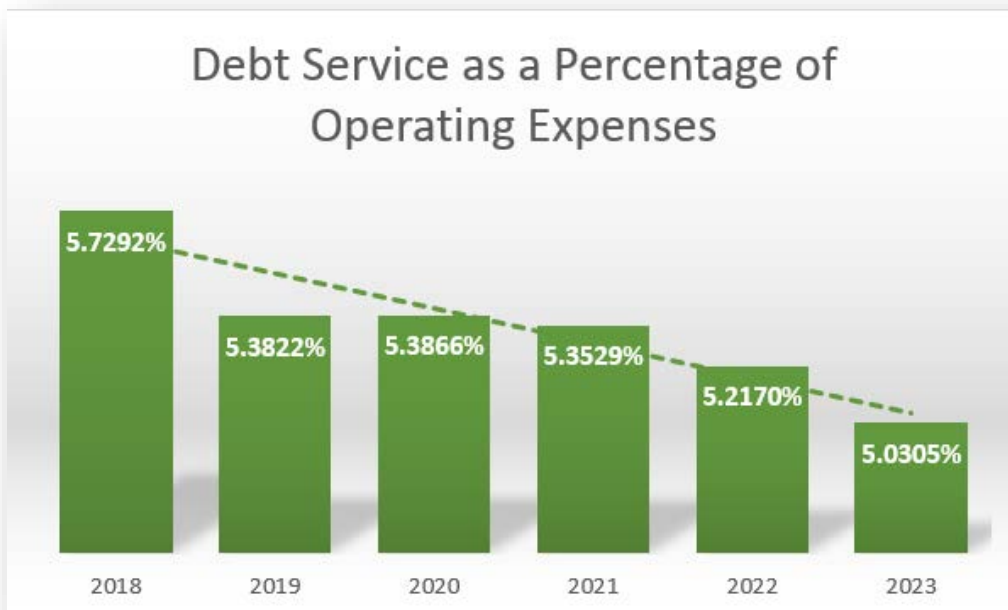
FINANCIAL DATA ON CURRENT AND LONG TERM DEBT OBLIGATIONS AND CONSTITUTIONAL DEBT LIMIT

Current Debt Obligations

The 2018 Adopted Budget includes a total of \$14.2 million in debt repayment. A breakdown of principal and interest payments by fund is detailed in the below chart.

Sullivan County 2018 Debt Payments						
	General Fund	County Road Fund	Road Machinery Fund	ACC	Solid Waste Fund	Total
Debt Payments by Fund						
BANs						
Principal						
Interest						
Total BANs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Long Term Debt						
Principal	3,264,736	2,579,838	795,940		2,979,486	9,620,000
Interest	3,021,758	902,116	199,088		506,730	4,629,692
Total Long Term Debt	\$ 6,286,494	\$ 3,481,954	\$ 995,028	\$ -	\$ 3,486,216	\$ 14,249,692
Total Debt Payments	\$ 6,286,494	\$ 3,481,954	\$ 995,028	\$ -	\$ 3,486,216	\$ 14,249,692

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 2016 calculation for the five-year full valuation of taxable property, and the 2018 proposed debt outstanding is at 29.7% of our debt limit in 2018. The County’s debt limit is \$552 million for 2018, while the outstanding bonds equal \$164 million.

Sullivan County Constitutional Debt Limit						
2018 - 2023						
	2018 Adopted Budget	2019	2020	2021	2022	2023
Legal Debt Margin Calculation						
Five Year - Full Valuation	39,470,771,347	39,470,771,347	39,470,771,347	39,470,771,347	39,470,771,347	39,470,771,347
Average Full Valuation	7,894,154,269	7,894,154,269	7,894,154,269	7,894,154,269	7,894,154,269	7,894,154,269
Debt Limit - 7% of Average Full Value	552,590,799	552,590,799	552,590,799	552,590,799	552,590,799	552,590,799
Existing Bans	-	-	-	-	-	-
New Bans	-	-	-	-	-	-
Existing Bonds	151,900,500	151,900,500	151,900,500	151,900,500	151,900,500	151,900,500
New Bonds	15,010,000	1,000,000	-	-	-	-
Total Indebtedness - Serial Bonds and BANs	166,910,500	152,900,500	151,900,500	151,900,500	151,900,500	151,900,500
Less Exclusions:	2,646,801	3,481	3,481	3,481	3,481	3,481
Indebtedness Subject to Debt Limit	164,263,699	152,897,019	151,897,019	151,897,019	151,897,019	151,897,019
Constitutional Debt Margin	\$ 388,327,100	\$ 399,693,780	\$ 400,693,780	\$ 400,693,780	\$ 400,693,780	\$ 400,693,780
* Total Indebtedness assumes year end figures						
* Valuations are as of 2016 and are held constant						



Department Summaries

How to use this section- Department Summaries

Department name and number



A1340 Management and Budget

Department Description

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

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

Mission statement and brief overview of department

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

Core Services

Functions of the Office of Management and Budget include:

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

Outline of fundamental services offered

Performance Measures

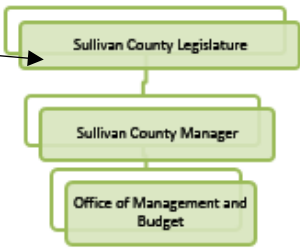
PROGRAM	KEY STATISTICS	OUTCOME
Operating Budget	Submitted improved 2017 Adopted Budget to Government Finance Officers Association for consideration for award	Received Distinguished Budget Presentation Award from GFOA, which resulted in a more transparent and understandable budget document for Sullivan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

Statistics and initiatives from previous fiscal year and corresponding outcome

Financial summary from past year and to be budgeted

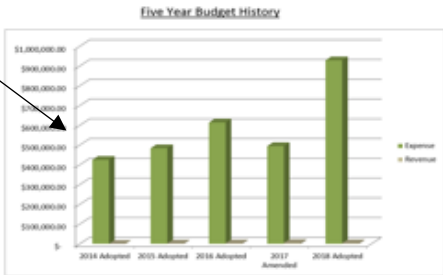
Department Resources

Org chart from County Legislature to department



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

Revenue and Expenditure trends for department in past 5 years



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

Role department plays in fulfilling overall County strategy

Position Summary

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

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

2018 Goals

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

Department goals for upcoming year



A1010 Legislature

Department Description

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

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

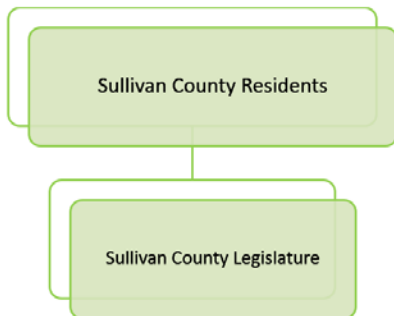
Core Services

Functions of the Sullivan County Legislature include:

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

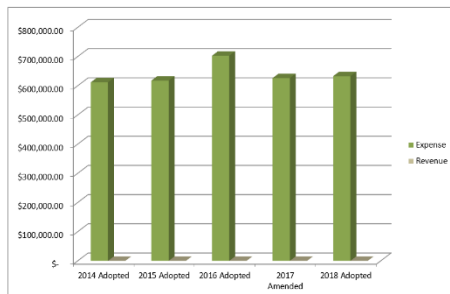
The budget for the Legislature consists primarily of personal services and employee benefits. A small amount of funding is used for office supplies, travel/county fleet chargebacks, postage, and printing.

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	326,010	326,110
Fixed Equipment	-	-
Contract Services	53,784	51,200
Employee Benefits	246,046	255,348
Total Budgetary Appropriations	625,840	632,658
Budgetary Revenues		
Departmental Revenue	-	-
Total Budgetary Revenues	-	-
County Share	625,840	632,658

Five Year Budget History



2018 Strategy Match

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

Position Summary

	<u>AMENDED</u> 2017	<u>REQUESTED</u> 2018	<u>RECOMMENDED</u> 2018	<u>ADOPTED</u> 2018
CHAIRPERSON OF LEGISLATURE	1	1	1	1
CLERK TO LEGISLATURE	1	1	1	1
LEGISLATIVE EMPLOYEE	1	0	0	0
LEGISLATIVE SECRETARY	1	1	1	1
LEGISLATOR	8	8	8	8
	12	11	11	11



A1230 County Manager

Department Description

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

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

Core Services

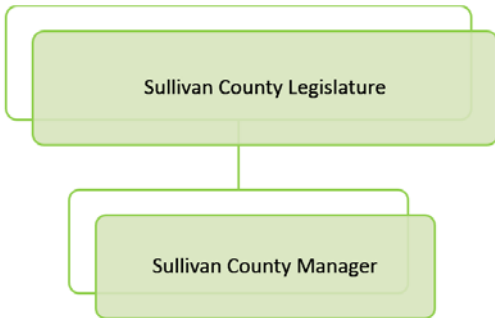
Functions of the Sullivan County Manager's Office include:

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

Performance Measures

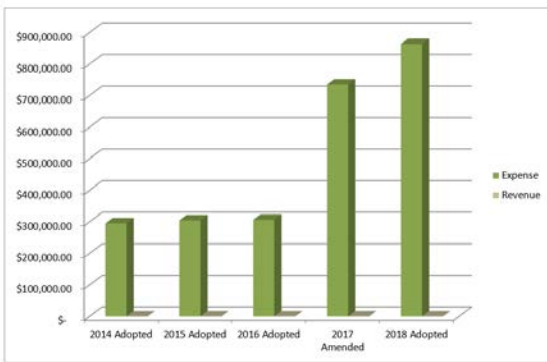
PROGRAM	KEY STATISTICS	OUTCOME
Sullivan County Jail	Maintained contact with County departments and vendors to receive and relay information and updates with regard to the progress of the design and bidding of the new jail facility. Provided regular updates and advised Legislature on the project.	Contracts were awarded and construction of the new jail facility began in December 2016.
Sustainability Initiatives	Eliminated contract with third party vendor and provided staff to formalize an in-house office to oversee initiatives related to sustainable energy.	Office of Sustainable Energy has been fully staffed and is now operational.
Energize NY	Guided resolutions through legislative process to establish a local law providing for Commercial Property Assessed Clean Energy as well as a contract with Energy Improvement Corporation to maintain the program	Low interest loans, payable on a property's tax bill, are now available to commercial and not for profit building owners for energy efficiency and renewable energy upgrades.
Operating Budget	Submitted improved 2017 Adopted Budget to Government Finance Officers Association for consideration for award	Received Distinguished Budget Presentation Award from GFOA
Sullivan County Land Bank	Submitted an application to the state for consideration of the establishment of a land bank	Application was approved and Sullivan County Land Bank was established. This will ultimately help to reduce blight from derelict properties in Sullivan County.

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	430,429	369,963
Fixed Equipment	-	-
Contract Services	186,912	316,181
Employee Benefits	117,920	177,703
Total Budgetary Appropriations	735,261	863,847
Budgetary Revenues		
Departmental Revenue	-	-
Total Budgetary Revenues	-	-
County Share	735,261	863,847

Five Year Budget History



2018 Strategy Match

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
COUNTY MANAGER	1	1	1	1
DEPUTY COUNTY MANAGER	1	1	1	1
EXEC ASST TO COUNTY MANAGER	1	1	1	1
DIRECTOR OF COMMUNICATIONS	1	1	1	1
	4	4	4	4

2018 Goals

1. Advance and implement initiatives related to the improvement of the health of the Sullivan County community through recreational opportunities, aggressive measures to combat the opioid epidemic, employee wellness programs, and other programs that add to the quality of life.
2. Improve transparency and public relations by maintaining better contact with our local residents, visitors and businesses through multiple platforms including local media organizations, social media and the County website.
3. Partner with local municipalities to increase shared services and provide savings to the Sullivan County Taxpayer by reducing overlap and improving quality of services.
4. Work with our economic development partners to improve and diversify our economic base. Ensure that our workforce is properly trained and prepared to meet the needs of prospective and existing businesses.
5. Enhance public transportation to support economic development and public health initiatives.
6. Improve workplace environment for County Employees through improved building security and employee wellness programs.



A1420 County Attorney

Department Description

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

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

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

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

Core Services

Functions of the County Attorney's Office include:

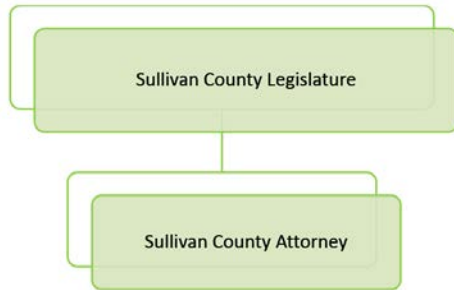
- Advising and representing the County Legislature, County Manager, Commissioners, Department Heads and County employees
- Provide daily general legal services to County officials, divisions, departments and employees
- Preparation and review of Resolutions
- Preparation of Local Laws to accommodate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

2017 Performance Measures

1. Successfully defended the County in Federal and State litigations. Attended court conferences, prepared and argued motions, negotiated settlements, and collaborated with outside counsel.
2. Defended the County in Federal bankruptcy matters.
3. Prosecuted administrative hearings related to employees who are subject to the Civil Service Law.
4. Prepared, reviewed and presented Local Laws adopted by the County Legislature.
5. Reviewed and prepared numerous resolutions for various departments.
6. Reviewed and prepared contracts for various departments (new contracts as well as modifications to existing ones).
7. Attended regular meetings with the Legislature, County Manager, Commissioners, Department Heads and other County staff to successfully annex the new jail property into the Village of Monticello. Worked on offsite utility logistics. Involved in continuing requirements to proceed with the building of a new County Jail. Collaborated with local officials and County vendors.
8. Counseled Department Heads and employees on myriad legal issues.

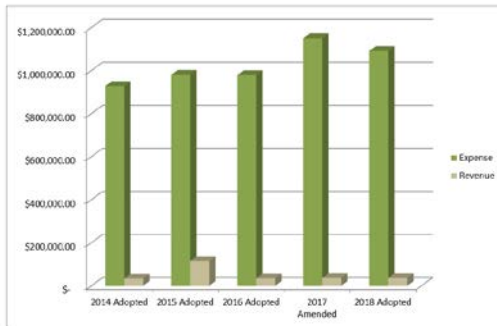
9. Assisted County Manager and various Department Heads in an effort to update policies, protocols and programs.
10. Attended County Charter Revision Commission meetings and assisted the Commission with legal analyses, as requested.
11. Addressed the needs of the County with respect to the Millennium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

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	493,241	504,129
Fixed Equipment	-	-
Contract Services	402,668	326,568
Employee Benefits	255,094	261,422
Total Budgetary Appropriations	1,151,003	1,092,119
Budgetary Revenues		
Departmental Revenue	37,436	37,006
Total Budgetary Revenues	37,436	37,006
County Share	1,113,567	1,055,113

Five Year Budget History



2018 Strategy Match

CB02 Responsible use of taxpayer funds

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ASST COUNTY ATTORNEY I	2	2	2	2
CONF SECY COUNTY ATTORNEY	1	1	1	1
COUNTY ATTORNEY	1	1	1	1
DEPUTY COUNTY ATTORNEY	1	1	1	1
LEGAL SECRETARY	1	1	1	1
SPECIAL COUNSEL-WORKERS COM PT	1	1	1	1
	7	7	7	7

2018 Goals

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



Division of Environmental Sustainability,
Beautification and Recreation



A7110 Parks and Recreation/ A7450-7520 Museums

Department Description

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

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

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

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

Core Services

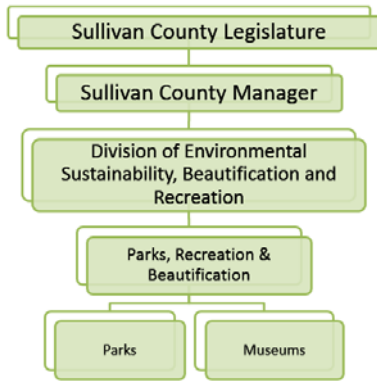
Functions of the Parks and Recreation department include:

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

Performance Measures

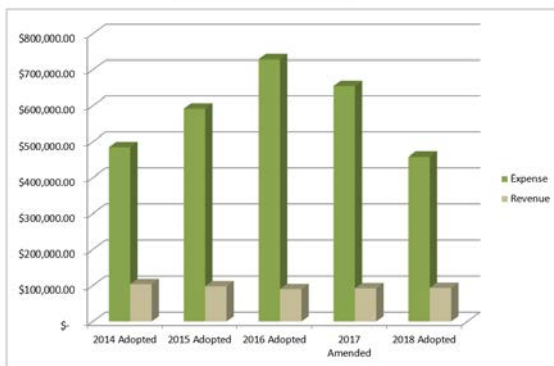
PROGRAM	KEY STATISTICS	OUTCOME
Fort Delaware Museum of Colonial History	Easier transactions for admissions and purchases	Increased revenues for facility
Workforce for Development of Youth Summer Employment Program	New hiking trail built at Health and Family Service Complex in Liberty	¾ mile trail throughout the woods for staff and visitors to enjoy

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	298,207	284,772
Fixed Equipment	100,000	-
Contract Services	132,373	60,241
Employee Benefits	124,304	112,754
Total Budgetary Appropriation:	654,884	457,767
Budgetary Revenues		
Departmental Revenue	91,700	92,850
Total Budgetary Revenues	91,700	92,850
County Share	563,184	364,917

Five Year Budget History



2018 Strategy Match

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

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

Position Summary

P/R - ADMIN

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACCOUNT CLERK/DATABASE	0	0	1	1
DIR PARKS, REC & BEAUTI PROGS	1	1	1	1
LABORER I SEAS	2	1	1	1
STUDENT WORKER SEAS	4	4	4	4
	7	6	7	7

P/R LAKE SUPERIOR PARK

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
LABORER I SEAS	3	3	3	3
LIFEGUARD SEAS	7	7	7	7
PARK ENTRY ATTENDANT	2	2	2	2
PARK MANAGER SEAS	2	2	2	2
	14	14	14	14

SC MUSEUM

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
MUSEUM ATTENDANT PT	3	3	3	3
	3	3	3	3



A8090 Office of Sustainable Energy

Department Description

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

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

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

Core Services

Functions of the Office of Sustainable Energy include:

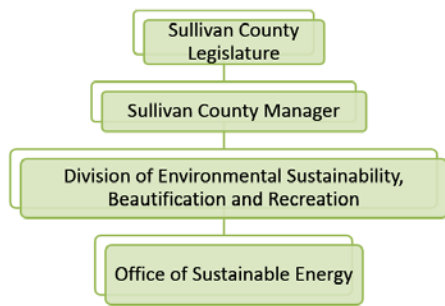
- Implementation of sustainable energy policy and goals as set forth by the Sullivan County Legislature
- Working with our local community partners, OSE is committed to participating in joint sustainable initiatives with our towns, villages, school districts and not-for-profit entities that would reduce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

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Benchmarking	Resolution passes establishing a policy for benchmarking performance. First year (2016) entered, analyzed and posted to the County website.	Increased transparency of County cost of operations and maintenance. Detailed analysis of building performance informs capital planning for building improvements.
Renewable Energy	2 megawatt solar system in Liberty, NY interconnected.	County receiving 26% of its electricity from this system, exceeding goals established in 2014 Climate Action Plan. Cost savings to the County for electric purchase.
Solarize Sullivan	Supported local initiative to connect homeowners and businesses with vendors and reduce cost of solar systems through bulk procurement	Participant cost savings were 10-14% discount on system purchase and installation, as well as reduced cost of electricity.
Climate Smart Communities	Achieved certification as a Climate Smart Community (CSC) by completing 29 Action Items for 125	CSC Certification qualifies the County for additional grant opportunities and increases the County’s scoring on

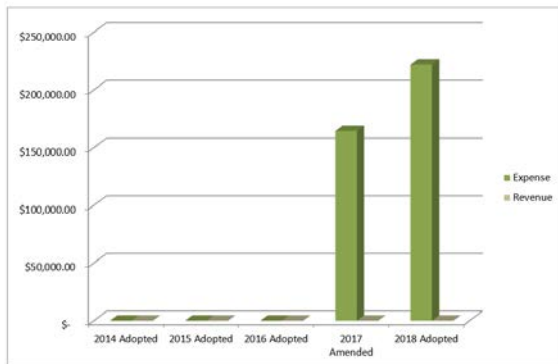
	points.	numerous grant applications.
Clean Energy Communities	Achieved certification by completing 4 High Impact Actions.	CEC certification makes the County eligible for special funding opportunities.
Clean Vehicles and Electric Vehicle Charging Stations	Resolution adopted a Fleet Efficiency policy for County fleet. Electric Vehicle Charging Infrastructure Reimbursement (EVCIR) program established to assist municipalities with deployment of charging stations.	More cost effective approach to the County's fleet operations; reduced GHG emissions from vehicles. Promoted siting of charging infrastructure in downtown locations, driving traffic to businesses/attractions while promoting clean technology.
Community Outreach	OSE web site went live 6/30/17. Worked with CSC towns of Bethel, Highland and Delaware	Provides sustainability resources and transparency to the general public. Helped CSC towns pursue sustainability goals.

Department Resources



	2017 Amended	2018 Adopted
Budgetary Appropriations		
Personal Services	95,892	118,389
Fixed Equipment	-	-
Contract Services	39,600	40,126
Employee Benefits	28,528	63,287
Total Budgetary Appropriations	164,020	221,802
Budgetary Revenues		
Departmental Revenue	-	-
Total Budgetary Revenues	-	-
County Share	164,020	221,802

Five Year Budget History



2018 Strategy Match

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

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

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
SUSTAINABILITY ANALYST	2	2	2	2
SUSTAINABILITY COORDINATOR	1	1	1	1
	3	3	3	3

2018 Goals

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



Division of Health and Family Services



A4010-4082 Public Health

Department Description

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

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

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

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

Core Services

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

Programs and Functions of Public Health include:

- Main Unit and Certified Home Health Agency (CHHA)

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

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

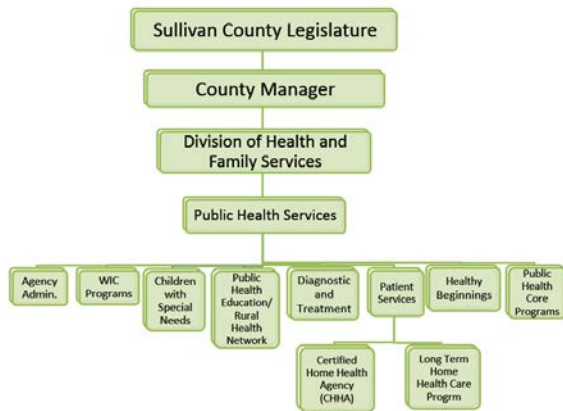
Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Quality Improvement/ Strategic Planning	QI activities and strategic planning have been ongoing in 2017 with management staff and the Health Services Advisory Board completing a SWOT analysis. The process included an orientation/reorientation for all HSAB members and set the foundation for strategic planning by exploring the County's population demographics, economic development and workforce needs, environmental health issues, and changing healthcare landscape.	These processes will continue through 2017 into 2018 and prepare the department for readiness to complete its Strategic Plan, which is a requirement for future Public Health Accreditation status.
Certified Home Health Agency	All Certified Home Health Agency (CHHA) clinical staff and its contracted staff will fully utilize the electronic medical record documentation system by the end of 2017.	Successful implementation of electronic documentation by contract staff into the EMR. This will decrease the workload of clerical staff, processing and filing papers, and improve timely communications and coordination of services.
Financial/ CHHA	The majority (i.e., 90%) of 3 rd party insurance claims are being submitted	Increased revenue and less work time spent by staff processing

	electronically resulting in quicker turnaround time for incoming revenue and fewer time spent with claim resubmission.	and resubmitting claims.
Registered Opioid Overdose Prevention Training Program and Drug Prevention Task Force	Continued to expand the Task force and naloxone training in the county to help address the opioid crisis.	Provide improved population access to prevention services, intervention, treatment and resources through community planning. Implemented an Addiction Information and Referral Line staffed 24/7 through collaboration with Community Services and SALT to improve access to information about treatment services for mental health and substance abuse in the county.
Communicable Disease Control (Epidemiology)	Timeliness of communicable disease reporting and treatment recognized by NYS Department of Health in 2017. Expanded staff to four nurses and a nursing supervisor in response to growing demands on this department and identification through strategic planning of future needs due to economic growth.	Public Health Dept. received a financial incentive performance award.
Women Infants and Children's Program (WIC)	Improved breastfeeding rates to an all-time high of 80.6% with the implementation of breastfeeding peer counselors, WIC breastfeeding support group, training of staff and collaborative community efforts in coalition work. Improvement of high risk care plans for medically fragile infants and children enrolled in WIC.	Improved health outcomes for babies and mothers enrolled in WIC. High risk care plan completion improved from 40% in 2016 to 75% in June 2017 through Quality improvement processes.
Healthy Families of Sullivan	Received funding support from legislature through DFS to add an additional Family Support Worker and Supervisor.	An adequately staffed program with trained staff will enhance the capacity to serve 100 families with this child abuse prevention program.
Health Education	Increase awareness and prevention of tick borne illness and diseases. Lyme Disease and other tick borne illnesses continue to be a public health concern in Sullivan County	Hundreds of people were reached with outreach and education through civic and school groups, summer camps and other venues for tick borne disease prevention by health education staff. Use of social media assisted these efforts further.

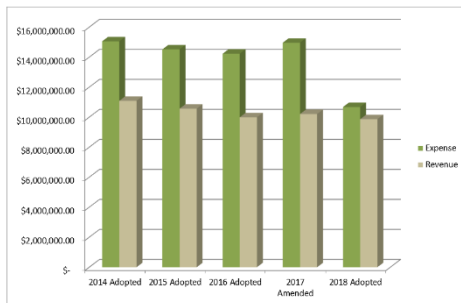
Health Education/public messaging and community relations	Mid 2017 the county hired a public information officer and Public Health launched its social media/Facebook page.	With the successful launch and implementation of a dedicated social media page we have enhanced our reach and timeliness of public health education and prevention messages to the public. This is an effective, evidence-based platform used by local health departments throughout New York State.
Public Health Director is active at the state level with the NYS Association of County Health Officials	PHD was elected to the NYSACHO Board in May 2017	Sullivan County representation on key public health issues at the state level.

Department Resources



	2017 Amended	2018 Adopted
Budgetary Appropriations		
Personal Services	4,165,606	4,134,784
Fixed Equipment	-	-
Contract Services	8,252,937	7,977,115
Employee Benefits	2,543,384	2,565,075
Total Budgetary Appropriations	14,961,927	14,676,974
Budgetary Revenues		
Departmental Revenue	4,428,311	4,270,180
State Aid	4,744,062	4,427,027
Federal Aid	1,035,671	1,169,247
Total Budgetary Revenues	10,208,044	9,866,454
County Share	4,753,883	4,810,520

Five Year Budget History



2018 Strategy Match

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

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

Position Summary

PH - AGENCY ADMIN

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ADMINISTRATIVE ASSISTANT	1	1	1	1
CONTRACT MONITOR	0	1	0	0
DEPUTY PUBLIC HEALTH DIRECTOR	1	1	1	1
DIRECTOR OF PATIENT SERVICES	1	1	1	1
PUBLIC HEALTH DIR	1	1	1	1
PUBLIC HEALTH NURSE	1	1	1	1
SENIOR TYPIST	1	1	1	1
	6	7	6	6

PH - CORE PROGRAMS

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
BILINGUAL OUTREACH WORKER	1	1	1	1
COMMUNITY HEALTH NURSE	2	2	2	2
REGISTERED PROFESSIONAL NURSE	1	1	1	1
SENIOR PUBLIC HEALTH EDUCATOR	0	1	0	0
	4	5	4	4

PH - CHHA

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
COMMUNITY HEALTH NURSE (PHS) RPT	1	1	1	1
COMMUNITY HEALTH NURSE (PHS)	3	3	3	3
DIRECTOR OF TRAINING & DEVELOPMENT	1	1	1	1
HOME CARE MEDICAL SOCIAL WORKER	1	1	1	1
HOME HEALTH AIDE	3	3	3	3
INTAKE OFFICE COORD	1	1	1	1
PUBLIC HEALTH NURSE	4	4	4	4
PUBLIC HEALTH NURSE PD	1	1	1	1
REGISTERED PROFESSIONAL NURSE	10	10	10	10
SENIOR TYPIST	1	1	1	1
SUPERVISING COMM HEALTH NURSE	1	1	1	1
SUPERVISING PUBLIC HEALTH NURSE	3	3	3	3
	30	30	30	30

PH - LT HEALTH CARE

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
DATA ENTRY OPERATOR	1	1	1	1
PUBLIC HEALTH NURSE	1	1	1	1
PUBLIC HEALTH SVS PROG COORD	1	1	1	1
REGISTERED PROFESSIONAL NURSE	2	2	2	2
	5	5	5	5

PH - HEALTHY BEGINNINGS

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
FAMILY SUPPORT WORKER	5	5	5	5
FAMILY SUPPORT WORKER (SPANISH)	1	1	1	1
HEALTHY BEGINNINGS PROG MGR	1	1	1	1
HEALTHY BEGINNINGS SUPERVISOR	1	1	1	1
	8	8	8	8

DIAGNOSTIC AND TREATMENT

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACCOUNT CLERK/DATA BASE	1	1	1	1
COMMUNITY HEALTH NURSE (PHS)	3	3	3	3
PUBLIC HEALTH EDUCATOR	1	1	1	1
PUBLIC HEALTH NURSE	1	1	1	1
PUBLIC HEALTH SVS PROG COORD	1	1	1	1
REGISTERED PROF NURSE	1	1	1	1
REGISTERED PROF NURSE PD	2	2	2	2
SUPERVISING COMM HEALTH NURSE	1	1	1	1
	11	11	11	11

PH - RURAL HEALTH NETWORK

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
PUBLIC HEALTH EDUCATOR	1	1	1	1
	1	1	1	1

EARLY CARE/INTERVENTION CHILDREN

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
COORD CHILDRED WITH SPEC NEEDS	1	1	1	1
EARLY INTERVENTION SERVICE COORD	2	2	2	2
SR ACCOUNT CLERK	1	1	1	1
	4	4	4	4

WIC

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
BREASTFEEDING PEER COUNSELOR PT	3	3	3	3
NUTRITIONIST	3	3	3	3
SENIOR ACCOUNT CLERK	1	1	1	1
SENIOR NUTRITION ASSISTANT	2	2	2	2
WIC PROGRAM COORDINATOR	1	1	1	1
	10	10	10	10

Department Total: 79 80 79 79

2018 Goals

1. Implement **electronic documentation** processes into the Article 28/Diagnostic & Treatment component of the health department.
2. Healthy Families staff will be fully trained and have 100 families in the program. We also are working toward completing and receiving accreditation status. Implement monthly parent group meetings and annual recognition picnic for participants.
3. Continue to increase community visibility and enhance public education for communicable disease prevention, rabies exposure prevention, preventable vaccine diseases and community disaster emergency preparedness due to impacts of climate change on the environment.
4. Increase awareness and prevention of tick borne illness and diseases including Lyme disease, other tick borne illnesses, and emerging diseases which continue to be a public health concern.
5. Complete Department's **Strategic Plan** in 2018.
6. Complete an update of the **Community Health Assessment** which will be due in 2018.
7. Quality Improvement processes and training will be rolled out to supervisory and program staff with additional specific projects in 2018.
8. Develop an Immunization billing system through the McKesson program.
9. Implement a comprehensive countywide media campaign to educate the public and raise awareness about opioid addiction, prevention services and access to care. Work with health care providers to expand medication assisted treatment for those in recovery and harm reduction models to reduce risk of mortality, HIV and Hepatitis C.
10. Successfully participate in and complete a **health emergency full scale exercise** in March/April 2018 as required by the NYS Department of Health in collaboration with county partners.
11. Successfully transition to the **NYWIC system in 2018** which will require IT support and internet access for all WIC clinics.



A4220-4322 Community Services

Department Description

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

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

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

Core Services

Functions of the Community Services department include:

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

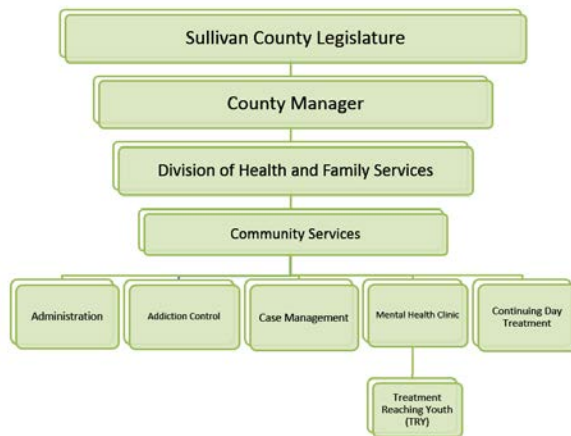
- between departments, data informed practice, recovery oriented services, client safety and satisfaction, and staff safety and satisfaction.
- Provides support and governance for all Corporate Compliance activities of the Department.
- SC Mental Health Clinic, Jail, Forensic & SA
 - Develop and deliver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

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Community Services	Restructure the Mental Health clinic and SCADAS clinic as a single certified clinic providing mental health and substance abuse services in a more streamlined and effective format.	In March 2017 the clinic received the appropriate certification to convert our two clinics into one, we merged the Mental Health clinic and SCADAS clinic into the Behavioral Health Clinic in February 2017 and continue to monitor and improve processes as needed.
Community Services	Continue our Open Access process and “just in time” scheduling.	The Open Access process is working well and the added “just in time” scheduling has significantly reduced our no show rate for our psychiatrists.

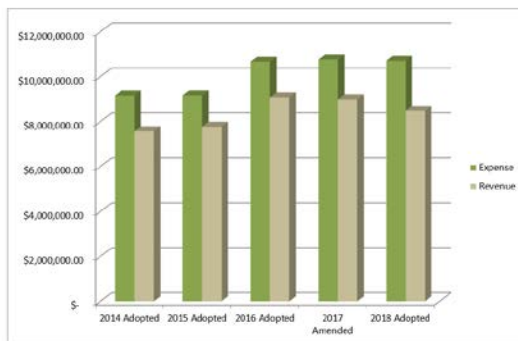
		We will continue to monitor these processes through our Continuing Quality Improvement Committee.
Community Services	Provide training to staff to enhance their skill sets and wellness initiatives to enhance their knowledge and physical health.	This initiative is ongoing.
Community Services	Contract with Touro College to bring on Psychiatric/Medical Residents.	We have a contract with Touro college and have had medical students and will be working with 3 rd year residents in September of 2018.

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	2,745,564	2,719,915
Fixed Equipment	-	-
Contract Services	6,204,089	6,057,772
Employee Benefits	1,811,860	1,923,700
Total Budgetary Appropriation:	10,761,513	10,701,387
Budgetary Revenues		
Departmental Revenue	8,981,136	8,477,652
Total Budgetary Revenues	8,981,136	8,477,652
County Share	1,780,377	2,223,735

Five Year Budget History



2018 Strategy Match

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

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

Position Summary

ADDICTION CONTROL

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ADDICTION SVS COUNSELOR	4	4	4	4
ADDICTION SVS COUNSELOR II	1	1	1	1
ADDICTION SVS COUNSELOR III	1	1	1	1
ASST SOCIAL WORKER	1	1	1	1
ASST SOCIAL WORKER II	1	1	1	1
STAFF SOCIAL WORKER	2	2	2	2
	10	10	10	10

DRINKING DRIVER PROGRAM

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
DRINKING DRIVER DIRECTOR PT	0	0	0	0
DRINKING DRIVER PROG COUNS PT	1	1	1	1
	1	1	1	1

CS - MENTAL HEALTH CLINIC

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
CLINICAL PROGRAM MANAGER	1	1	1	1
COMMUNITY MENTAL HEALTH NURSE	3	3	3	3
STAFF SOCIAL WORKER	7	7	7	7
STAFF SOCIAL WORKER I TEMP	1	1	1	1
STAFF SOCIAL WORKER II	2	2	2	2
	14	14	14	14

CS - TREATMENT REACHING YOUTH

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
STAFF SOCIAL WORKER	2	2	2	2
STAFF SOCIAL WORKER II	1	1	1	1
	3	3	3	3

COMMUNITY SERVICES ADMINISTRATION

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACCOUNT CLERK	3	3	3	3
ACCOUNT CLERK/DATABASE	1	1	1	1
ACCOUNT CLERK/TYPIST	1	1	1	1
ADMINISTRATIVE SECRETARY	1	1	1	1
COMMUNITY SVS COORD	1	1	1	1
CUSTODIAN	1	1	1	1
DATABASE CLERK	3	3	3	3
DATABASE CLERK TEMP	1	1	1	1
DEPUTY DIR COMMUNITY SERVICES	1	1	1	1
DIR COMMUNITY SERVICES	1	1	1	1
RECORD, ACCT & MED BILLING	1	1	1	1
SENIOR ACCOUNT CLERK	2	2	2	2
SENIOR ACCOUNT CLERK/DATABASE	1	1	1	1
SENIOR TYPIST	1	1	1	1
	19	19	19	19

CS - CASE MANAGEMENT

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ASST SOCIAL WORKER	3	3	3	3
ASST SOCIAL WORKER II	9	9	9	9
CLINICAL PROGRAM COORD II	1	1	1	1
COMMUNITY SVS COORD	1	1	1	1
	14	14	14	14

CS - MH CONTIN DAY/PSYCH TREAT

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ADMINISTRATOR OF REHAB. SVCS.	1	1	1	1
ASST SOCIAL WORKER II	1	1	1	1
STAFF SOCIAL WORKER II	1	1	1	1
	3	3	3	3

Department Total Position Count: 64 64 64 64

2018 Goals

1. Researching Telemedicine options to enhance access to services for citizenry of the county.
2. Working with key stakeholders in the community to develop a Crisis Stabilization Center.
3. Joined the Care Transitions Network to aide us in our conversion from Fee for Service to Value Based payment methodology.
4. Have joined the National Association of County Behavioral Health and Developmental Disability Directors – Stepping Up Initiative (Sequential intercept model) in which we receive technical assistance in enhancing our forensic diversion program(s).



A6010-6142 Family Services

Department Description

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

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

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

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

Core Services

Functions of the Department of Family Services and Budget include:

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

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

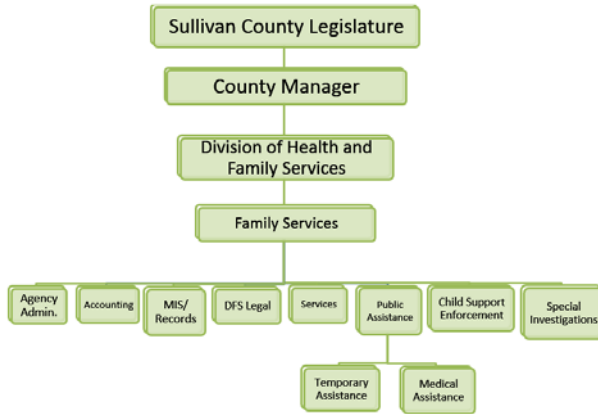
- Provide rehabilitative services to indicated case to remediate family problems and prevent further occurrences (services are CPS cases with preventive unit)
- Child Welfare Preventive Services
 - Case management services to maintain child in the home which must include day care, homemaker services,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

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

Performance Measures

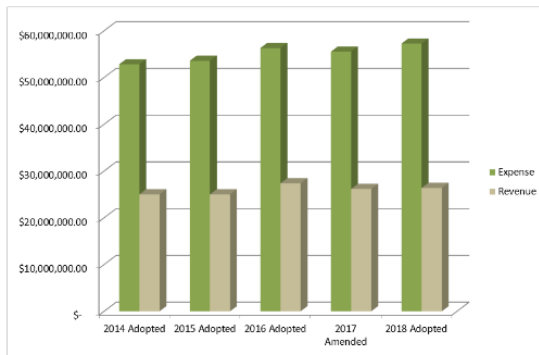
PROGRAM	KEY STATISTICS	OUTCOME
Child Support Enforcement Unit	The paternity establishment percentage (PEP) is 97.01% and the support establishment percentage (SEP) is 91.46%.	Both of these statistics exceed the Federal mandated requirements of 80%.
Children and Family Services	Five families began the foster/adoptive parent training classes on 07/31/17. Once their training is completed, these families will move forward with becoming certified Foster/Adoptive Parents. Efforts to recruit local therapeutic foster homes are continuing.	In 2014 and 2015, the Department had four adoptions each year. In 2016, there was a slight increase to five adoptions and there is an excellent possibility of having nine adoptions in 2017, totaling fourteen adoptions for the recent two year period.
Human Resources	As of August 14th, 2017 two hundred and twenty eight (228) training opportunities offered locally and State-wide up 24% from 2016.	Training hours completed as of August 14th, 2017 up 1.2% from 2016 to 2,987.4.
Family Services Legal	Family Court appearances by Docket for all cases totaled 2,600.	Continues to provide representation to all units of the DFS in legal matters before the County, Family, Surrogate, Justice and Supreme Courts.
Special Investigations Unit	Fraud efforts have increased as a result of the newly formed Fraud Team. This change included the addition of 2 members of the Sullivan County Sheriff's office and 1 member from the District Attorney's Office to assist the Family Services Special Investigations Unit in the process of combating fraud.	Since March 2017 these collaborative efforts have resulted in 10 arrests related to individuals fraudulently obtaining Public Assistance, Food Stamps, and/or Medicaid Assistance they were not entitled to.
Temporary Assistance	Established a Temporary Housing facility featuring Resident Assistants for 16 males. 145 Homeless cases transitioned to permanent housing from the motels used for emergency housing.	These cases accounted for 157 individuals, including 72 children, who are now living in a more permanent setting.

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	8,127,131	8,376,584
Fixed Equipment	-	-
Contract Services	42,279,285	43,017,540
Employee Benefits	5,119,764	5,861,846
Total Budgetary Appropriation:	55,526,180	57,255,970
Budgetary Revenues		
Departmental Revenue	26,155,734	26,388,997
Total Budgetary Revenues	26,155,734	26,388,997
County Share	29,370,446	30,866,973

Five Year Budget History



2018 Strategy Match

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

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

Position Summary

DFS GENERAL ADMINISTRATION

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ADMINISTRATIVE SECRETARY	2	2	2	2
COMM DIV HEALTH & FAMILY SERV	1	1	1	1
DEPUTY COMM OF FAMILY SERVICES	2	2	2	2
DIVISION CONTRACT COMPLIANCE OFC	1	1	1	1
SECY II-COMM HEALTH FAMILY SVCS	1	1	1	1
STAFF DEV/HUMAN RESOURCES MGR	1	1	1	1
TYPIST	1	1	1	1
	9	9	9	9

DFS - ACCOUNTING

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACCOUNT CLERK/DATABASE	1	1	1	1
CONTRACT MONITOR	1	1	1	1
FISCAL ADMINISTRATIVE OFFICER	1	1	1	1
FULL CHARGE BOOKKEEPER	1	1	0	0
SENIOR ACCOUNT CLERK/DATABASE	5	5	5	5
	9	9	8	8

DFS - MIS/RECORDS

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACCOUNT CLERK	1	1	1	1
HELP DESK/DOCUMENTATION COORD	1	1	1	1
RECORDS MANAGEMENT CLERK	2	2	2	2
SENIOR ACCOUNT CLERK/DATABASE	1	1	1	1
SENIOR DATABASE CLERK	1	1	1	1
SYSTEMS OPERATOR	1	1	1	1
WMS COORDINATOR	1	1	1	1
	8	8	8	8

DFS - TEMPORARY ASSISTANCE

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACCOUNT CLERK	1	1	1	1
ACCOUNT CLERK/DATABASE	5	5	5	5
CLERK	3	3	3	3
CLERK TFT	5	5	5	5
DIR TEMPORARY ASSISTANCE	1	1	1	1
DRIVER/COURIER	1	1	1	1
FAMILY SVCS CASE MANAGER	1	1	1	1
HEAD SOCIAL WELFARE EXAMINER	1	1	1	1
PRINCIPAL SOCIAL WELFARE EXAMINE	3	3	3	3
RECORDS MANAGEMENT CLERK	2	2	2	2
SENIOR SOCIAL WELFARE EXAMINER	8	8	8	8
SOCIAL WELFARE EXAMINER	21	21	21	21
	52	52	52	52

DFS - MEDICAL ASSISTANCE

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACCOUNT CLERK	2	2	2	2
PRINCIPAL ACCOUNT CLERK	1	1	1	1
PRINCIPAL SOCIAL WELFARE EXAMINE	2	2	2	2
SENIOR ACCOUNT CLERK	1	1	1	1
SENIOR SOCIAL WELFARE EXAMINER	2	2	2	2
SOCIAL WELFARE EXAMINER	7	7	7	7
	15	15	15	15

DFS - LEGAL

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
FAMILY SERVICES ATTORNEY	3	3	3	3
LEGAL SECRETARY	1	1	1	1
LEGAL TYPIST	1	1	1	1
SENIOR FAMILY SVS ATTORNEY	1	1	1	1
	6	6	6	6

DFS - SPECIAL INVESTIGATIONS

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
FAMILY SVCS INVESTIGATOR	3	3	3	3
FAMILY SVCS INVESTIGATOR TRAINEE	1	3	3	3
PRINCIPAL ACCOUNT CLERK	1	1	1	1
SENIOR ACCOUNT CLERK	1	1	1	1
SENIOR ACCOUNT CLERK/TYPIST	1	1	1	1
SENIOR FAMILY SVCS INVESTIGATO	1	1	1	1
SOCIAL WELFARE EXAMINER	1	1	1	1
SR. SOCIAL WELFARE EXAMINER	1	1	1	1
	10	12	12	12

DFS - CHILD SUPPORT

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACCOUNT CLERK	1	1	1	1
COORD CHILD SUPPORT ENFORCEMENT	1	1	1	1
COURT LIAISON	1	1	1	1
FAMILY SERVICES INVESTIGATOR	7	7	7	7
PRINCIPAL ACCOUNT CLERK	1	1	1	1
SENIOR ACCOUNT CLERK	2	2	2	2
	13	13	13	13

DFS-SERVICES

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ASST DIRECTOR OF SERVICES	1	1	1	1
CASE SERVICE AIDE	6	6	6	6
CASE SUPERVISOR	10	10	10	10
CASEWORKER	26	26	26	26
DATABASE CLERK	1	1	1	1
DIR SERVICES	1	1	1	1
SENIOR ACCOUNT CLERK/DATABASE	1	1	1	1
SENIOR CASE SERVICE AIDE	1	1	1	1
SENIOR CASEWORKER	22	22	22	22
SOCIAL WELFARE EXAMINER	1	1	1	1
	70	70	70	70

Department Total Position Count: 192 192 191 191

2018 Goals

1. Reduce the investigator caseload for the Child Support Enforcement Unit from a previous high of around 1,500 cases per investigator, to fewer than 1,000 cases per investigator so that our focus can become proactive instead of reactive. This may be achieved through the hiring of additional staff.
2. Continue joint efforts with the Special Investigations Unit to eliminate abuse of Welfare Assistance.
3. For the Children and Family Services Unit, with the new RFP for preventative services, it is anticipated that a variety of services not currently available will soon become accessible to the families we serve. In turn, this should reduce the number of children requiring foster care placement, as well as teaching more families the skills necessary to better manage challenging situations in the home.
4. For the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance and Medical Assistance, we would like to establish additional temporary housing options with a Resident Assistant model for families and Sex Offenders. We would also like to establish a home intake center near DFS that would serve as a "single point of entry" for individuals and families facing homelessness during and after regular DFS business hours.
5. From a Human Resources perspective, we would like to continue ongoing recruitment efforts to hire and retain new employees. Our goal is to fill all DFS open positions by the end of 2018. Also, we would like to improve technology in our Travis building training room by installing an interactive smart board. This would help facilitate our online learning in the form of webinars, GoTo meeting, webcasts, etc.



A7310 Youth Programs

Department Description

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

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

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

Core Services

Functions of the Youth Bureau include:

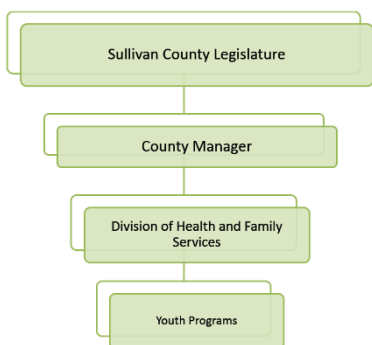
- Program Funding and Oversight – The Youth Bureau is the agency at the county level through which NYS OCFS directs funds to youth development and prevention. This function includes:
 - Observation and evaluation
 - Technical assistance with grant proposals
 - Measurement and reporting
 - Data entry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

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Youth Programs	27 youth programs received funding, monitoring, and extensive technical support.	An estimated 9,500 children participated in recreational, educational, and preventive activities.
Youth Programs	3 new youth programs were developed with Youth Bureau assistance and funding: Town of Neversink Youth Recreation, EPIC After School Creative Drama	Opportunities for youth were expanded to develop creativity, improve listening and communication skills, and to enhance youth opportunities for

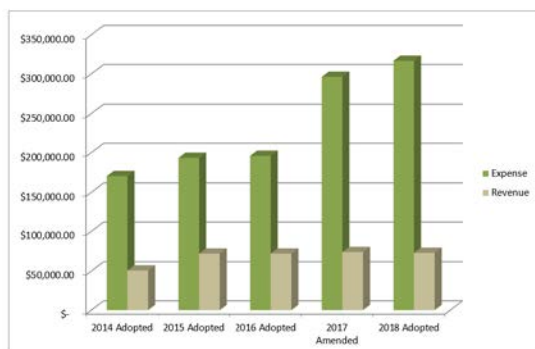
	Club/Program, and DRC's Better Together program for at-risk youth.	physical fitness and socialization.
Youth Programs	2 current youth programs were expanded with Youth Bureau assistance and funding: Town of Highland Youth Recreation and the Nesin Cultural Arts Children's Chorus.	Opportunities for youth were enhanced, increasing youth participation through new activities and expanding current activities.
Youth Programs	Through our sharing network and in-person outreach, over 1,000 recipients— including funded programs, schools, police departments, community-based organizations, county departments, agencies, families, and individual residents of Sullivan County —received information about and access to programs, activities, and events for families and youth.	More widespread public awareness and effective use of community opportunities and resources; and the opportunity for programs to network to share resources, planning, and coordination.
Youth Programs	Working with local planning groups on initiatives that benefit the community at large, the Youth Bureau collaborated with Fallsburg Communities That Care and the Fallsburg Police Department to host National Night Out in Fallsburg in August 2017. The event was a huge success, with approximately 1,000 participants.	Sullivan County families accessed a community-wide event in a setting that fostered socialization and improved community/police relations.

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	81,927	101,473
Fixed Equipment	-	-
Contract Services	149,455	148,869
Employee Benefits	64,737	65,962
Total Budgetary Appropriation:	296,119	316,304
Budgetary Revenues		
Departmental Revenue	73,922	72,977
Total Budgetary Revenues	73,922	72,977
County Share	222,197	243,327

Five Year Budget History



2018 Strategy Match

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

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

Position Summary

YOUTH PROGRAMS

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ADMINISTRATIVE ASSISTANT	1	1	1	1
DIR YOUTH SVS	1	1	1	1
	2	2	2	2

2018 Goals

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



A7610 Office for the Aging

Department Description

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

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

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

Core Services

Functions of the Office for the Aging include:

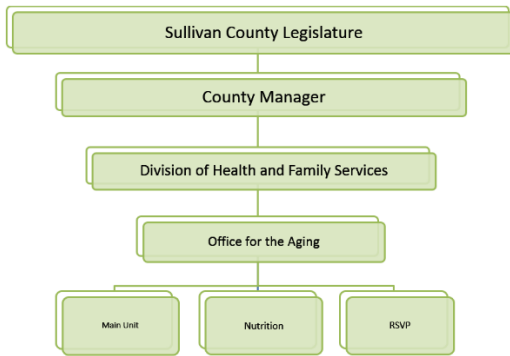
- AAA Transportation
 - Supplemental program to cover costs of medical transportation & special needs transportation which includes some ambulance transports out of the county.
- Caregiver Resource Center
 - This service provides information & counseling to caregivers through a contract with the Cornell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

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

Performance Measures

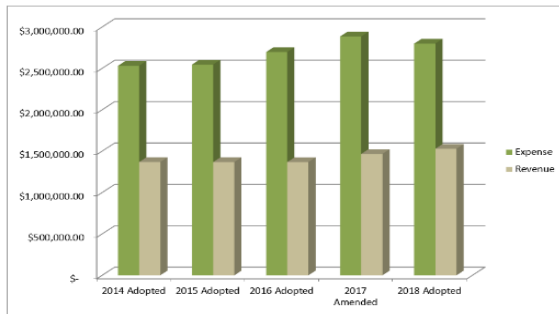
PROGRAM	KEY STATISTICS	OUTCOME
Main Unit	Expanded mandate for evidence based programs to include Tai Chi for Arthritis and Powerful Tools for Caregivers, provided at various locations throughout the county enabling many more seniors to participate, thereby improving their physical and mental health.	Approximately 12 individuals have completed these programs.
Nutrition	Provided 27,943 meals to home bound clients and 10,050 congregate meals at senior nutrition sites.	Educate seniors to better manage their health. Served seniors balanced meals and increased socialization.
Retired Senior Volunteer Program (RSVP)	286 volunteers provided over 54,000 hours of service for various RSVP programs. Value of hours of service is estimated at \$1,125,000.00.	Services and programs provided to senior population that would not have been possible in absence of volunteers.
Sullivan NY Connects	18% decrease in yearly contacts (935 in 2015-16 to 776 in 2016-17). Please note that effective 08-01-16 there were changes to the reporting of units that no longer reflected follow up service which is given to approximately 50% of the people served.	Information and Assistance provided to consumers, caregivers, and professionals regarding long term services and supports for older adults and individuals of all ages with disabilities.

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	946,448	918,233
Fixed Equipment	-	-
Contract Services	1,415,173	1,317,041
Employee Benefits	554,333	563,830
Total Budgetary Appropriations	2,915,954	2,799,104
Budgetary Revenues		
Departmental Revenue	178,956	134,475
State Aid	855,839	661,052
Federal Aid	461,961	733,015
Total Budgetary Revenues	1,496,756	1,528,542
County Share	1,419,198	1,270,562

Five Year Budget History



2018 Strategy Match

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

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

Position Summary

AG - MAIN UNIT

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
AGING SERVICES AIDE	2	1	1	1
AGING SERVICES SPECIALIST	3	4	4	4
CASE MANAGEMENT SPECIALIST EISEP	1	1	1	1
DIR AGING SERVICES	1	1	1	1
FULL CHARGE BOOKKEEPER	1	1	1	1
POINT OF ENTRY ASSISTANT	2	1	1	1
POINT OF ENTRY COORDINATOR	1	1	1	1
	11	10	10	10

AG - NUTRITION

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
AGING SERVICES AIDE	1	0	1	1
AGING SERVICES ASSISTANT	1	2	1	1
AGING SERVICES SPECIALIST	1	1	1	1
CHAUFFEUR RPT	5	5	5	5
CHAUFFEUR/FLOATER PT	1	1	1	1
NUTRITION SITE OPERATOR PT	3	3	3	3
NUTRITION SITE OPERATOR RPT	5	5	5	5
NUTRITION SVS COORD	1	1	1	1
	18	18	18	18

	AG - RSVP			
	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
RSVP PROGRAM COORDINATOR	1	1	1	1
RSVP SPECIALIST SPL	1	1	1	1
	2	2	2	2
Department Total Position Count:	31	30	30	30

2018 Goals

1. Continue to provide the highest quality of supportive services to seniors, their families, and caregivers. We are committed to working to increase access to a comprehensive and coordinated system of services for the increasing senior population (especially those with the greatest social and economic needs) enabling them to continue to remain independent in their own homes and communities.
2. Continue to expand the capacity and enhance the functionality of the Sullivan County NY Connects program and continue to meet the challenge of serving an increasing population of individuals who are in need of long term services and supports.
3. Provide nutrition education with the collaboration of health and well-being committees and agencies throughout Sullivan County. This will enable seniors to remain home, out of nursing homes, saving taxpayers thousands of Medicaid dollars. Continue to serve seniors in need of nutritional support through home delivered meals and senior dining centers.
4. Increase the number of medical transport and homebound meal drivers to expand services to the growing senior need in the county. Continue to support 60+ non-profits with volunteers in 2018.



EI6020 Adult Care Center

Department Description

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

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

The Adult Care Center 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 Adult Care Center 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 Adult Care Center 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/registerants of the facility and the ADHP
 - Plans diets based on the physical and medical needs of each individual
- Nursing Administration
 - Director of Nursing & Assistant Director of Nursing direct all phases of the nursing services

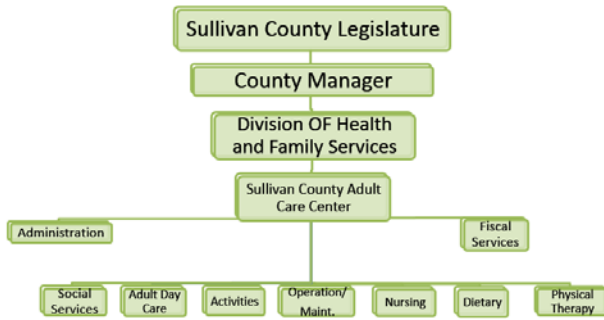
- Work with the Administrator & Department Heads to establish policies/procedures to insure that competent care is being provided
- Supervise & evaluate the nursing staff
- Plan & direct in-service training, including the orientation of new staff
- Assists in keeping & reviewing records/reports required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

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

Performance Measures

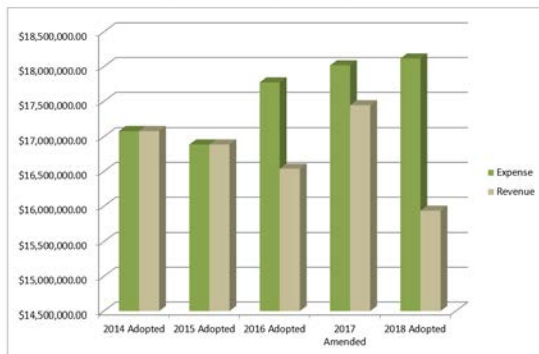
PROGRAM	KEY STATISTICS	OUTCOME
Adult Day Health Services Program	The total occupancy for the Adult Day Health Services program decreased in 2017.	The decrease in registrants is directly related to a misalignment and the need for a more innovative marketing program. The program will be resident centered with outreach covering a broader sphere of recruitment.
Adult Care Center	Overall increase in Occupancy for Inpatient of 2.4% from 2016 to 2017.	An increase of Patient Revenue of 6%.
Adult Care Center	Received grant funding in the amount of \$147,000 from the DOH through the Advanced Training Initiative (ATI) program.	Program is aimed at educating staff to detect early changes in resident's physical and mental functional status that could lead to avoidable hospitalization. Grant is a cost saving benefit to County and tax payers.

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	7,207,367	7,367,673
Debt Service	590,292	-
Contract Services	5,461,746	5,607,722
Employee Benefits	4,757,609	5,157,909
Total Budgetary Appropriation:	18,017,014	18,133,304
Budgetary Revenues		
Departmental Revenue	17,443,264	15,952,433
Total Budgetary Revenues	17,443,264	15,952,433
County Share	573,750	2,180,871

Five Year Budget History



2018 Strategy Match

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

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

Position Summary

ACC - NURSING ADMINISTRATION

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ASST DIR NURSING SVS	1	1	1	1
DIR NURSING SVS	1	1	1	1
	2	2	2	2

ACC - INSERVICE TRAINING

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACC PROGRAM COORDINATOR	1	1	1	1
	1	1	1	1

ACC - NURSING

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ADULT CARE CTR PROGRAM COORD	1	1	1	1
DOMESTIC AIDE	4	4	4	4
HEAD NURSE/UNIT LEADER	4	4	4	4
HOUSE MANAGER	2	2	2	2
LICENSED PRACTICAL NURSE	19	19	19	19
NURSING ASST	63	63	63	63
NURSING ASST RPT	9	9	9	9
REGISTERED PROF NURSE PD	1	1	1	1
REGISTERED PROF NURSE RPT	1	1	1	1
REGISTERED PROFESSIONAL NURSE	10	10	10	10
	114	114	114	114

ACC - ADULT DAY CARE

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACC PROGRAM COORDINATOR	1	1	1	1
LICENSED PRACTICAL NURSE	1	1	1	1
NURSING ASST	1	1	1	1
	3	3	3	3

ACC - CENTRAL MEDICAL SUPPLY

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
COORD SUPPLY & INVENTORY CONTR	1	1	1	1
SUPPLY & INVENT CONTROL CLERK	1	1	1	1
	2	2	2	2

ACC - ACTIVITIES

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACTIVITIES DIRECTOR	1	1	1	1
LEISURE TIME ACTIVITIES AIDE	5	5	5	5
	6	6	6	6

ACC - PHYSICAL THERAPY

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
DIR REHABILITATION SVS	1	1	1	1
	1	1	1	1

ACC - SOCIAL SERVICES

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
CASEWORKER	2	2	2	2
MARKETING OUTREACH COORDINATOR	1	1	1	1
SUPERV. SOCIAL WKR (ACC)	1	1	1	1
	4	4	4	4

ACC - DIETARY SERVICES - SUPV

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
DIETETIC SERVICES ASSISTANT	1	1	1	1
DIETETIC SVS SUPERVISOR	1	1	1	1
DIETICIAN	1	1	1	1
	3	3	3	3

ACC - DIETARY SERVICES

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ASST COOK	3	3	3	3
ASST COOK - TEMP	1	1	1	1
COOK	1	1	1	1
FOOD SERVICE HELPER ACC	16	16	16	16
FOOD SERVICE HELPER RPT ACC	1	1	1	1
	22	22	22	22

ACC - MEALS ON WHEELS

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ASST COOK	1	1	1	1
FOOD SERVICE HELPER ACC	2	2	2	2
	3	3	3	3

ACC - OPERATION & MAINTENANCE

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
BUILDING SAFETY MONITOR (FT)	3	3	3	3
BUILDING SAFETY MONITOR (PD)	1	1	1	1
BUILDING SAFETY MONITOR RPT	1	1	1	1
WATCHPERSON	1	1	1	1
	6	6	6	6

ACC - LAUNDRY & LINEN

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
LAUNDRY WORKER	3	3	3	3
LAUNDRY WORKER RPT	1	1	1	1
	4	4	4	4

ACC - FISCAL SERVICES

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
FISCAL ADMINISTRATIVE OFFICER	1	1	1	1
	1	1	1	1

ACC - GENERAL ACCOUNTING

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
MEDICAL CODING & BILLING SPEC	1	1	1	1
SENIOR ACCOUNT CLERK	1	1	1	1
	2	2	2	2

ACC - ADMINISTRATIVE OFFICES

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACC STAFFING SVCS PROG COORD	1	1	1	1
ADMINISTRATIVE ASSISTANT	1	1	1	1
ADMINISTRATOR ADULT CARE CTR	1	1	1	1
WARD CLERK	4	4	4	4
	7	7	7	7

Department Total Position Count: 181 181 181 181

2018 Goals

1. The primary goal is to grow the day program occupancy to full capacity resulting in increased revenue. This plan is to market the program with a specific focus on targeted areas in the community.
2. Census development is a prime focus and it is tied to our new Marketing strategy, to focus on the surrounding communities and local health care settings.
3. Monitor departments that are overspending and taking corrective action. Examples are staff duplication, over time, and unplanned time off.
4. Staff development to provide a continuity of care from admission to discharge.
5. Reshaping the activities programs where it is inclusive of a facility wide team approach to engaging, treating and nurturing residents. The program model will be resident centered so that all residents within the facility participate in individual, group activities, or a specialized activity geared to meet a specific resident's needs by creating diversion into meaningful adventure. We will incorporate and utilize other ACC department that has overlapping staffing compliment to assist with programming.



Division of Management and Budget



A1320 Audit and Control

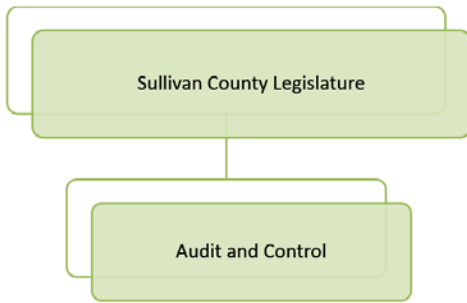
Department Description

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

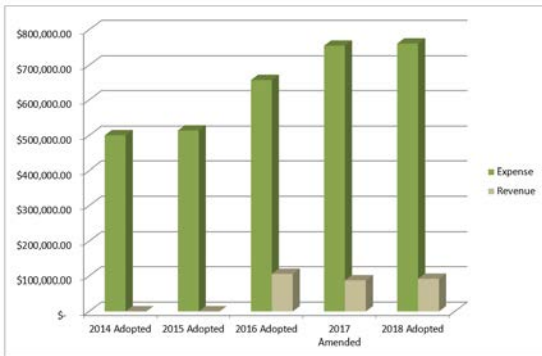
One of the major responsibilities is to audit and process all lawful claims or charges against the County or against funds for which the County is responsible. It is also to promote accountability throughout the County government. Audit provides and will continue to provide various types of audit functions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

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

Department Resources



Five Year Budget History



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	331,479	355,744
Fixed Equipment	-	-
Contract Services	181,726	139,094
Employee Benefits	240,934	265,345
Total Budgetary Appropriation:	754,139	760,183
Budgetary Revenues		
Departmental Revenue	87,489	92,075
Total Budgetary Revenues	87,489	92,075
County Share	666,650	668,108

2018 Strategy Match

CB02 Responsible use of taxpayer funds

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACCOUNTS PAYABLE COORDINATOR	2	2	2	2
AUDIT CLERK	2	2	2	2
COUNTY AUDITOR	1	1	1	1
SENIOR AUDIT CLERK	1	1	1	1
STAFF AUDITOR	0	0	1	1
	6	6	7	7



A1325-1330 Treasurer

Department Description

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

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

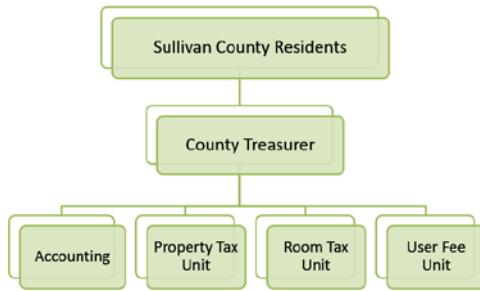
The Sullivan County Treasurer's Office receives funding through buyer premiums collected from the public auction of properties, as well as administrative fees assessed for processing and advertising delinquent properties. The User Fee Unit is funded through the County's Refuse and Garbage Fund and thus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

Core Services

Functions of the Sullivan County Treasurer's Office include:

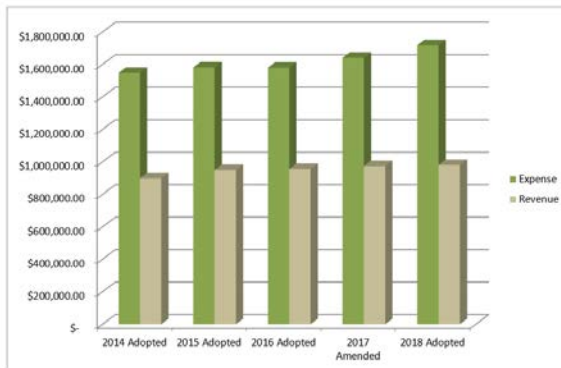
- Cash Management
- Cash receipts
- Check requests
- Assist departments with inquiries pertaining to general ledger
- Entering, proofing, posting and running payroll
- Assist tax department
- Create, maintain & disburse court & trust actions
- Maintain interdepartmental/town/school chargeback
- Daily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

Department Resources



	2017 Amended	2018 Adopted
Budgetary Appropriations		
Personal Services	688,647	715,266
Fixed Equipment	-	-
Contract Services	741,421	507,098
Employee Benefits	462,768	497,467
Total Budgetary Appropriation:	1,892,836	1,719,831
Budgetary Revenues		
Departmental Revenue	1,225,240	979,829
Total Budgetary Revenues	1,225,240	979,829
County Share	667,596	740,002

Five Year Budget History



2018 Strategy Match

CB02 Responsible use of taxpayer funds

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

Position Summary

TR - ACCOUNTING

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
COUNTY TREASURER	0.4	0.4	0.4	0.4
DEPUTY COUNTY TREASURER	0.4	0.4	0.4	0.4
SENIOR ACCOUNTANT	1	1	1	1
SENIOR FISCAL ADMIN OFFICER	1	1	1	1
STAFF ACCOUNTANT	0	0	1	1
	2.8	2.8	3.8	3.8

TR - ROOM TAX COLLECTION

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
COUNTY TREASURER	0.1	0.1	0.1	0.1
DEPUTY COUNTY TREASURER	0.1	0.1	0.1	0.1
JUNIOR ACCOUNTANT	1	1	1	1
	1.2	1.2	1.2	1.2



A1340 Management and Budget

Department Description

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

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

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

Core Services

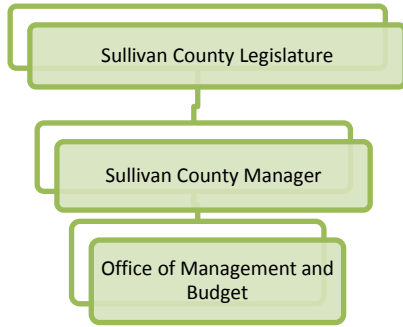
Functions of the Office of Management and Budget include:

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

Performance Measures

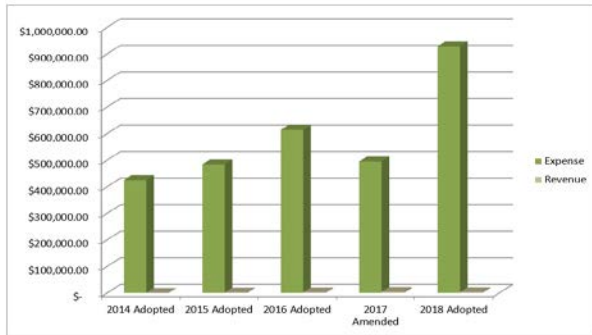
PROGRAM	KEY STATISTICS	OUTCOME
Operating Budget	Submitted improved 2017 Adopted Budget to Government Finance Officers Association for consideration for award	Received Distinguished Budget Presentation Award from GFOA, which resulted in a more transparent and understandable budget document for Sullivan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

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	240,677	389,280
Fixed Equipment	-	-
Contract Services	36,065	281,550
Employee Benefits	218,720	258,099
Total Budgetary Appropriations	495,462	928,929
Budgetary Revenues		
Departmental Revenue	4,800	3,000
Total Budgetary Revenues	4,800	3,000
County Share	490,662	925,929

Five Year Budget History



2018 Strategy Match

CB02 Responsible use of taxpayer funds

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
COMM MANAGEMENT & BUDGET	1	1	1	1
DEPUTY COMM MGT & BUDGET	1	1	1	1
EXEC SEC TO COMM MGMT & BUDGET	1	1	1	1
FINANCIAL ANALYST	2	2	2	2
FISCAL ADMINISTRATIVE OFFICER	1	1	1	1
	6	6	6	6

2018 Goals

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



A1341 Grants Administration

Department Description

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

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

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

Core Services

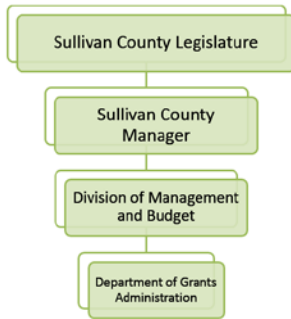
Functions of Grants Administration include:

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

Performance Measures

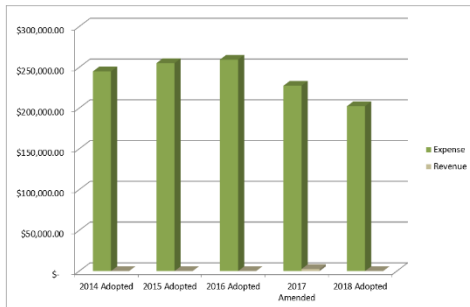
PROGRAM	KEY STATISTICS	OUTCOME
Grant Research	Identified and reviewed various funding sources for priority projects; distributed information to proper departments	Reduce County share of priority projects; reduce funding required from property tax dollars
Technical Assistance	Utilize a Grant Concept Approval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

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	117,131	117,487
Fixed Equipment	-	-
Contract Services	13,187	10,566
Employee Benefits	97,035	74,166
Total Budgetary Appropriation:	227,353	202,219
Budgetary Revenues		
Departmental Revenue	2,500	-
Total Budgetary Revenues	2,500	-
County Share	224,853	202,219

Five Year Budget History



2018 Strategy Match

C5 Support Capital Projects related to tourism, community & economic development, image enhancement and other County goals
CB04 Increased community and economic development

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
GRANTS ADMIN SUPERVISORY ASSIST	1	1	1	1
GRANTS ADMINISTRATION SUPERVISOR	1	1	1	1
	2	2	2	2

2018 Goals

1. Furthering the implementation of New World / Project Accounting Codes when awarded grant funding. This would be done in consultation with Office of Management and Budget (OMB) and County Treasurer Office staff. DGA will consult with OMB staff and review the DGA funding activity and award records to identify and select high volume funding areas that will benefit from using Project Accounting Coding.
2. Collaborating with OMB and Office of Audit and Control staff, to develop an appropriate time tracking mechanism and establishing a policy specific to in-kind staff time contributions on awarded grants.
3. Reviewing the DGA funding activity and award chart to identify and select individual divisions or departments with low volume funding activity and awards as part of the effort to increase funding for the respective division or department services or needs.
4. Collaborating with County Attorney Office staff, specifically the Disadvantaged Business Enterprise (DBE) / Minority and Women Business Enterprise (MWBE) Compliance Officer (*Andy Ford, Asst. Co. Attorney*), and Purchasing staff, as part of the overall effort to ensure compliance with DBE and MWBE requirements when procuring goods and / or services with funding secured.
5. Collaborating with OMB staff and Legislative Clerk to discuss enhancement of the Legislative Resolution – Certificate of Availability of Funds (CAF) form to include a section related to funding, so that a CAF that is related to a

discretionary grant or funding allocation, does not go forward for sign-off without first completing and obtaining County Manager approval on the DGA Grant Concept Approval Form (*GCAF*).



A1342 Risk Management

Department Description

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

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

Core Services

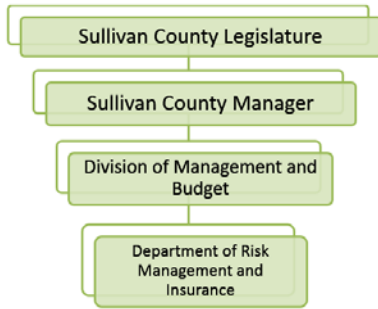
Functions of the Office of Risk Management and Insurance include:

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

Performance Measures

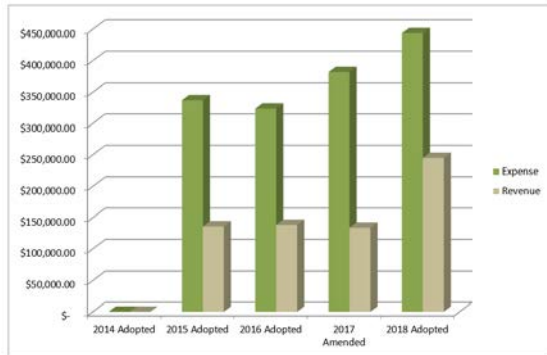
PROGRAM	KEY STATISTICS	OUTCOME
Employee Benefits	Average annual premium cost per employee with individual coverage was \$11,332.68; family coverage was \$25,927.68	Benefits provided to approximately 900 active employees and 500 retirees.
Risk Management	\$786,933 in insurance premiums paid in 2017	Approximate value of assets protected is \$124,000,000 with additional \$5,000,000 of coverage for new jail project
Risk Management	Accurate management and processing of incident reports and claims within 2017	93 incident reports submitted and processed, 82 claims requiring processing of C2 and FROI (First Report of Incident) and Worker's Comp assessments paid to NYS WCB in the amount of \$126,562.34 for the first half of 2017

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	230,104	262,479
Fixed Equipment	-	-
Contract Services	44,778	48,219
Employee Benefits	106,731	132,905
Total Budgetary Appropriation:	381,613	443,603
Budgetary Revenues		
Departmental Revenue	134,000	244,814
Total Budgetary Revenues	134,000	244,814
County Share	247,613	198,789

Five Year Budget History



2018 Strategy Match

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ASST DIR RISK MANAGEMENT & INS	1	1	1	1
DIR RISK MGMT & INSURANCE SPL	1	1	1	1
INSURANCE CLERK SPL PT	1	1	1	1
LOSS PREVENTION COORDINATOR	1	0	0	0
RISK MGMT & INS. PROG COORD	1	1	1	1
LOSS PREVENTION & EDUCATION	0	0	1	1
	5	4	5	5

2018 Goals

1. Provide quality customer service to all clients including the County, County employees and retirees, participants in the self-funded worker's compensation plan and Sullivan County taxpayers.
2. Secure the most competitive rates available to provide adequate coverage for Sullivan County.
3. Continue to explore other options for health coverage that would result in a savings to the County while continuing to provide Health Insurance that is compliant with the Affordable Care Act parameters and collective bargaining agreements.
4. Transition to a more user friendly benefits administration system
5. Continue to manage Worker's Compensation and Disability claims as they occur and manage our exposure to the best of our ability.
6. Offer a Driver Safety classes to employees in an effort to reduce automobile accidents
7. Utilize time saved through AFLAC member funded benefits streamlined reconciliation process to complete other processes in a more timely fashion.
8. Investigate and implement potential savings associated with Dental and Vision coverage's offered by the County.



A1343 Payroll

Department Description

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

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

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

Core Services

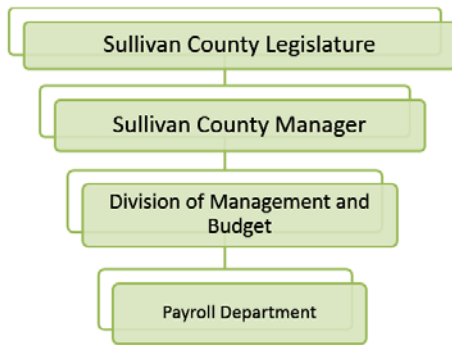
Functions of the Payroll Department include:

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

Performance Measures

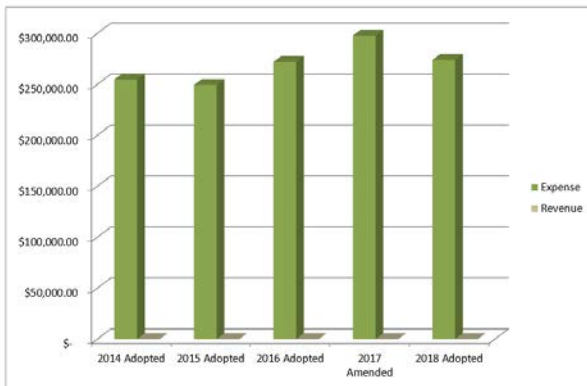
PROGRAM	KEY STATISTICS	OUTCOME
New World Human Resource Software	Paid 953 Full Time and 548 Part Time, Per Diem, Temporary and Seasonal Employees	Annual Gross Pay \$51 million. Cut 4,500 paychecks, 27,500 direct deposit advances and deposited \$625,000 in Federal and State taxes biweekly.
New World Human Resource Software	Added and updated all employee information	Added/Modified employee information to ensure accurate payments to our employees with regard to retirement groups, benefit groups, etc.
Kronos Install	Provide employee benefit groups, union rules, and employee demographic information. Enroll employees in the time clocks.	Kronos install completion within 2017.

Department Resources



	2017 Amended	2018 Adopted
Budgetary Appropriations		
Personal Services	184,365	144,665
Fixed Equipment	-	-
Contract Services	6,728	16,528
Employee Benefits	106,719	112,733
Total Budgetary Appropriation:	297,812	273,926
Budgetary Revenues		
Departmental Revenue	-	-
Total Budgetary Revenues	-	-
County Share	297,812	273,926

Five Year Budget History



2018 Strategy Match

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

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
PAYROLL COORD/SOFTWARE SUPP TECH	1	1	1	1
PRINCIPAL PAYROLL CLERK	1	1	1	1
SENIOR PAYROLL CLERK	1	2	1	1
	3	4	3	3

2018 Goals

1. Provide prompt, accurate and friendly customer service to our County employees, retirees and vendors.
2. Continue to meet all payroll deadlines including direct deposits, tax deposits and Federal and State reporting.
3. Provide County employees and outside agencies with accurate and prompt reporting.
4. Continue to train County employees in the use of New World and Kronos.



A1344 Health Finance

Department Description

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

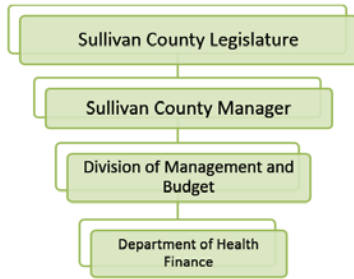
The Health Finance Department receives funding from the State and Federal government for the administration of the health programs of the three departments. It is a non-mandated office.

Core Services

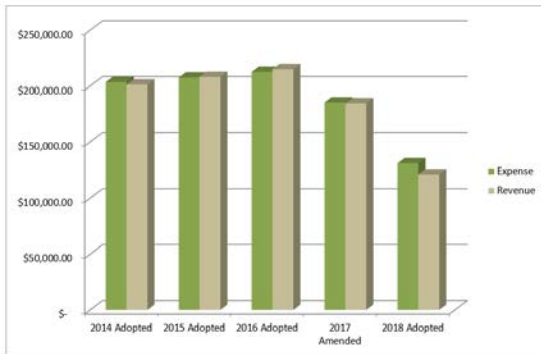
Functions of the Health Finance Department include:

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

Department Resources



Five Year Budget History



	2017 Amended	2018 Adopted
Budgetary Appropriations		
Personal Services	107,888	72,045
Fixed Equipment	-	-
Contract Services	-	-
Employee Benefits	77,580	58,910
Total Budgetary Appropriation:	185,468	130,955
Budgetary Revenues		
Departmental Revenue	184,719	121,224
Total Budgetary Revenues	184,719	121,224
County Share	749	9,731

2018 Strategy Match

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

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACCOUNT CLERK	1	1	1	1
ACCOUNT CLERK/DATABASE	1	1	1	1
FISCAL ADMINISTRATIVE OFFICER	1	1	1	1
FULL CHARGE BOOKKEEPER	1	1	1	1
INTAKE BILLING COORDINATOR	1	1	1	1
PRINCIPAL ACCOUNT CLERK	5	5	5	5
SENIOR ACCOUNT CLERK	2	2	2	2
SENIOR ACCOUNT CLERK/TYPIST	1	1	1	1
	13	13	13	13



A1345-1610 Purchasing and Central Services

Department Description

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

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

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

Core Services

Functions of the Office of Purchasing include:

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

Functions of the Office of Central Services include:

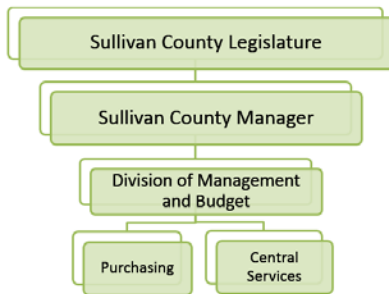
- Mail is sorted, delivered and processed daily
- Mailroom services are currently outsourced to the Kristt Company, which provides one employee and includes transportation for all pickups and delivery

Performance Measures

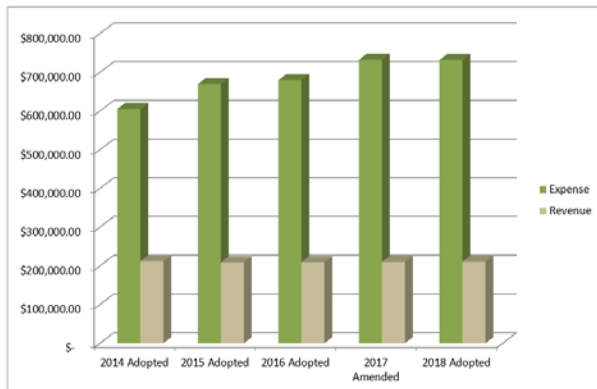
PROGRAM	KEY STATISTICS	OUTCOME
Purchasing	Completed 50 bids, 42 Request for Proposals, and 31 formal quotes for goods and services	Included bids for improvements to Government Center sidewalks, paving of 25 miles of County Roads and signage for the Sullivan County International Airport.
Purchasing	Processed 2,316 purchase orders	Maintained compliance with the County purchasing policy; provided opportunities to realize savings through "piggybacking" on other municipal contracts statewide for savings
Purchasing	Processed 70 contracts for services	Includes modifications to existing contracts, for amending and extending services.

Purchasing	Adult Care Center testing ability to use New World Financial system for streamlined processing	Worked with OMB and County Treasurer's office to test and implement change. Will allow submission of requisitions and processing of purchase orders to be done electronically. All tracking of purchase orders will be system based.
Purchasing	Received \$113,310.43 to date from outsourcing of various recyclables	Financial benefit to County for cardboard, mixed paper and newsprint baled at Sullivan County landfill.
Central Services	Mail and courier services provided to County offices	Supports County operations

Department Resources



Five Year Budget History



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	283,836	284,674
Fixed Equipment	-	-
Contract Services	283,506	282,211
Employee Benefits	164,960	164,963
Total Budgetary Appropriation:	732,302	731,848
Budgetary Revenues		
Departmental Revenue	209,925	210,502
Total Budgetary Revenues	209,925	210,502
County Share	522,377	521,346

2018 Strategy Match

CB02 Responsible use of taxpayer funds

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ASST DIR PURCHASING & CEN SVC	1	1	1	1
DIR PURCHASING & CENTRAL SVS	1	1	1	1
PURCHASING COORD	3	3	3	3
SENIOR ACCOUNT CLERK/DATABASE	1	1	0	0
ACCOUNT CLERK/DATABASE	0	0	1	1
	6	6	6	6

2018 Goals

1. Continue processing bids, requests for proposals, quotes, contracts and purchase orders for all County departments, which includes 33 agencies.
2. Purchasing is in the process of joining the Empire State Purchasing Group/Bidnet. This will allow them to reach vendors, promote competition, have the ability to utilize specifications from other counties, further explore “piggybacking” options with other counties, and streamline the process for bids and results to be published publicly.
3. This office would like to have the ability to meet with towns and villages and provide education on the utilization of our county bids and contracts as political subdivision. This would include providing information on using NYS contracts.
4. This office has been in discussion with Management & Budget and the Audit Department for a new process to allow departmental invoice entry for bid invoice processing. This will significantly reduce the need for repetitive change orders. We hope that we will be able to test this new process with key departments in early 2018.



A1410 County Clerk's Office/ A1460 Records Management

Department Description

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

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

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

Core Services

Functions of the County Clerk Main Unit include:

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

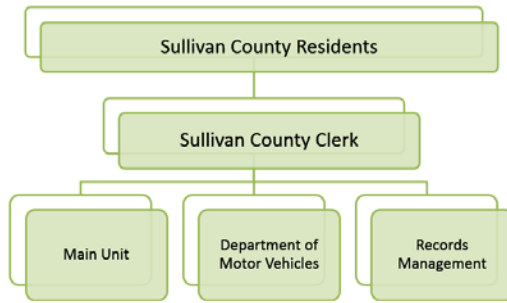
Functions of the Department of Motor Vehicles include:

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

Functions of the Records Management Department include:

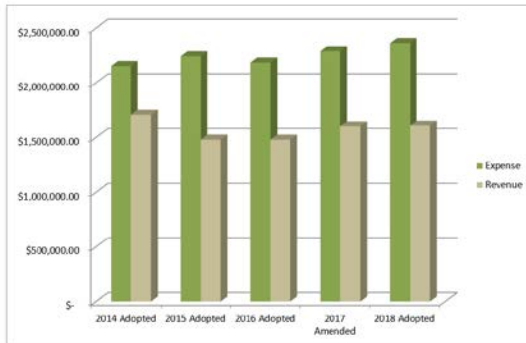
- Systematic maintenance, retrieval, and disposing of records in accordance with NYS Archives

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	1,170,852	1,205,885
Fixed Equipment	-	-
Contract Services	331,764	334,940
Employee Benefits	786,146	822,837
Total Budgetary Appropriation:	2,288,762	2,363,662
Budgetary Revenues		
Departmental Revenue	1,601,396	1,607,900
Total Budgetary Revenues	1,601,396	1,607,900
County Share	687,366	755,762

Five Year Budget History



2018 Strategy Match

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

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

Position Summary

CC MAIN UNIT

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
CORONER/COUNTY CLERK'S AIDE	0.5	0.5	0.5	0.5
COUNTY CLERK	1	1	1	1
COUNTY CLERK WORKER I	5	5	5	5
COUNTY CLERK WORKER II	6	6	6	6
COUNTY CLERK WORKER III	2	2	2	2
DEPUTY COUNTY CLERK I	1	1	1	1
FISCAL ADMINISTRATIVE OFFICER	1	1	1	1
	16.5	16.5	16.5	16.5

CC - DMV

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
COUNTY CLERK WORKER I	3	3	3	3
COUNTY CLERK WORKER II	3	3	3	3
COUNTY CLERK WORKER III	2	2	2	2
DEPT OF MOTOR VEHICLE ADMIN	1	1	1	1
MOTOR VEHICLE BUREAU CUSTOMER SE	1	1	1	1
	10	10	10	10

RECORDS MANAGEMENT

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
RECORDS MGMT SURVEY TECHNICIAN	2	2	2	2
	2	2	2	2

Department Total Position Count:	28.5	28.5	28.5	28.5
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A1430 Human Resources

Department Description

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

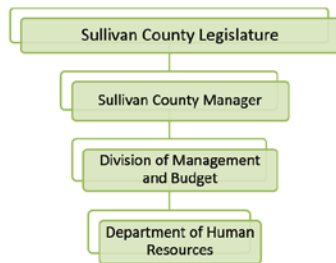
The Department of Human Resources receives funding from Civil Service Exam fees, as well as through chargebacks to other County agencies. It is responsible for several mandated programs including Civil Service Administration as per Article 5, Section 6 of the New York State Constitution and the Civil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

Core Services

Functions of the Department of Human Resources include:

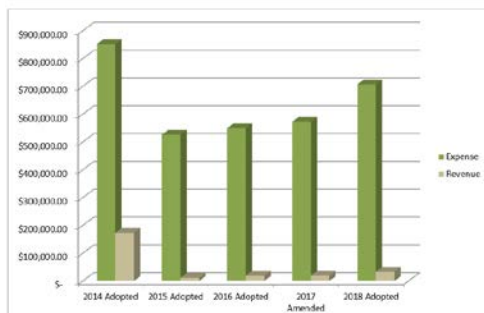
- Administration of the State and County Civil Service Laws, Rules and Regulations for 41 Jurisdictions within Sullivan County
- Drafting Job Descriptions/ Duties
- Certifying payroll
- Creation/ maintenance of Roster Cards
- Ensuring that titles are created and filled in compliance with Civil Service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

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	296,368	365,768
Fixed Equipment	-	-
Contract Services	117,161	127,068
Employee Benefits	159,203	214,376
Total Budgetary Appropriation:	572,732	707,212
Budgetary Revenues		
Departmental Revenue	19,000	33,000
Total Budgetary Revenues	19,000	33,000
County Share	553,732	674,212

Five Year Budget History



2018 Strategy Match

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

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ADMINISTRATIVE SECRETARY	1	1	1	1
HUMAN RESOURCES DIR/PERS OFFICER	1	1	1	1
PERSONNEL ASSISTANT	2	2	2	2
PERSONNEL/PAYROLL TECHNICIAN	1	0	0	0
PRINCIPAL PERSONNEL ASSISTANT	0	2	2	2
SENIOR PERSONNEL ASST	2	0	0	0
DEPUTY DIRECTOR OF HR	1	1	1	1
	8	7	7	7

2018 Goals

1. Implement our new recruitment strategy to attract talent and offer the great work/life balance the County has to offer. In order to achieve this we'd like to increase tabling events by 200%, posting of positions by 15%, partner with local and other organizations to promote positions, track and quantify how applicants hear about Sullivan County to better target our workforce applicant pool and develop an e-application to attract applicants to apply online.
2. There is a need for an internal annual mandatory training program county wide to be developed and conducted by the Deputy Director of Human Resources (hereinafter "Deputy"). The Deputy will work with all department heads and the Director of Human Resources/Personnel Officer (hereinafter "Personnel Officer") to determine the trainings to be included in the program. Once approved by Legislature and the County Manager, we will move forward and attendance will be required by all staff for compliance. The Deputy will present at different locations to accommodate each department.
3. For new hire orientation, we currently hand out a folder full of forms and policies, have the new hires fill out each form and watch a few downloaded videos about fire safety, lock down and emergency evacuation. The goal is to develop a new program to: reduce paperwork, include an ice breaker exercise, conduct general policy overview, provide fire safety and emergency evacuation plan videos, and create a retirement info FAQ worksheet. The Deputy will implement this new orientation program within the first quarter of 2018.
4. Currently, there is minimal training in place for supervisors, specifically for those making the transition from line staff to supervisor. Although the County has contracted a vendor for some training in the Department of Family Services, the Deputy will create a training program county wide for all new supervisors that will include, but not be limited to: how to interview, how to manage difficult employees; supervising a diverse workforce; how to boost morale; contract interpretation for CBAs.
5. The County contracted an outside vendor to create an employee handbook in 2007. It has been edited several times but never formally adopted. As a result of evolving workplace laws and regulations, this document needs updating and review. The Personnel Officer and Deputy will prepare this document and present it to the County Legislature for review and adoption by mid-year 2018.
6. With the conversion of the Civil Service Software from PSTEK to eGov, the County has the ability to move forward with the implementation of electronic report of personnel changes. We will be rolling this out as a pilot program to one or two of the busier departments to evaluate the workflow process. Once the staff is comfortable with this process, we hope to roll this out County wide by the end of 2018. This will eventually also be rolled out to the 41 other civil divisions that the Sullivan County Office of Personnel and Civil Service Administration has jurisdiction over.
7. Now that the County is allowing more departments to accept credit cards for various types of payments, and as a result of the ability of the County's new civil service software to accommodate electronic application submissions, we will allow applicants to e-file applications for employment by the end of 2018. This will entail a review and update to the County's official application and working with our vendor to ensure that the system can accommodate the only application process.
8. This office will be offering amendments to the Rules for the Classified Civil Service of the County of Sullivan to add several titles to the appendices. This must be approved by the State.



A1450 Board of Elections

Department Description

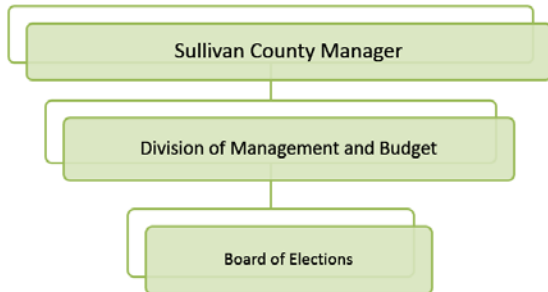
The Sullivan County Board of Elections' mission is to afford every eligible person in Sullivan County the opportunity to vote in all Elections for which they are qualified to vote in, according to Federal and State constitutional mandates.

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

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

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

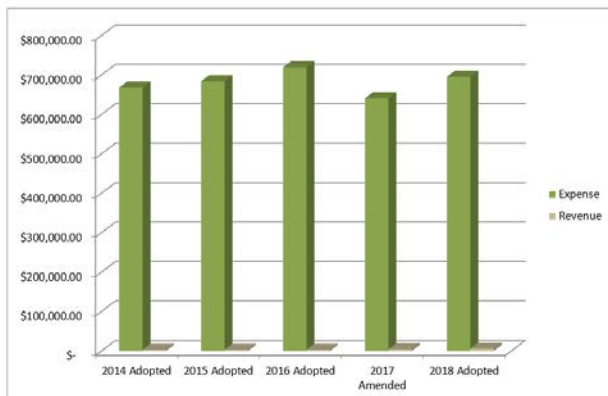
Department Resources



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

	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	375,893	376,092
Fixed Equipment	-	30,000
Contract Services	121,475	122,397
Employee Benefits	143,049	166,560
Total Budgetary Appropriation:	640,417	695,049
Budgetary Revenues		
Departmental Revenue	4,000	5,500
Total Budgetary Revenues	4,000	5,500
County Share	636,417	689,549

Five Year Budget History



2018 Strategy Match

CB02 Responsible use of taxpayer funds

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
COMM ELECTIONS	2	2	2	2
DEPUTY COMM ELECTIONS	2	2	2	2
SENIOR CLERK	2	2	2	2
	6	6	6	6

2018 Goals

1. Improve the efficiency of the election process through investment in technology. For example, a high speed scanner would reduce the number of days required to open and count absentee ballots.
2. Establish a permanent and secure location for voting machines in order to maintain the integrity and efficiency of the election process.
3. We will have to replace 75 voting machines within the next five years. Our office would like to start buying or leasing new machines in small increments of 10.



A1680 Information Technology Services

Department Description

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

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

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

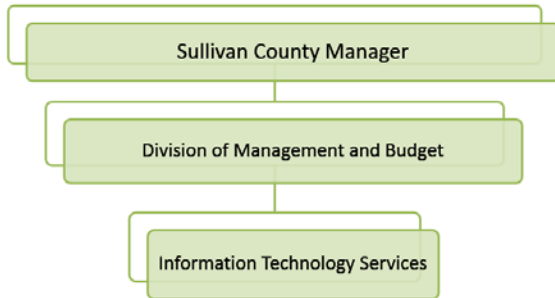
Functions of the Department of Information Technology Services include: Computer support, Network support, Security (protection of the County’s electronic infrastructure from attacks both foreign and domestic), Software solutions, Telephone services, Copy & print services, Administrative functions, and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

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Production Data Center Relocation	Forklift move of all primary production data center equipment into new secure facility.	The new facility will reduce TCO by reducing power consumption needs, enhance security by limiting facility access with enhanced access controls, and will be sized to meet growth needs for the next 10-15 years.
New NAS NetApp Storage brought online	Installed, configured and integrated.	This will provide greater storage capacity to meet 35% per year real data growth rates. Implementation of a hybrid data store solution mixed high-speed SSD flash array and traditional spinning disk for greater flexibility and control for high speed demand and static data application data needs.

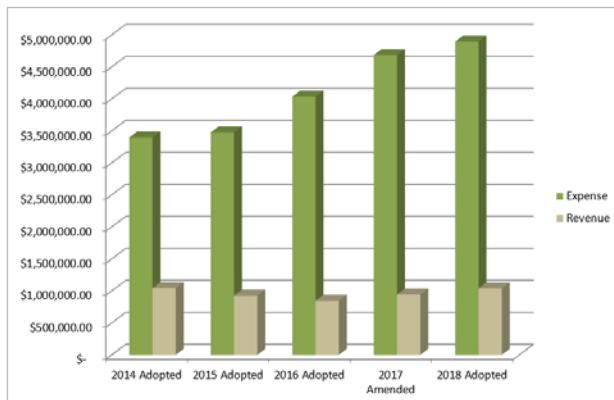
PROGRAM	KEY STATISTICS	OUTCOME
Electronic Agendas and Minutes	Designed, initiated and implemented.	Increase productivity and improve workflow, processes and accountability by fully automating the submission, creation and workflow of committee/full board meetings. Eliminate paper. Simplify the creation and management of the agenda and minute creation process for all legislative meetings.
Voice over IP Phone system replacement	Designed, initiated and implemented.	Full forklift replacement of backend and endpoint devices countywide. More efficient and offers ITS the ability to provide 1Gb desktop connection speeds to the user desktop.
Electronic Records Management	Solution implementation initiated.	Improve records retention with implementation of Laserfiche Enterprise Content Management. This is the beginning of a 7-10 year endeavor to eliminate 9700 boxes of paper documents with a central point of electronic management and storage of same. It includes capture tools to bring information into the system; desktop, web and mobile apps that make documents easy to locate and edit; folder structures to organize, store and archive documents; workflow functionality that automates tedious manual processes like filing and approval; and security functionality to protect documents from unauthorized access or modification.
Redesign the County website	Solution implementation initiated.	RFP issued October 2017 with work to commence in January 2018. Intended outcome - improve the experience and provide better service to constituents.

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	849,292	992,643
Fixed Equipment	-	-
Contract Services	3,300,450	3,279,923
Employee Benefits	536,065	622,148
Total Budgetary Appropriations	4,685,807	4,894,714
Budgetary Revenues		
Departmental Revenue	941,660	1,037,988
Total Budgetary Revenues	941,660	1,037,988
County Share	3,744,147	3,856,726

Five Year Budget History



2018 Strategy Match

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

CBO2 Responsible use of taxpayer funds

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
CHIEF INFORMATION OFFICER	1	1	1	1
CLIENT SUPPORT TECHNICIAN I	3	5	4	4
DIR APPLIC DEVELOP & SUPPORT	1	1	1	1
DIR OPERATIONS AND NETWORK ADM	1	1	1	1
GIS ADMINISTRATOR	1	1	1	1
HELP DESK/DOCUMENTATION SPECIALI	1	1	1	1
INFORMATION SYSTEMS SUPPORT SPEC	1	1	1	1
INFORMATION/NETWORK SECURITY OFF	1	1	1	1
IT ADMINISTRATIVE COORDINATOR	1	1	1	1
MANAGEMENT INFO SYSTEMS COORD	1	1	1	1
NETWORK ENGINEER	0	1	0	0
PC SPECIALIST	2	2	2	2
SENIOR NETWORK ENGINEER	1	1	1	1
SENIOR PC SPECIALIST	1	1	1	1
PUBLIC SAFETY TECH SPECIALIST	0	1	0	0
CLIENT SUPPORT TECH ASST I	1	1	1	1
	17	21	18	18

2018 Goals

1. Design and implementation of the IT needs for the new SCSO administrative facilities at the complex including, but not limited to: network, communication redundancy for DR, desktop endpoints, VoIP, FoIP, video conferencing and MFD solutions.
2. Complete the redesign of the County website to improve the experience and provide better service to constituents. Anticipated release in the spring of 2018.
3. Continue expansion of the Laserfiche Enterprise Content Management implementation. Initial deployment in late 2017 into 2018 will be to ITS, County Manager and Management & Budget. Target expansion departments in 2018 are the District Attorney, Veterans and County Attorney.
4. Implemented in early December 2017, continue the refinement and process improvement of legislative committee/full board meetings throughout 2018 with Accela meeting/minutes processing software. This is a sister product to the current video streaming product in use for the monthly full board meetings.
5. Replace the antiquated tape backup solution with a new backup to disk solution in third physical County location. This will serve as an archival location/solution to our current primary and mirrored data storage solutions in support of our disaster recovery planning efforts.
6. 10-year-old countywide Fax over IP replacement solution will be implemented during the first quarter of 2018 as the current solution is being retired.
7. Increase network communications speed between core switch locations to 10 GB between the data center, Government Center and Liberty campuses. Also, increase internet bandwidth 5X and research implementation of a redundant internet connection for DR/load balancing business continuity objectives.
8. Significant improvements to our current virtual desktop infrastructure will be implemented in 2018 with new end-point devices and desktop infrastructure. With Windows 7 to sunset in very early 2020, we will begin the migration to Windows 10 in 2018 as well. This requires significant
9. Full battery backup solution replacements in all edge switch closets countywide. Current devices are past end-of-life and we intend to provide 3-hour uptime design for locations absent real-time generator backup solutions.
10. Utilize the new GIS Administrator position with an initial focus to be public facing web presence tools and offerings. GIS will be developed as an economic development tool that in, concert with #1 above, will better serve offerings to prospective business and residential transplants.
11. Reduce expenses and improve workflow with a new Multi-Functional Device centralized print management solution, while also improving security and protect confidentiality.
12. Migrate to Office 365. This will provide for seamless coordination with Office Suite tools already in production such as Word, Excel Outlook, etc. Anytime, anywhere access will empower current field staff with greater secure availability of data and applications. It will also promote expansion into communication and collaboration tools not previously available. Office 365 is safer and more secure via Microsoft's encrypted government cloud, and is 99.9% financially-backed uptime guarantee SLA.



A2490 Community College Tuition

Department Description

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

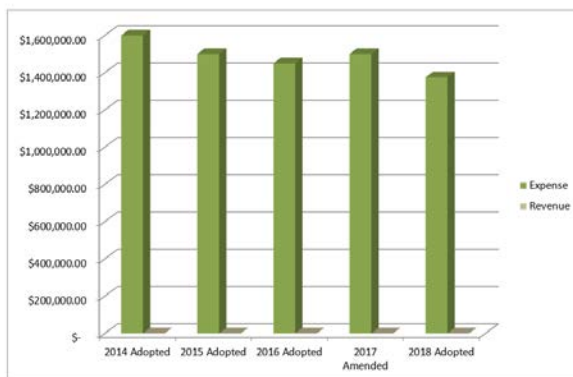
- *Operating Chargebacks:* Community colleges charge to and collect from each county within the state, an allocable portion of the local sponsor's share of the operating costs of such community colleges attributable to such nonresident students, computed on a per student basis.
- *Capital Chargebacks:*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

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

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

Department Resources

Five Year Budget History



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Contract Services	1,500,000	1,375,000
Total Budgetary Appropriation:	1,500,000	1,375,000
County Share	1,500,000	1,375,000

2018 Strategy Match

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

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



A2495 Community College Contribution

Department Description

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

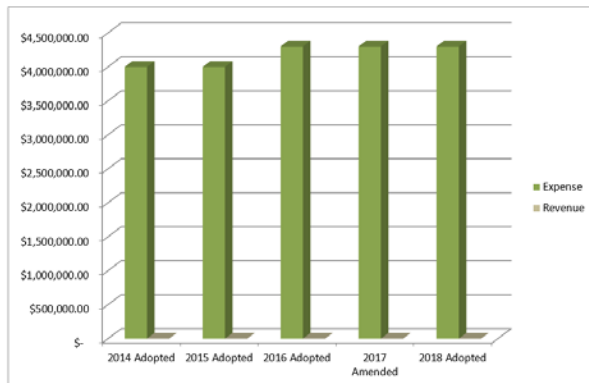
In addition to tuition chargebacks, and the contribution to the Sullivan County Community College, the County has annual debt services payments associated with debt issued for college construction projects.

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

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

Department Resources

Five Year Budget History



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Contract Services	4,300,000	4,300,000
Total Budgetary Appropriation:	4,300,000	4,300,000
County Share	4,300,000	4,300,000

2018 Strategy Match

CBO4 Increased community and economic development

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



A6310 Community Action Commission

Department Description

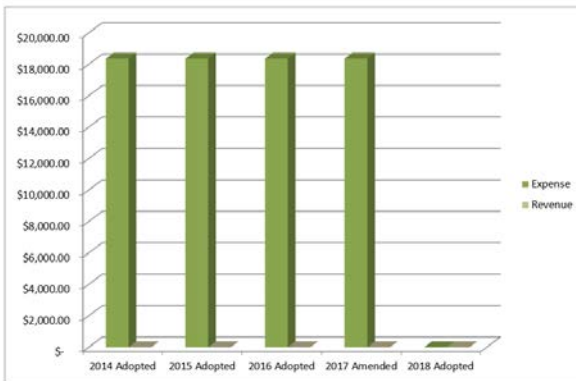
Appropriations from the “Community Action Commission” budget organization include funding for the contract to the Sullivan County Community Action Commission to Help the Economy (CACHE).

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

CACHE assists people and families in Sullivan County who are in need of assistance. They address emergency needs of households/individuals and promote self-based concept which focuses on empowerment through accessing resources within the family structure and the community, as well as establishment and operation of residential and non-residential programs for victims of domestic violence and to operate a day care center.

Department Resources

Five Year Budget History



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Contract Services	18,360	-
Total Budgetary Appropriation:	18,360	-
County Share	18,360	-

2018 Strategy Match

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

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

When basic needs are taken care of, a higher quality of life is possible.



A6326 Other Economic Opportunities Program

Department Description

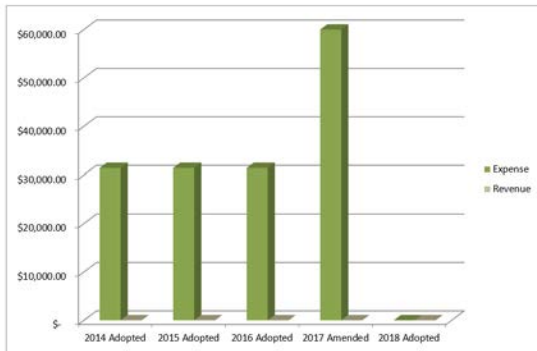
Appropriations from the “Other Economic Opportunities Program” budget organization include funding for the contract to Sullivan County Head Start, Inc.

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

Head Start provides daycare services, and the program is designed to provide a warm, reinforcing learning environment where children can develop individually by learning through play. Each child is helped to succeed to create a climate for future development and learning.

Department Resources

Five Year Budget History



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Contract Services	60,000	-
Total Budgetary Appropriation:	60,000	-
County Share	60,000	-

2018 Strategy Match

CBO4 Increased community and economic development

The funding of the Head Start program is a critical building block for the children within the community, many of whom attend the program. Providing a quality day care facility to allow parents to attend work assists the economy in a myriad of ways as well.



A6410 Public Information

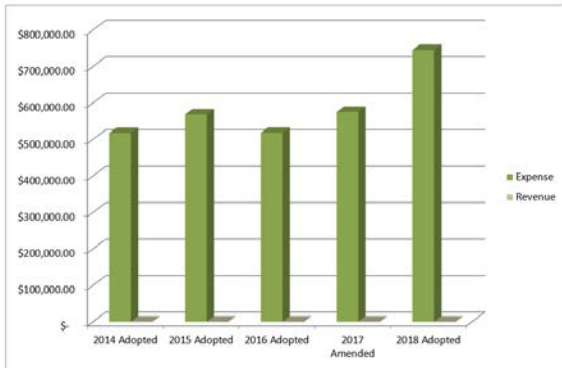
Department Description

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

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

Department Resources

Five Year Budget History



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	-	-
Contract Services	575,000	745,000
Employee Benefits	-	-
Total Budgetary Appropriation:	575,000	745,000
County Share	575,000	745,000

2018 Strategy Match

CB04 Increased community and economic development

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



A6510 Veterans Service Agency

Department Description

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

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

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

Core Services

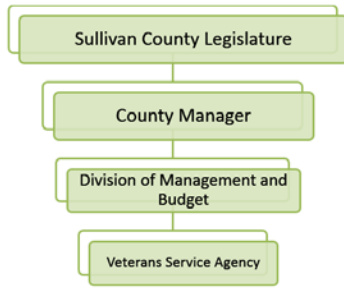
Functions of the Veterans Service Agency include:

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

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
General Assistance	Active participation with Hudson Valley Veterans Task Force	Enhance delivery of services across county boundaries
Valentines for Vets	1,800 children provided cards to active duty military members	Increase morale of troops and raise awareness amongst children
Veterans Stand Down	50+ homeless/disadvantaged veterans contacted	Increase outreach and services for those who qualify
General Outreach	850 contacts through July. 1,640 in 2016. 89 home visits through July. 175 in 2016.	Resulted in tangible delivery of services to eligible veterans
Community Events/Outreach	Booths at Grahamsville Fair and Bagel Fest. Participation in Rotary Club Monster Run. Dialog established with SCCC to develop Veteran focused programs.	Spoke with hundreds of people to spread awareness at community events. Efforts to establish Battle Buddy Center at SCCC.
Transportation	896 trips to Albany and Castle Point Veterans Hospitals through July. 1,870 in 2016.	Providing transportation for those in need of medical assistance

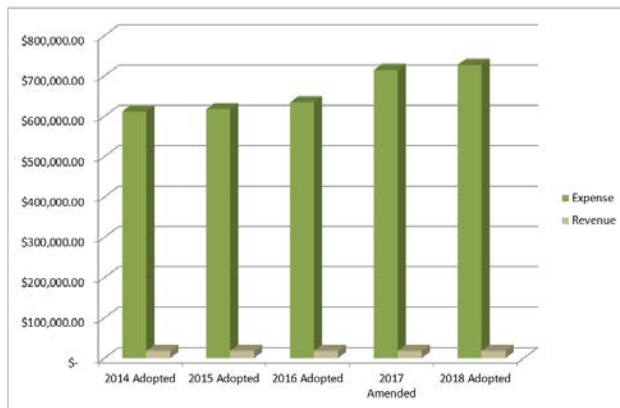
Department Resources



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

	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	248,066	253,396
Fixed Equipment	-	-
Contract Services	299,986	300,626
Employee Benefits	166,647	173,186
Total Budgetary Appropriations	714,699	727,208
Budgetary Revenues		
Departmental Revenue	17,979	17,979
Total Budgetary Revenues	17,979	17,979
County Share	696,720	709,229

Five Year Budget History



2018 Strategy Match

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

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
DIR VETERANS SVS	1	1	1	1
EXECUTIVE SECRETARY	1	1	1	1
SENIOR VETERANS SERVICE OFFICER	0	1	0	0
VETERANS SERVICE OFFICER	3	2	3	3
	5	5	5	5

2018 Goals

1. Continue to refine and strengthen “warm hand-off” referral relationships with VA departments, Sullivan and bordering county entities and grant based agencies.
2. Develop programs jointly with county mental health services utilizing NYS funding for PTSD/TBI Peer to Peer Veterans support.
3. Strengthen networking with SCCC. Support Battle Buddy Center activities. Assist efforts to increase Veteran student population.
4. Support efforts to make this year’s Vet Fair at SCCC an annual event.
5. Continue efforts to implement a data scanning process for 30,000+ paper files.
6. Develop a secure storage place for donated and surplus material.
7. Refine marketing plan to reach Veterans and families.



A6989 Economic and Community Development

Department Description

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

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

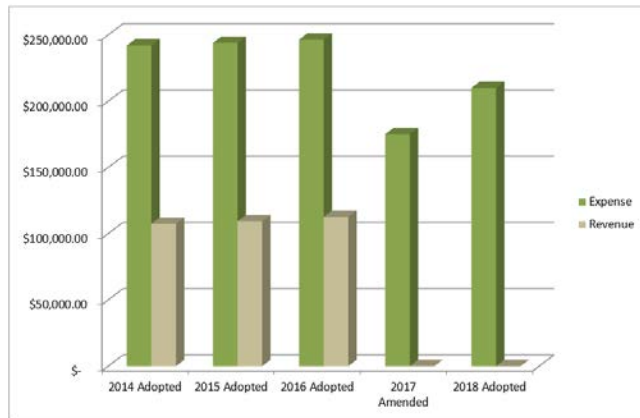
Sullivan County Partnership for Economic Development:

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

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

Department Resources

Five Year Budget History



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	-	-
Fixed Equipment	-	-
Contract Services	175,000	210,000
Employee Benefits	-	-
Total Budgetary Appropriations	175,000	210,000
Budgetary Revenues		
Departmental Revenue	-	-
Total Budgetary Revenues	-	-
County Share	175,000	210,000

2018 Strategy Match

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

CBO4 Increased community and economic development



A7560 Other Cultural Affairs

Department Description

Appropriations from the “Other Cultural Affairs” budget organization include funding for the contracts to the Delaware Valley Arts Alliance, the Delaware Highlands Conservancy (Eagle Institute), Library Alliance, and Literacy Volunteers.

These contracts are 100% County Cost and receive no outside funding. The contracts do not represent any mandated services.

Delaware Valley Arts Alliance:

The DVAA serves as Arts Council for Sullivan County, New York. They present programs in the visual, performing, literary, and media arts and service a county and valley-wide constituency of artists, arts groups and the general public.

Delaware Highlands Conservancy (Eagle Institute):

The DHC works under this contract to protect the eagle and other birds of prey and to promote habitat conservation through education, research and public involvement, as well as to provide the safest and least intrusive viewing experience through education, data collection and promoting a stewardship ethic.

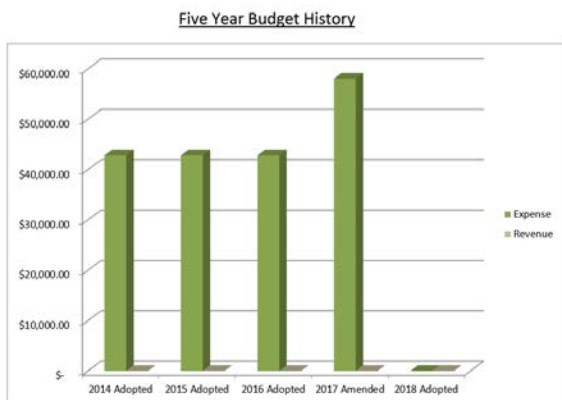
Library Alliance:

The Library Alliance mission is to support, promote, advance, and advocate for public library services in the eleven Sullivan County Libraries of the Ramapo Catskill Library System (RCLS). They exchange ideas and information common to all public libraries, network with other countywide agencies and organizations, and seek additional sources of funding for member libraries.

Literacy Volunteers:

Literacy Volunteers provides a variety of free services to help people achieve personal goals through literacy, foster and enhance family literacy, assist adults functioning at low levels of literacy, further proficiency in English as a second language, and halt the rising tide of illiteracy in Sullivan County.

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Contract Services	58,051	-
Total Budgetary Appropriations	58,051	-
County Share	58,051	-

2018 Strategy Match

CBO6 Community health and wellness

The promotion of cultural programs and literacy help Sullivan County to be a well-rounded community, brings people together for a common goal and fosters relationships among those who may never have met.



A8040 Human Rights Commission

Department Description

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

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

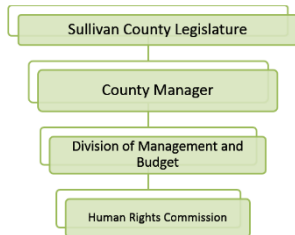
The Human Rights Commission receives no outside funding and is 100% County share. It is a non-mandated office.

Core Services

Functions of the Human Rights Commission include:

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

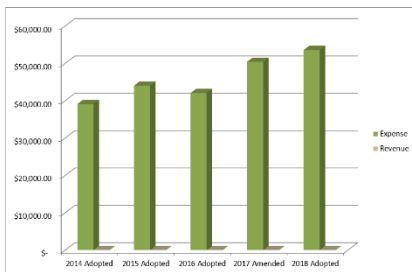
Department Resources



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

	2017 Amended	2018 Adopted
Budgetary Appropriations		
Personal Services	29,340	34,035
Fixed Equipment	-	-
Contract Services	13,996	13,166
Employee Benefits	6,864	6,352
Total Budgetary Appropriations	50,200	53,553
Budgetary Revenues		
Departmental Revenue	-	-
Total Budgetary Revenues	-	-
County Share	50,200	53,553

Five Year Budget History



2018 Strategy Match

CBO6 Community health and wellness

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
EX DIR OF HUMAN RIGHTS COMM PT	1	1	1	1
	1	1	1	1



A8720 Fish and Game

Department Description

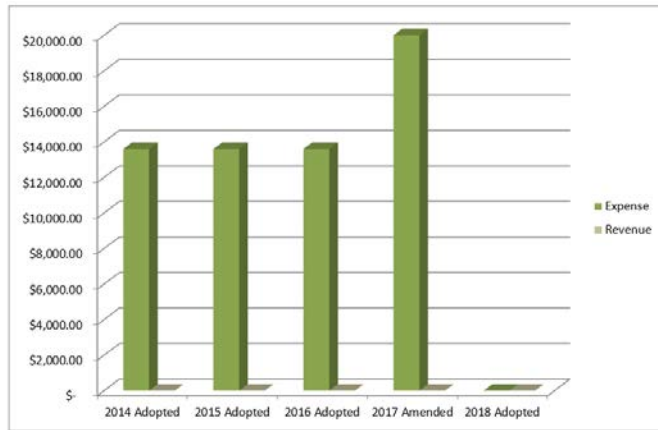
Appropriations from the “Fish and Game” budget organization include funding for the contract to the Federation of Sportsmen’s Clubs of Sullivan County.

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

The Sullivan County Federation of Sportsmen’s Club promotes fish and game in Sullivan County and tries to make this county a better place for all to hunt, fish and live. They promote good clean sportsmanship and good fellowship in an effort to secure a means of better understanding and cooperation between member clubs, the New York State Conservation Council and the Legislators of Sullivan County. They further the goals of conservation education at the adult and youth levels through programs and promotional advertising to enhance the attraction of tourism and to develop a public understanding of the problems and advantages of proper conservation practices. Effort is put forth to ensure the future of conservation through extensive youth education programs.

Department Resources

Five Year Budget History



	2017 Amended	2018 Adopted
Budgetary Appropriations		
Contract Services	20,000	-
Total Budgetary Appropriations	20,000	-
County Share	20,000	-

2018 Strategy Match

CBO6 Community health and wellness

The preservation of natural resources and the appreciation of our physical beauty is important to the continued splendor of Sullivan County.



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

Department Description

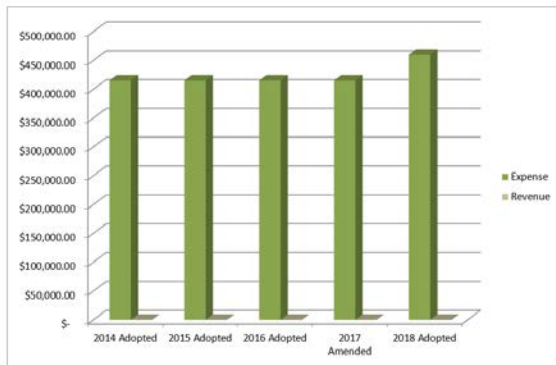
Appropriation code A8989-99 includes funding for the contract to Cornell Cooperative Extension of Sullivan County.

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

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

Department Resources

Five Year Budget History



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Contract Services	415,000	460,000
Total Budgetary Appropriations	415,000	460,000
County Share	415,000	460,000

2018 Strategy Match

CBO6 Community health and wellness

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



Division of Planning and Community Development



A1355 Real Property Tax Services

Department Description

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

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

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

Core Services

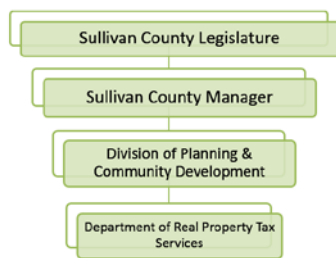
Functions of the Department of Real Property Tax Services include:

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

Performance Measures

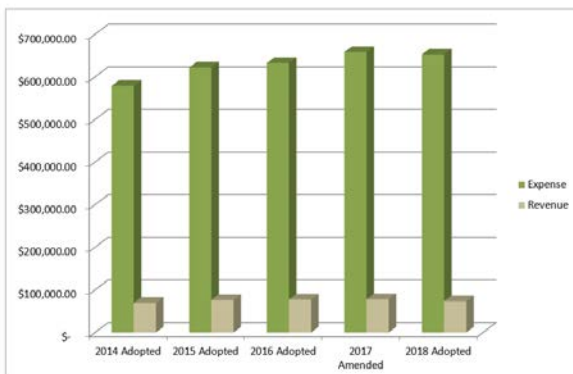
PROGRAM	KEY STATISTICS	OUTCOME
Real Property Tax Map Maintenance	Approximately 4,100 deeds processed conveying 6,100 parcels, 25+/- subdivisions processed totaling over 100 lots, 30+ lot improvements processed and more than 300 lots combined.	Assessors receive updated information for assessment purposes. Tax maps and property ownership records updated.
Geographic Information Systems	Produced over five dozen custom maps with associated data for governmental agencies and the general public. Developed a public facing Geoportal featuring address verification app, tax map gallery, downloadable real property data and more. Provide ArcMap, Pictometry, and Geoportal training to municipal, governmental and professional personnel. Assisted the Board of Elections with updating their voter file to accommodate the new Ward System in the Town of Mamakating.	Maps and associated GIS data were used by our local governments and the private sector, helping them to make decisions concerning economic development strategies, zoning, submitting grant applications, etc. Allow easier access to our maps and data. Saves our office time in preparing data for those requesting it. Enables those who need access to real property information to do so quickly and independently. A more efficient way of providing information. Voters in the Town of Mamakating now in proper ward for voting purposes.
E-911 Addressing	Added approximately 600 addresses and resolved 150 addressing discrepancies.	Enable residents of the county to obtain E-911 addresses for their homes or businesses. We helped to resolve conflicts involving road names and addressing throughout the county.

Department Resources



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

Five Year Budget History



	2017 Amended	2018 Adopted
Budgetary Appropriations		
Personal Services	350,464	355,185
Fixed Equipment	-	-
Contract Services	103,222	101,508
Employee Benefits	204,574	196,047
Total Budgetary Appropriations	658,260	652,740
Budgetary Revenues		
Departmental Revenue	77,934	73,400
Total Budgetary Revenues	77,934	73,400
County Share	580,326	579,340

2018 Strategy Match

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
DEPUTY DIR REAL PROP TAX SVC III	1	1	1	1
DIR REAL PROPERTY TAX SVS III	1	1	1	1
REAL PROPERTY TAX SVCS COORD	1	1	1	1
SENIOR TAX MAP/GIS TECHNICIAN	2	2	2	2
TAX MAP/GIS TECHNICIAN	1	1	1	1
	6	6	6	6

2018 Goals

1. Support the assessment community in the administration of their assessment duties through classroom training, advising on matters of real property tax law, and providing up-to-date information on real property within the county. The objective is to achieve equitable assessments within each municipality and throughout the county.
2. Complete the review of census address points as requested by US Census Bureau.
3. Private community addressing updates.
4. Work with DPW to create new digital highway inventory maps.
5. Work with Board of Elections to reconcile their voter registration file with E-911 database.
6. Assist towns with batch updates of parcel coordinates.
7. Generate county wide two foot contour intervals.



A6293 Center for Workforce Development

Department Description

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

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

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

Core Services

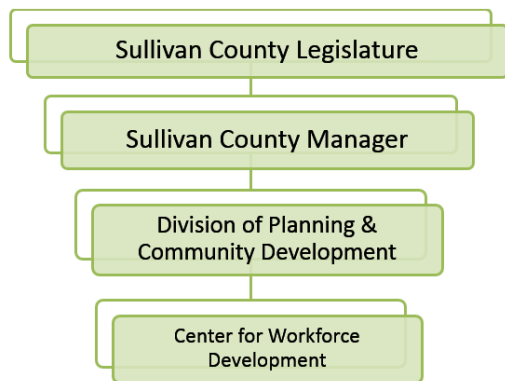
Functions of the Center for Workforce Development include:

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

Performance Measures

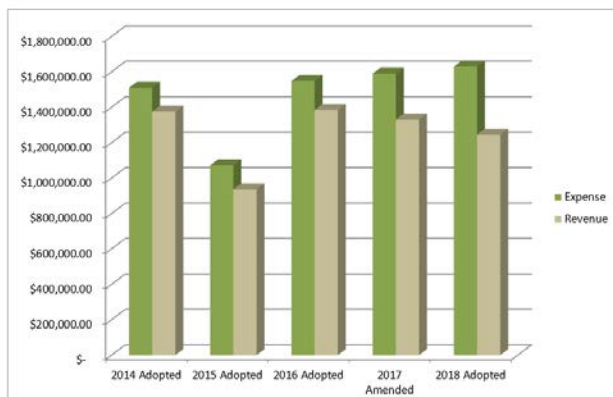
PROGRAM	KEY STATISTICS	OUTCOME
Workforce Innovation and Opportunity Act (WIOA) – Adults, Dislocated Workers	For the period of 7/1/16 – 6/30/17: 1,171 customers received services	Of the 1,171 customers served: 813 received staff assisted basic services 819 received intensive services 103 received training services
Welfare to Work	For the period 1/1/17 – 9/30/17 788 individuals were referred for services 410 received intensive services	As of 8/2017: 115 individuals found employment at an average wage of \$10.40/hour. <i>This number is not final because data for 2017 is not yet completed.</i>
Workforce Innovation and Opportunity Act (WIOA) – Youth	For the period of 7/1/16 – 6/30/17: 37 youth received services	Of those served, 18 received occupational training, 17 participated in paid work experience, 10 received HS equivalency training, 9 participated in leadership development and 6 participated in financial literacy
Hospitality/Tourism	Created the Hudson Valley Catskill Hospitality Skills Alliance (HVCSA) to address the workforce development needs of the region’s business.	Created first level of the Alliance, working towards developing career pathways for the industry and career readiness training for industry

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	647,131	712,365
Fixed Equipment	-	-
Contract Services	669,467	596,517
Employee Benefits	273,599	320,595
Total Budgetary Appropriations	1,590,197	1,629,477
Budgetary Revenues		
Departmental Revenue	470,410	518,074
Federal Aid	859,971	726,842
Total Budgetary Revenues	1,330,381	1,244,916
County Share	259,816	384,561

Five Year Budget History



2018 Strategy Match

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

CBO4 Increased community and economic development

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ADMINISTRATIVE ASSISTANT	1	1	1	1
CREW LEADER SEAS	4	4	4	4
CWD PROJECTS COORDINATOR	2	2	2	2
DIR CENTER FOR WORKFORCE DEV	1	1	1	1
EMPL & TRNG SPECIALIST	5	5	5	5
EMPL & TRNG SUPERVISOR	1	1	1	1
ONE STOP MANAGER	1	1	1	1
SENIOR COMM SVC EMP PRG WRKR TFT	1	1	1	1
SENIOR COMM SVC EMPL PRG WRKR PT	1	1	1	1
SENIOR COMMUN EMPL PROG TR TFT	1	1	1	1
SENIOR CREW LEADER SEAS	2	2	2	2
YOUTH INTERN-CWD (SULL REN)	18	18	18	18
	38	38	38	38

2018 Goals

1. Continue building the structure of the Hudson Valley Catskills Hospitality Skills Alliance so it becomes a strong regional voice for the workforce needs of the industry.
2. Continue to work with the Alliance on the development of a sustainable talent pipeline with clear career pathways for opportunities in the Hospitality/Tourism industry.
3. Develop a Career Readiness training program that is business approved, high quality and relevant to the needs of today's business community.
4. In partnership with education providers, we will prepare residents to take advantage of the economic development opportunities that are here today and will be coming in 2018.
5. Continue to work with County leadership in the development of transportation solutions so more residents can access the coming opportunities.
6. In working with local trades and SUNY Sullivan, develop a direct entry program for young people in the County.
7. Create a local business services team by bringing together all workforce partners who directly provide workforce development services to the business community.



A8020-90 Planning and Community Development

Department Description

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

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

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

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

Core Services

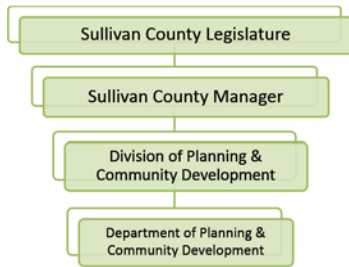
Functions of the Department of Planning and Community Development include:

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

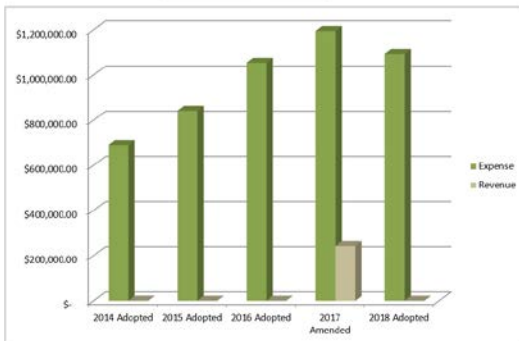
Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Sullivan County Land Bank Corporation	Received NYS approval to form the 19 th out of 20 land banks permitted in the state. Secured \$920,000 in Community Revitalization Initiative Funding from the NY Attorney General's Office for building demo and/or rehabilitation.	Launching work on 13 properties in Liberty & Monticello that will remove blight, contribute to neighborhood stabilization and increase homeownership in these communities.
Community Revitalization	Secured \$250,000 EPA Brownfields Assessment grant to start a brownfields program. Assisted Village of Monticello in securing a \$500,000 HOPE VI grant for Broadway building improvements. Managed \$70,000 USDA grant for developing a strategic plan for heart of the County around the Village of Monticello-Town of Thompson. 16 small businesses helped through revolving loan funding, grants, and technical assistance.	Up to 20 properties to be assessed for hazardous materials, preparing them to pursue remediation. Blighted property to be restored to active use. Development of design guidelines, zoning, land use and economic development recommendations in the Grow the Gateways Plan. New businesses launched and/or expanded in village and hamlet main streets or on farms.
Trails & Complete Streets	Secured \$149,000 in NYS funding through the CFA for O&W Rail Trail planning, mapping and marketing. Secured \$400,000 TAP grant from NYS DOT for sidewalk expansion in Hurleyville. Updated Trailkeeper.org website showcasing Sullivan County trails.	O&W Plan will prepare the County and trail municipalities to repair existing segments, plan for connections and seek funds to complete a regionally-scaled trail of more than 50 miles. TAP project will expand walkability and wheelchair accessibility in a rapidly developing hamlet downtown. Recent event on the Trailkeeper.org site had 5,000 views and 170 people interested in attending within 24 hours of posting.
Upper Delaware River	Completed final design and engineering drawings for river access improvements in the Town of Highland under a \$35,000 NYS DOS grant. Submitted application for construction funding. Assembled team of local, County, State, Federal and private entities to collaborate on advancing access project in the Town of Delaware.	Pending funding, Upper Delaware River access improvements to increase visibility, parking, accessibility, historic resource interpretation, and active and passive river enjoyment.
Agriculture	Closed out more than \$200,000 in State and Federal grants to support the development of new yogurt and cheese facility in Bethel. Completed \$90,000 USDA funded farmers market promotion program.	Organic, kosher yogurt and labene products being produced in Sullivan County. Viability of local dairy farm increased. Sullivan County farmers market managers and vendors provided with training, promotional programs, and materials to increase market attendance and sales.
Municipal Technical Assistance	Conducted more than 150 reviews under GML §239 l,m and n. Provided technical support to Sullivan County municipalities on visioning, downtown revitalization, grant identification and project development, zoning code amendments and mapping, and more.	Professional staff made available to towns and villages.

Department Resources



Five Year Budget History



	2017 Amended	2018 Adopted
Budgetary Appropriations		
Personal Services	409,045	424,857
Fixed Equipment	-	-
Contract Services	556,392	415,720
Employee Benefits	228,965	251,980
Total Budgetary Appropriations	1,194,402	1,092,557
Budgetary Revenues		
Departmental Revenue	-	160
State Aid	149,500	-
Federal Aid	92,614	-
Interfund Transfer	-	-
Total Budgetary Revenues	242,114	160
County Share	952,288	1,092,397

2018 Strategy Match

C2- Proactively battle municipal blight through the funding of tipping fees for municipalities to dispose of demolition items and creation of Lank Bank
C3 Provide zoning incentives to communities looking to develop commercial sectors within their towns.
CBO4 Increased community and economic development

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACCOUNT CLERK/DATABASE	1	1	1	1
ASST COMM PLANNING & ENVIR MGMT	1	1	1	1
COMM DEV GRANTS PLANNER	1	1	1	1
COMM OF PLANNING & ENVIRON MGMT	1	1	1	1
COUNTY HISTORIAN PT	1	1	1	1
PLANNER	2	2	2	2
SENIOR PLANNER	1	1	1	1
	8	8	8	8

2018 Goals

1. Expand the Division's Community Development function rooted in such activities as land bank and brownfields grants with additional project development and grant seeking. Develop and pursue activities to attract employees of new resort developments to live and contribute to the revitalization of the County's principle downtowns.
2. Initiate work on updating the County's comprehensive plan.
3. Increase in education, training and technical assistance to municipal, planning and zoning boards in order to promote higher quality development through site plan review, code enforcement, code amendments and procedural changes. Planning will also prepare materials and training to respond to requests for assistance in site plan review and preservation of scenic character and assist communities to streamline development review procedures in order to facilitate economic growth.
4. Establish the Agricultural Business Retention & Expansion Program recommended in the County's Agriculture and Farmland Protection Plan to support the economic viability of the County's farms.
5. Aggressively market the small business assistance available from the County to increase participation in the revolving loan and entrepreneurial training program, resulting in additional Main Street business development.
6. Collaborate with entities throughout the County in the priority of improving public health.



Division of Public Safety



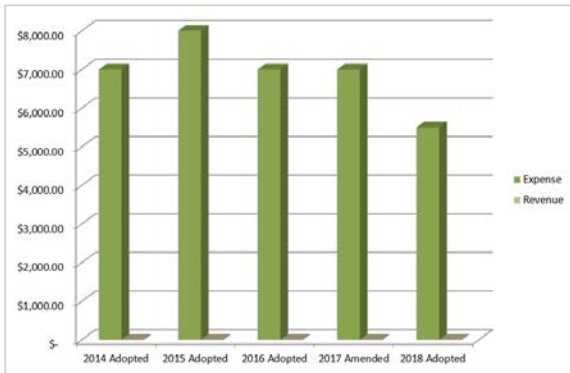
A1110 Municipal Court

Department Description

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

Department Resources

Five Year Budget History



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Contract Services	7,000	5,500
Total Budgetary Appropriations	7,000	5,500
County Share	7,000	5,500

2018 Strategy Match

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

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



A1165 District Attorney

Department Description

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

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

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

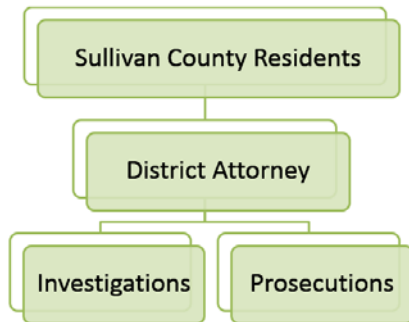
Core Services

Functions of the District Attorney's Office include:

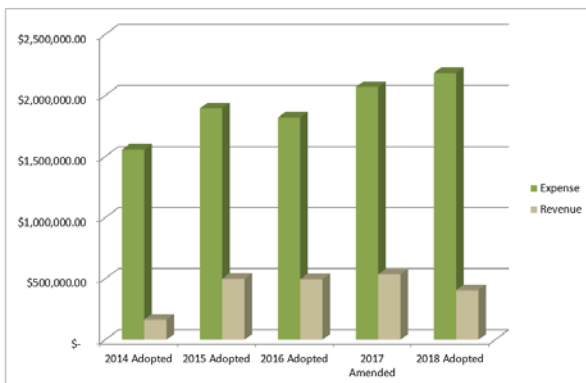
- Prosecution and investigation of all criminal offenses in Sullivan County, NY
- Crime prevention, through public education and public speaking at schools and community gathering to educate and make residents aware of matters of public importance which impact their safety

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

Department Resources



Five Year Budget History



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	1,181,779	1,342,217
Fixed Equipment	-	-
Contract Services	384,639	173,519
Employee Benefits	502,139	617,394
Total Budgetary Appropriations	2,068,557	2,133,130
Budgetary Revenues		
Departmental Revenue	380,103	283,679
State Aid	154,976	121,756
Total Budgetary Revenues	535,079	405,435
County Share	1,533,478	1,727,695

2018 Strategy Match

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

CBO3 Efficient law enforcement practices from A to Z

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ASST DISTRICT ATTORNEY I	1	1	1	1
ASST DISTRICT ATTORNEY II	1	1	1	1
ASST DISTRICT ATTORNEY III	1	1	1	1
ASST DISTRICT ATTORNEY IV	1	1	1	1
ASST DISTRICT ATTORNEY V	1	1	1	1
ASST DISTRICT ATTORNEY VI	1	1	1	1
ASST DISTRICT ATTORNEY VII	1	1	1	1
ASST DISTRICT ATTORNEY VIII	1	1	1	1
CONF SEC DISTRICT ATTORNEY	1	1	1	1
DISTRICT ATTORNEY	1	1	1	1
DISTRICT ATTORNEY'S INVESTIGATOR	5	4	4	4
LAW INTERN	1	1	1	1
LEGAL SECRETARY	2	2	2	2
SENIOR TYPIST	1	1	1	1
SR DISTRICT ATTY INVESTIGATOR	1	1	1	1
TASK FORCE OFFICER	1	1	1	1
	21	20	20	20



A1170 Public Defense

Department Description

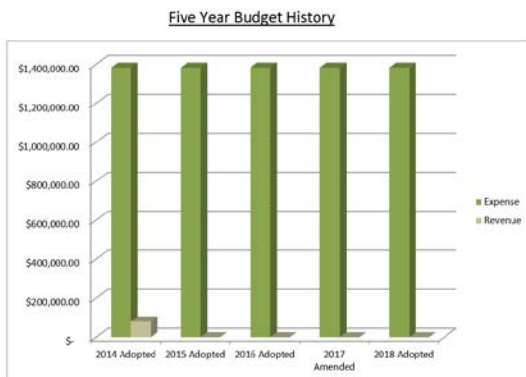
According to New York State Law, “The governing body of each county and the governing body of the city in which a county is wholly contained shall place in operation throughout the county, a plan for providing counsel to persons charged with a crime or who are entitled to counsel pursuant to section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

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

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

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

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	-	-
Contract Services	1,382,757	1,382,757
Employee Benefits	-	-
Total Budgetary Appropriations	1,382,757	1,382,757
Budgetary Revenues		
Departmental Revenue	-	-
State Aid	-	-
Total Budgetary Revenues	-	-
County Share	1,382,757	1,382,757

2018 Strategy Match

CBO3 Efficient law enforcement practiced from A to Z

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



A1185 Coroners

Department Description

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

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

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

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

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

Core Services

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

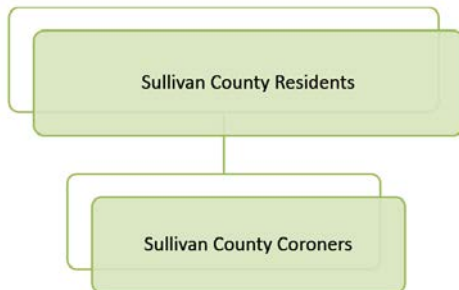
Some of the tasks the Coroner performs are:

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

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

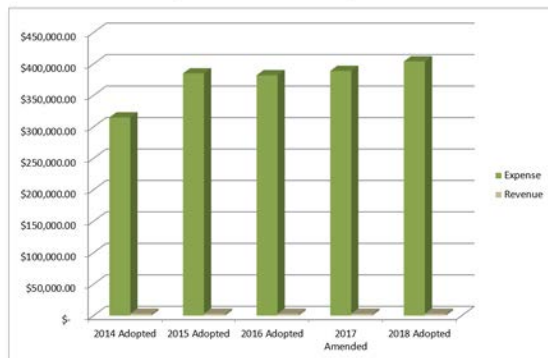
The Coroner’s are aided by a dedicated assistant who endeavor’s to make their jobs easier and more rewarding. The Coroner’s Assistant is responsible for the daily operations of the office, filing and preparing paperwork, reports and vouchers, maintain and ordering of supplies. The Coroner’s Assistant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

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	54,254	62,166
Contract Services	246,518	252,659
Employee Benefits	87,837	89,189
Total Budgetary Appropriations	388,609	404,014
Budgetary Revenues		
Departmental Revenue	-	-
State Aid	3,000	3,000
Total Budgetary Revenues	3,000	3,000
County Share	385,609	401,014

Five Year Budget History



2018 Strategy Match

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

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
CORONER PD	4	4	4	4
CORONER/COUNTY CLERK'S AIDE	0.5	0.5	0.5	0.5
	4.5	4.5	4.5	4.5



A3010 Public Safety Administration (Office of Emergency Management)

Department Description

The mission of the Sullivan County Office of Emergency Management and Homeland Security (Public Safety Administration) is to act as the lead agency for organization of 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 agency for county government, local organizations, the New York State Office of Emergency Management (SEMO) and any federal agency that could assist the county during an emergency incident.

New York State provides funding for training instructors, and OEM receives federal grants for 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 NRP (National Response Plan).

Core Services

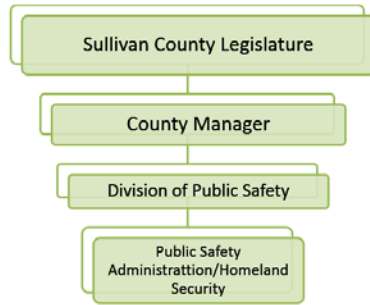
Functions of the Office of Emergency Management/Homeland Security include:

- Provide and run the County Emergency Operations Center (EOC) during storms and disasters, as well as work with county E-911 Center to provide information to citizens by way of the NY ALERT system through announcements and broadcast data.
- Produce, through the Local Emergency Management Committee (LEPC), the County Master Plan (SCEMP) for emergency response and provide training to all municipal and elected officials in federal mandated NIMS and command training.
- Run the County Emergency Services Training Center which has classrooms, a training tower and associated area for driver training etc. (Used for police, fire and EMS training).
- Maintain mobile command truck, which can be deployed to multi-agency incidents and hazardous materials response trailers and equipment for large hazmat calls.

Performance Measures

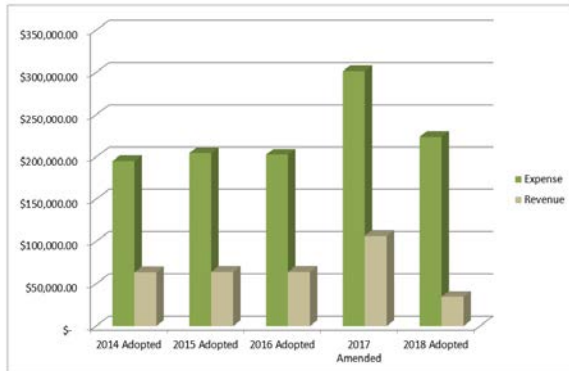
PROGRAM	KEY STATISTICS	OUTCOME
Emergency Equipment	Replaced 17 AED's in all County buildings	Models were outdated and need replacing, safer work environment in the event of an emergency.

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	104,136	126,190
Fixed Equipment	2,575	-
Contract Services	161,174	38,345
Employee Benefits	33,835	59,232
Total Budgetary Appropriations	301,720	223,767
Budgetary Revenues		
Departmental Revenue	34,750	34,750
State Aid	72,048	-
Total Budgetary Revenues	106,798	34,750
County Share	194,922	189,017

Five Year Budget History



2018 Strategy Match

CBO3 Efficient law enforcement practices from A to Z

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
COMMISSIONER PUBLIC SAFETY	1	1	1	1
EMERG SVC TR CTR FACILITATOR PD	1	1	1	1
EMERGENCY SVCS TRN CTR COORD	1	1	1	1
	3	3	3	3

2018 Goals

1. Gather specific requirements and cost for an electric generator for the Government Center. Secure grant support from NYS DSHES and other grant awards to cover all costs for the purchase and installation of the generator. This would provide total emergency power back up for the Government Center in the event of domestic power interruption.
2. Improve the Emergency Operations Center (EOC) operations with additional computers and work stations, with a goal of twenty available positions when the center is in full capacity.



A3010-212 Public Safety Administration – Emergency Medical Services

Department Description

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

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

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

Core Services

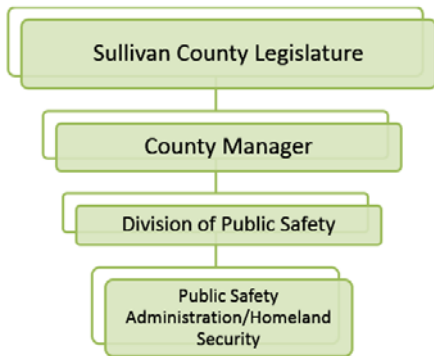
Functions of the Office of Emergency Management-Emergency Medical Services:

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

Performance Measures

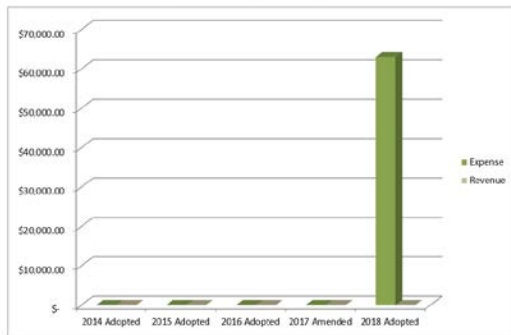
PROGRAM	KEY STATISTICS	OUTCOME
Mutual Aid Plan	Plan was initially developed in 1989, but revised in July 2017. Approved by Legislature in 2017.	Improved efficiency in emergency services and resources for all Sullivan County residents.

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	-	6,000
Fixed Equipment	-	-
Contract Services	-	57,000
Employee Benefits	-	-
Total Budgetary Appropriations	-	63,000
County Share	-	63,000

Five Year Budget History



2018 Strategy Match

P4 Support the efforts of emergency responders

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

2018 Goals

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



A3020 Public Safety Communications/E-911

Department Description

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

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

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

Core Services

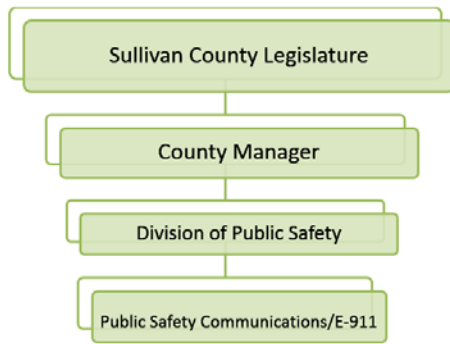
Functions of Sullivan County E-911 Communications include:

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

Performance Measures

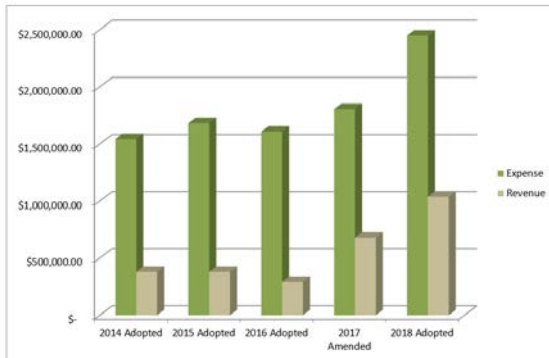
PROGRAM	KEY STATISTICS	OUTCOME
Emergency Services Radio Communications	Completed the construction of 7 new public safety communications towers	Provide the necessary infrastructure for current and future public safety communications. These towers are the backbone for the upcoming radio upgrades set to be completed in 2017.
Emergency Services Radio Communications	Completed the installation and testing of new public safety radio system	Migrated 70 agencies to new system, making this the primary radio system for other County departments (DPW, Sheriff).
Emergency Services Radio Communications	Provided training in 41 sessions around the County	Proper instruction for first responders on proper use of new radio system.
Emergency Medical Dispatch	Hired and trained 5 new dispatchers	These new employees are filling vacancies within the department where a full staff is imperative to success.
Policy Communication	Reviewed and updated policies as necessary	Improved efficiency and expedited response time in the face of an incident.

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	978,075	1,025,312
Fixed Equipment	27,027	-
Contract Services	205,303	766,791
Employee Benefits	594,872	657,414
Total Budgetary Appropriations	1,805,277	2,449,517
Budgetary Revenues		
Departmental Revenue	280,000	280,000
State Aid	400,000	757,000
Federal Aid	-	-
Total Budgetary Revenues	680,000	1,037,000
County Share	1,125,277	1,412,517

Five Year Budget History



2018 Strategy Match

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

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
CHIEF EMERGENCY SVS DISPATCHER	1	1	1	1
E-911 COORDINATOR	1	1	1	1
EMERGENCY SVCS DISPATCHER PD	2	2	2	2
EMERGENCY SVS DISPATCHER	10	10	10	10
EMERGENCY SVS DISPATCHER RPT	1	1	1	1
SENIOR EMERGENCY SVS DISPATCHER	6	6	6	6
	21	21	21	21

2018 Goals

1. Decommission legacy radio communications towers and equipment as necessary.
2. Upgrade of the 911 Computer Aided Dispatch system to provide additional functionality for first responders including mobile CAD interfaces.
3. Establish a staff wellness program in conjunction with other County departments.
4. Implementation of a new emergency notification system for citizens which will include reverse 911 capability.



A3110 Sheriff

Department Description

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

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

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

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

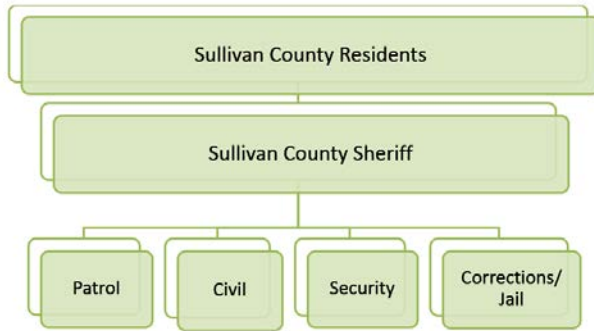
The Sheriff's Office provides road patrol as required by the Sullivan County Charter. The Civil department is mandated under NYS County Law. The County Jail is mandated by the State and overseen by the NYS Commission on Corrections. Operations at the Jail are very strictly regulated and it is the only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

Core Services

Functions of the Sullivan County Sheriff's Office include:

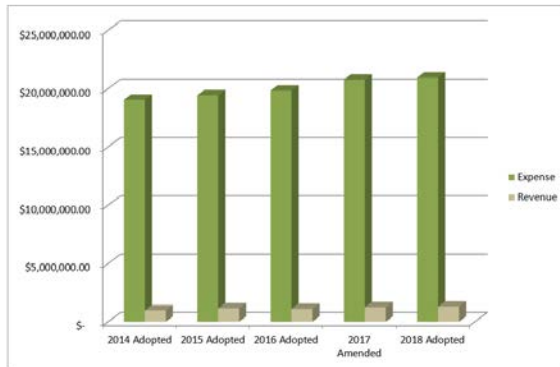
- **Patrol** - Tasks include but are not limited to road patrols, investigations, youth outreach, and responding to emergency requests.
- **Civil** - Tasks include but are not limited to collection of fees, poundage and expenses with respect to all civil processes, and enforcement of civil arrest warrants.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

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	11,333,792	11,445,443
Fixed Equipment	322,046	236,000
Contract Services	2,707,212	2,516,381
Employee Benefits	6,398,713	6,736,223
Total Budgetary Appropriations	20,761,763	20,934,047
Budgetary Revenues		
Departmental Revenue	1,034,870	1,094,000
State Aid	4,000	4,000
Federal Aid	203,500	207,000
Total Budgetary Revenues	1,242,370	1,305,000
County Share	19,519,393	19,629,047

Five Year Budget History



2018 Strategy Match

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

CBO3 Efficient law enforcement practices from A to Z.

Position Summary

SH - PATROL

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
CHIEF DEP-PATROL DIV/INTERNAF	1	1	1	1
DEPUTY SHERIFF	32	32	32	32
DEPUTY SHERIFF CORPORAL	3	3	3	3
DEPUTY SHERIFF CPL (DET ASSIGN)	1	1	1	1
DEPUTY SHERIFF LIEUTENANT	2	2	2	2
DEPUTY SHERIFF SERGEANT	9	9	9	9
DEPUTY SHERIFF (DETECTIVE ASSIGN)	2	2	2	2
	50	50	50	50

SH - CIVIL

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACCOUNT CLERK/TYPIST (CSCO)	1	1	1	1
CIVIL DEPUTY	1	1	1	1
CONFIDENTIAL SECRETARY SHERIFF	1	1	1	1
JAIL ADMINISTRATOR	0.2	0.2	0.2	0.2
SENIOR ACCOUNT CL/TYP (CSCO)	5	5	5	5
SHERIFF	1	1	1	1
SHERIFF'S DEPT ACCT. PAY. COOR	1	1	1	1
SR FISCAL ADMINISTRATIVE OFFICER	1	1	1	1
UNDERSHERIFF	1	1	1	1
	12.2	12.2	12.2	12.2

SH - SECURITY

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
CORRECTION OFFICER	4	5	5	5
SECURITY OFFICER	3	2	2	2
CORRECTION CORPORAL	1	1	1	1
	8	8	8	8

JAIL

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
COOK	1	1	1	1
COOK (CSCO)	1	1	1	1
COOK MANAGER (CSCO)	1	1	1	1
CORRECTION CAPTAIN	1	1	1	1
CORRECTION CORPORAL	8	8	8	8
CORRECTION LIEUTENANT	1	1	1	1
CORRECTION OFFICER	83	83	83	83
CORRECTION SERGEANT	7	7	7	7
FOOD SERVICE HELPER (CSCO)	2	2	2	2
JAIL ADMINISTRATOR	0.8	0.8	0.8	0.8
NURSE PRACTITIONER	1	1	1	1
PHYSICIAN PT	1	1	1	1
REGISTERED PROFESSIONAL NURSE	4	4	4	4
SENIOR ACCOUNT CL/TYP (CSCO)	2	2	2	2
SUPERVISOR JAIL NURSING SVS	1	1	1	1
	114.8	114.8	114.8	114.8

Department Total Position Count: 185 185 185 185



A3140 Probation

Department Description

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

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

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

Core Services

Functions of the Sullivan County Probation Department include:

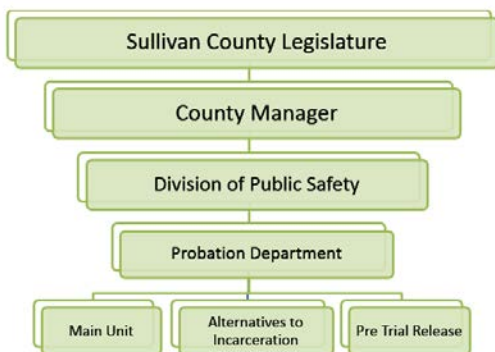
- Public Safety/monitoring felony and misdemeanor probationers (sex offenders, DWI, violent felons, youthful offenders)
- Family Court intake for domestic violence victims and juvenile delinquent complaints
- Preparation of pre-sentence and pre-plea reports for county, family and justice courts
- Restitution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

Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Probation Main Unit	Completed 155 Telepresence remote video conference interviews with inmates at the Sullivan County Jail. Collected \$52,251.81 in restitution, \$84,496.60 in supervision fees, \$4,806.60 in surcharge fees, and \$8,264.66 in court fines and fees,	This system, which provides a mechanism for pre-planned and scheduled interviews of offenders has streamlined operations of both this department and the Sullivan County Jail, while eliminating travel and wait times previously associated with onsite interviews.

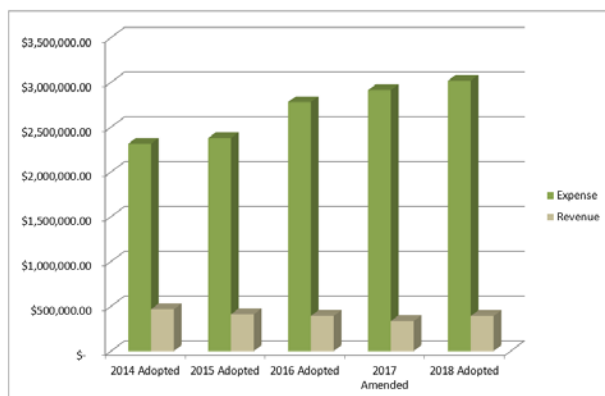
	with total disbursements paid in the amount of \$74,813.84. Conducted 294 PSI'S (8 Pre-Pleas), 14 JD PDI'S, 12 PIN'S PDI'S and 1 HV/Custody Investigation.	
Pre Trial Release	102 defendants were released from detention in the Sullivan County Jail and placed under the supervision of the Pre-Trial Release Program.	Savings associated with avoiding costs of incarceration (Average detention time for inmates can be anywhere from 9- days to 6 months, at a cost of approximately \$200.00 a day per inmate).
Alternatives to Incarceration – Community Service Program	Arranged for, and monitored completion of 10,243 hours of community service by eighty-nine (89) defendants, as ordered by the courts in lieu of jail time.	Provides benefit to the community as worksites include local not for profits, food pantries and municipal governments; savings associated with avoided costs of incarceration.

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	1,639,030	1,670,776
Fixed Equipment	-	-
Contract Services	390,223	418,324
Employee Benefits	881,458	928,834
Total Budgetary Appropriations	2,910,711	3,017,934
Budgetary Revenues		
Departmental Revenue	97,600	155,034
State Aid	229,625	228,831
Federal Aid	6,500	7,500
Total Budgetary Revenues	333,725	391,365
County Share	2,576,986	2,626,569

Five Year Budget History



2018 Strategy Match

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

CBO3 Efficient law enforcement practices from A to Z.

Position Summary

PROB - MAIN UNIT				
	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACCOUNT CLERK/DATABASE	1	1	1	1
ACCOUNT CLERK/DATABASE PT	1	1	1	1
ADMINISTRATIVE ASSISTANT	1	1	1	1
CLERK	1	1	1	0
PROBATION DIRECTOR II	1	1	1	1
PROBATION OFFICER	11	11	11	11
PROBATION OFFICER PART TIME	1	1	1	1
PROBATION OFFICER TRAINEE	4	4	4	4
PROBATION SUPERVISOR	3	3	3	3
SENIOR PROBATION OFFICER	3	3	3	3
TYPIST	1	1	1	1
	28	28	28	27
PROB- ALTERNATIVES TO INCARCER				
	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
SENIOR PROBATION OFFICER	1	1	1	1
	1	1	1	1
PROB - PRE TRIAL RELEASE				
	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
PROBATION OFFICER	1	1	1	1
SENIOR PROBATION OFFICER	1	1	1	1
	2	2	2	2
Department Total Position Count:	31	31	31	30

2018 Goals

1. As Department staffing levels improve, we hope to reinstate the SPLINTER Program with the Sullivan County Sheriff's Office to conduct after-hours home visits. We further hope to expand the policy of sending pairs of Probation Officers to conduct home visits outside of normal business hours.
2. Implement Thinking for Change (T4C) curriculum; a cognitive-behavioral program for offenders to change the thought process from criminal behavior, to more appropriate pro-social skills (evidence based program).
3. The NYS Raise the Age (18) Legislation will bring about multiple changes in how juveniles who break the law will be dealt with. It appears there may be funding for evidence based programs however; no details are available at this time.



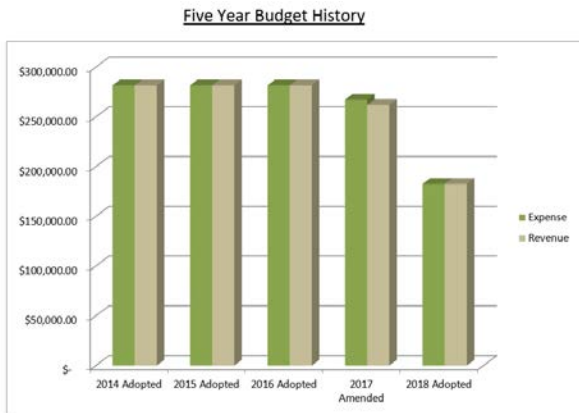
A3315 Stop DWI

Department Description

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

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

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Fixed Equipment	-	-
Contract Services	267,318	182,500
Total Budgetary Appropriations	267,318	182,500
Budgetary Revenues		
Departmental Revenue	250,500	160,000
State Aid	11,500	22,500
Federal Aid	-	-
Total Budgetary Revenues	262,000	182,500
County Share	5,318	-

2018 Strategy Match

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

CBO3 Efficient law enforcement practices from A to Z

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



A3410 Fire Protection

Department Description

The Bureau of Fire is charged with 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, hazardous materials and water rescue and recovery.

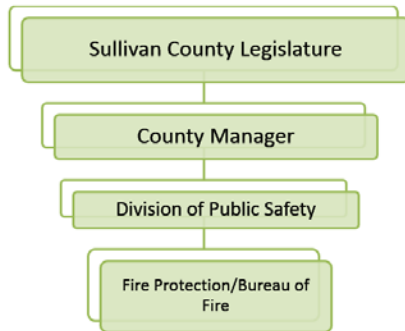
The Fire Coordinator is the county liaison to the New York State Office of Fire Prevention and Control and other agencies in matters that affect fire issues and incidents.

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

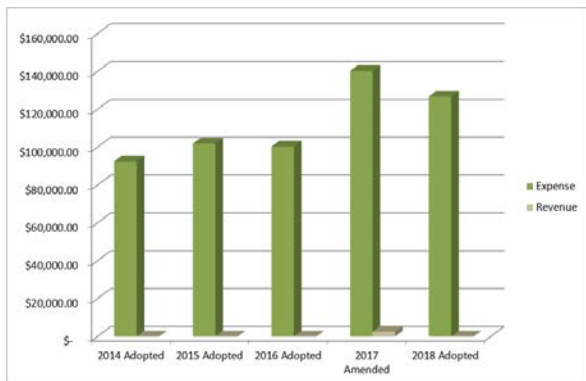
Performance Measures

PROGRAM	KEY STATISTICS	OUTCOME
Emergency Services Training Center	Classes and training provided to firefighters: 155 classroom trainings, 22 trainings using the tower and grounds	Local firefighters are better prepared to handle real life emergencies.

Department Resources



Five Year Budget History



	2017 Amended	2018 Adopted
Budgetary Appropriations		
Personal Services	50,341	55,939
Fixed Equipment	-	-
Contract Services	75,148	55,226
Employee Benefits	14,874	15,688
Total Budgetary Appropriations	140,363	126,853
Budgetary Revenues		
Departmental Revenue	-	-
State Aid	2,640	-
Federal Aid	-	-
Total Budgetary Revenues	2,640	-
County Share	137,723	126,853

2018 Strategy Match

P4 Support the efforts of emergency responders

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
DEPUTY FIRE COORD PT	5	6	6	6
FIRE COORDINATOR	1	1	1	1
TYPIST PT	1	1	1	1
	7	8	8	8

2018 Goals

1. Complete purchase of training items for the Emergency Services Training Center for Firefighter 1 skills training that is now required by the NYS OFPC for student completion.
2. Purchase of new Scout Meter for burn rooms in fire training tower building that measures heat levels during fire fighter entry operations.
3. Purchase new Modular Shower/Bathroom Building for fire fighter safety to clean up after live firefighting operations in the fire training tower building.
4. Upgrade AV equipment in the training classrooms.
5. Upgrade training smoke machines and training manikins.
6. Complete the new LP gas simulator



A3520 Animal Control

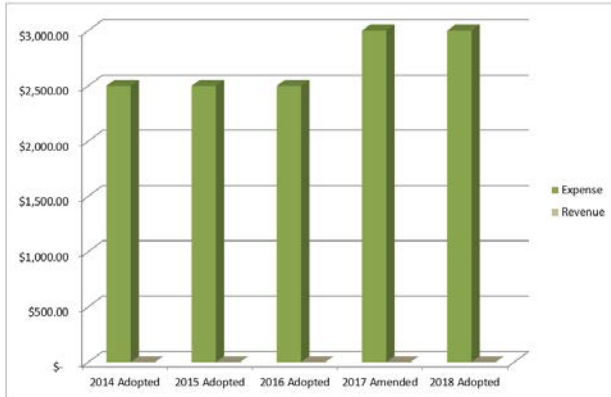
Department Description

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

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

Department Resources

Five Year Budget History



	2017 Amended	2018 Adopted
Budgetary Appropriations		
Contract Services	3,000	3,000
Total Budgetary Appropriations	3,000	3,000
County Share	3,000	3,000

2018 Strategy Match

P1 Community safety through strong and efficient chain of communication

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



A3620 Safety Inspection/ Electrical Licensing

Department Description

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

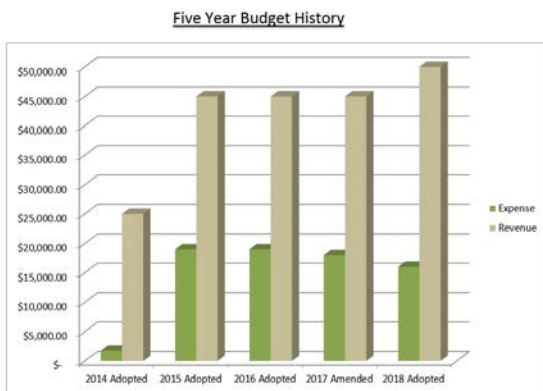
The Electrical Licensing Board generates revenue for the County through fees for testing and licenses. It is a non-mandated program.

Core Services

Functions of the Electrical Licensing Board include:

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

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	5,000	5,000
Contract Services	13,000	11,000
Total Budgetary Appropriations	18,000	16,000
Budgetary Revenues		
Departmental Revenue	45,000	50,000
Total Budgetary Revenues	45,000	50,000
County Share	(27,000)	(34,000)

2018 Strategy Match

CBO6 Community health and wellness

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



Division of Public Works



A1490 Public Works Administration

Department Description

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

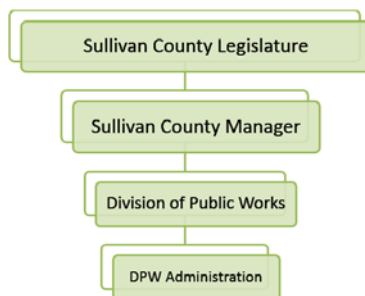
Public Works Administration receives no outside funding and is a non-mandated office. The budget for this organization includes the salary of the Division Commissioner.

Core Services

Functions of Public Works Administration include:

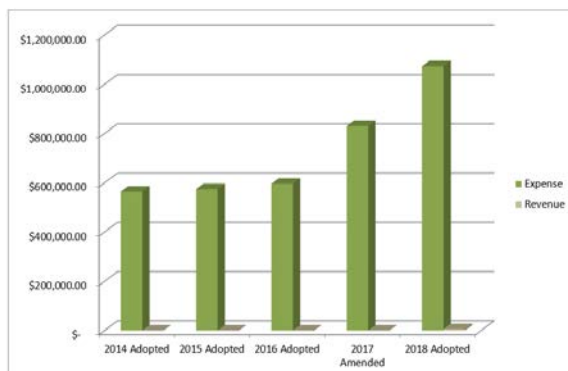
- Front counter activities
- Answering main phone lines
- Processing of employees' payroll
- Chargeback billing to towns/villages for services such as road striping, SCCC for snow removal and internal departments for Maintenance in Lieu of Rent, etc.
- Labor and equipment tracking for reimbursement from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

Department Resources



	2017 Amended	2018 Adopted
Budgetary Appropriations		
Personal Services	408,749	484,842
Fixed Equipment	-	-
Contract Services	219,006	305,925
Employee Benefits	254,057	282,189
Total Budgetary Appropriations	881,812	1,072,956
Budgetary Revenues		
Departmental Revenue	-	5,600
State Aid	-	-
Federal Aid	-	-
Total Budgetary Revenues	-	5,600
County Share	881,812	1,067,356

Five Year Budget History



2018 Strategy Match

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACCOUNT CLERK	0	1	0	0
COMM PUBLIC WORKS	1	1	1	1
DEPUTY COMMISSIONER PUBLIC WORKS	1	1	1	1
EXECUTIVE SECRETARY	1	1	1	1
PRINCIPAL ACCOUNT CLERK (LIU)	1	1	1	1
SENIOR ACCOUNT CL/TYP (LIU)	3	3	3	3
	7	8	7	7



A1620 Public Works Buildings Department

Department Description

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

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

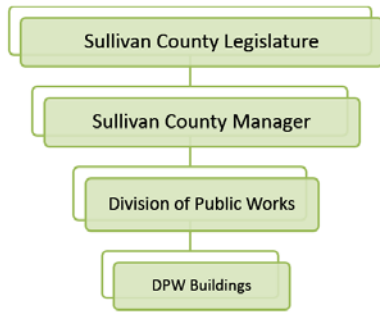
The Building Department receives some outside funding through grants as they become available and are awarded. It is a non-mandated department. Revenue is primarily departmental chargebacks.

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

Performance Measures

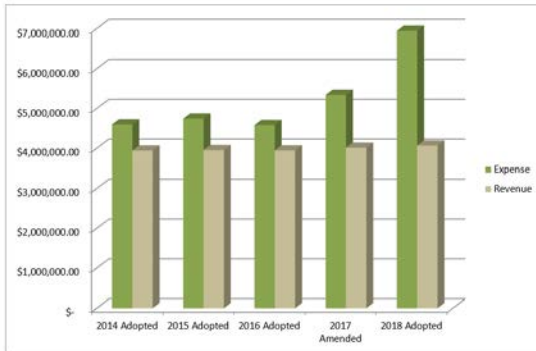
PROGRAM	KEY STATISTICS	OUTCOME
Sullivan County Jail Project Construction Oversight & Code Compliance	Conducted project construction oversight and code compliance through attendance of weekly meetings, site visit inspections and review of independent inspection reports and analyses.	Oversight of construction as mandated by the New York State Department of State Building Codes.
Mandated Building Inspections	+/-100 Sullivan County owned buildings that require inspections. Inspections and reports allow for review of deficiencies and initiation of repairs to prevent accidents and maintain public safety	Compliance with the New York State Department of State Uniform Fire Prevention and Building Code mandated program along with safe buildings for public occupancy.

Department Resources



	2017 Amended	2018 Adopted
Budgetary Appropriations		
Personal Services	1,637,278	1,727,549
Fixed Equipment	401,587	1,925,000
Contract Services	2,203,272	2,073,247
Employee Benefits	1,072,046	1,136,013
Total Budgetary Appropriations	5,314,183	6,861,809
Budgetary Revenues		
Departmental Revenue	3,751,157	3,802,242
State Aid	262,583	264,472
Federal Aid	-	-
Total Budgetary Revenues	4,013,740	4,066,714
County Share	1,300,443	2,795,095

Five Year Budget History



2018 Strategy Match

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

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

CBO5 Updates to buildings and roads for safer living

Position Summary

DPW - GOVT CENTER

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
CUSTODIAL SUPERVISOR	1	1	1	1
LABORER I SEAS	1	1	1	1
MAINTENANCE ASST	1	1	1	1
	3	3	3	3

DPW - LIBERTY CAMPUS

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
BUILDING MAINTENANCE MECHANIC	2	2	2	2
CUSTODIAL WORKER	2	2	2	2
HOUSEKEEPING SUPERVISOR	1	1	1	1
LABORER I SEAS	1	1	1	1
	6	6	6	6

DPW - MISC LOCATIONS

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
BUILDING MAINTENANCE MECHANIC	2	2	2	2
CARPENTER	1	1	1	1
ELECTRICIAN	1	1	1	1
ELECTRONIC TECHNICIAN	1	1	1	1
FACILITIES BRIDGE SUPERINTENDE	1	1	1	1
LABORER I SEAS	1	1	1	1
MAINTENANCE ASST	3	3	3	3
STUDENT WORKER SEAS	1	1	1	1
	11	11	11	11



A5610 Sullivan County International Airport

Department Description

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

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

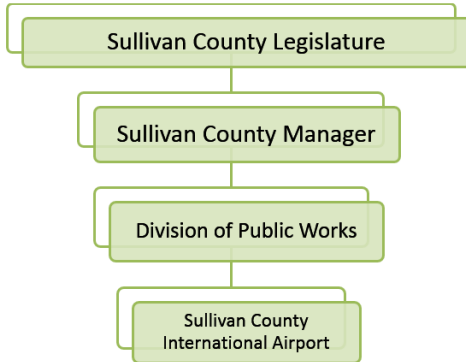
The Sullivan County International Airport receives outside funding for specific projects in the form of grants and programs from the Federal Government and the State. Funding formulas vary by program. It is a non-mandated department, however, as per resolution number 248-97, the County signed a Master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

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

Performance Measures

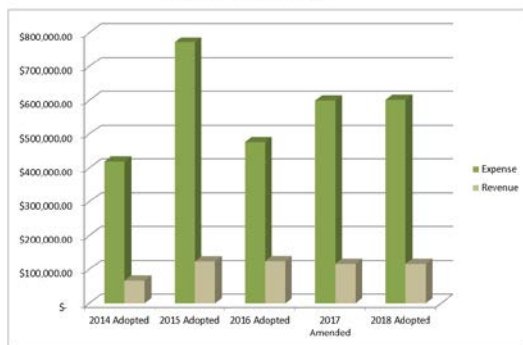
PROGRAM	KEY STATISTICS	OUTCOME
Operations	Leased hangars in the new 15 bay hangar.	Revenue from leases offsets the cost of operating the airport.
Maintenance	Maintained the Airport Terminal, utility and well house buildings, runway, taxiway, airfield lighting, navigational aids and provided snow removal and ice control.	Maintenance will reduce need for expensive repairs in the future, ensures safety of the facility for users and keeps the facility in compliance with regulatory agencies.
Grants/Funding	Completed design and replacement of an electrical vault and equipment near the Terminal Building and runway lighting for a total project cost of \$730,958; completed the pavement management study in the amount of \$99,800; obtained funding for replacement of guidance signs for transient aircraft parking apron expansion.	Offsets the county cost of airport operations and maintenance.

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	155,172	230,743
Fixed Equipment	144,058	99,000
Contract Services	166,603	130,890
Employee Benefits	133,910	141,328
Total Budgetary Appropriations	599,743	601,961
Budgetary Revenues		
Departmental Revenue	117,100	117,100
Total Budgetary Revenues	117,100	117,100
County Share	482,643	484,861

Five Year Budget History



2018 Strategy Match

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

CBO1 Promotion of tourism and attitude of welcome

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
AIRPORT SUPERINTENDENT	1	1	1	1
LABORER 1 SEAS	1	1	1	1
WEATHER OBSERVER	2	2	2	2
WEATHER OBSERVER PT	1	1	1	1
	5	5	5	5

2018 Goals

1. Airport staff will continue to meet all requirements needed for the Part 139 Airport Certification.
2. Airport staff will work with the NYS Department of Transportation to obtain funds for future airport projects.
3. Airport staff will continue to work with the FAA to obtain funding for the projects on the current, Five Year Capital Improvements Program.
4. Staff will continue to meet all requirements for weather observation, grounds maintenance and snow removal, maintenance of all equipment and lighting systems and provide all training required.
5. Airport Staff will continue to find ways to balance the Airport budget.



A5680 Transportation

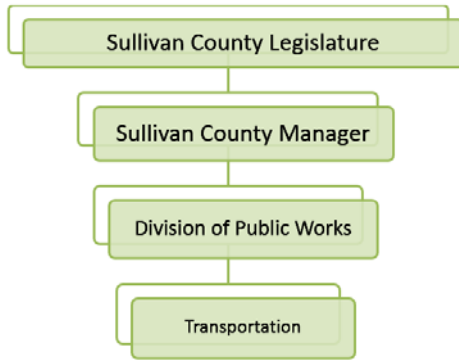
Department Description

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

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

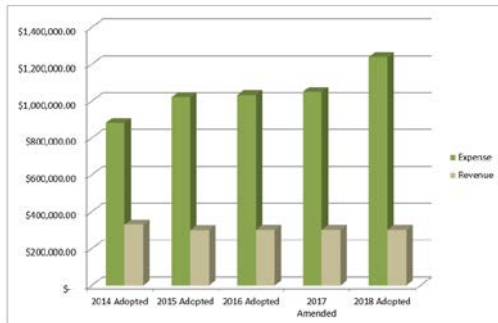
Transportation receives funding through the State Transportation Operating Assistance (STOA) program administered by NYSDOT. It is a non-mandated department.

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Personal Services	462,620	459,133
Fixed Equipment	-	-
Contract Services	403,043	522,814
Employee Benefits	234,490	257,510
Total Budgetary Appropriations	1,100,153	1,239,457
Budgetary Revenues		
Departmental Revenue	294,175	294,175
State Aid	7,500	7,500
Federal Aid	17,835	-
Total Budgetary Revenues	319,510	301,675
County Share	780,643	937,782

Five Year Budget History



2018 Strategy Match

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

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
BUS DRIVER	3	3	3	3
BUS DRIVER RPT	6	6	6	6
DIRECTOR OF TRANSPORTATION	1	1	1	1
TRANSPORTATION SPECIALIST	1	1	1	1
VAN DRIVER	1	1	1	1
VAN DRIVER (CDL) PER DIEM	2	2	2	2
VAN DRIVER (NON CDL) PD	2	2	2	2
VAN DRIVER RPT	2	2	2	2
	18	18	18	18



A6610 Weights and Measures

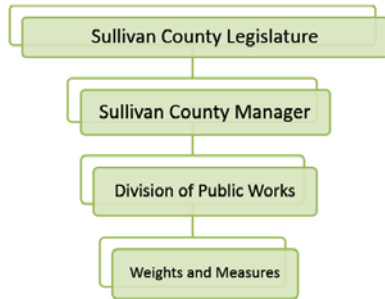
Department Description

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

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

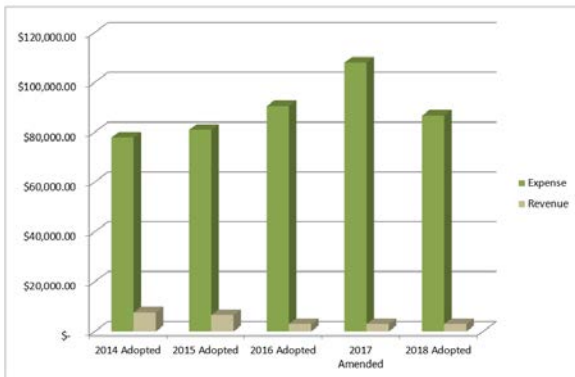
Public Works Department of Weights and Measures receives no outside funding. The department is mandated by the NYS Department of Agriculture and Markets.

Department Resources



	2017 Amended	2018 Adopted
Budgetary Appropriations		
Personal Services	54,351	54,655
Fixed Equipment	-	-
Contract Services	26,860	5,975
Employee Benefits	26,165	26,022
Total Budgetary Appropriations	107,376	86,652
Budgetary Revenues		
Departmental Revenue	-	-
State Aid	3,000	3,000
Federal Aid	-	-
Total Budgetary Revenues	3,000	3,000
County Share	104,376	83,652

Five Year Budget History



2018 Strategy Match

CB02 Responsible use of taxpayer funds

Weights and Measures is responsible for protecting both buyers and sellers when goods are being measured for sale. Not only do County residents benefit from this when purchasing goods, but the County ensures accurate measurement when procuring goods as well.

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
MUNIC DIR WEIGHTS & MEASURES	1	1	1	1
	1	1	1	1

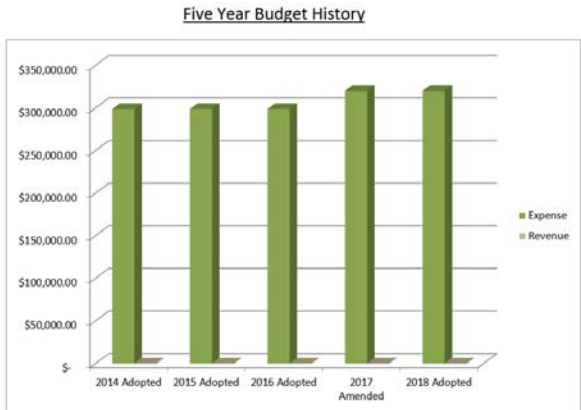


A8745 Flood and Erosion Control

Department Description

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

Department Resources



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Contract Services	320,000	320,000
Total Budgetary Appropriations	320,000	320,000
County Share	320,000	320,000

2018 Strategy Match

CB02 Responsible use of taxpayer funds

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



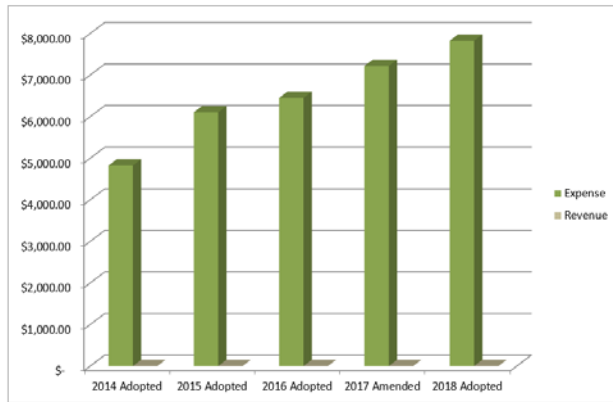
A8810 Sullivan County Veterans Cemetery

Department Description

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

Department Resources

Five Year Budget History



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Contract Services	7,419	7,825
Total Budgetary Appropriations	7,419	7,825
County Share	7,419	7,825

2018 Strategy Match

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

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



CL8160 Refuse and Garbage

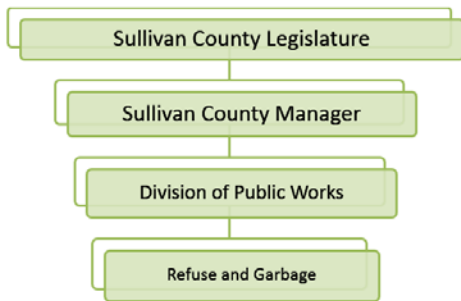
Department Description

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

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

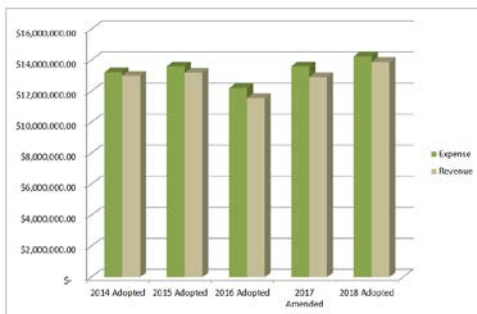
Refuse and Garbage receives funding through the collection of tipping fees, as well as the collection of the solid waste access fee which is collected from each parcel in Sullivan County which has the potential to generate solid waste. It is a non-mandated program.

Department Resources



	2017 Amended	2018 Adopted
Budgetary Appropriations		
Personal Services	1,036,380	1,041,928
Fixed Equipment	708,000	1,445,000
Contract Services	6,361,272	7,097,485
Debt Service	385,152	-
Employee Benefits	652,516	679,021
Interfund Transfer	4,470,715	3,987,690
Total Budgetary Appropriations	13,614,035	14,251,124
Budgetary Revenues		
Departmental Revenue	12,224,500	12,148,000
State Aid	32,500	55,000
Federal Aid	-	-
Interfund Transfer	658,469	1,685,000
Total Budgetary Revenues	12,915,469	13,888,000
County Share	698,566	363,124

Five Year Budget History



2018 Strategy Match

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

Refuse and garbage removal are an important part of keeping our County a safe and clean place to live, encouraging visitors and economic growth all around. Without the responsible operation of our County transfer stations, Sullivan County would not be the beautiful destination it is today.

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
BUILDING MAINTENANCE MECHANIC	1	1	1	1
DIR SOLID WASTE MANAGEMENT	1	1	1	1
LABORER 1 SEAS	0	1	1	1
MASTER MECHANIC	1	1	1	1
RECYCLING COORD	1	1	1	1
SOLID WASTE OPERATOR	2	2	2	2
TRANSFER STATION OPERATOR	12	12	12	12
	18	19	19	19



D3310-9998 County Road Fund

Department Description

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

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

Sign Shop/Traffic Control:

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

Engineering:

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

Road and Bridge Maintenance:

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

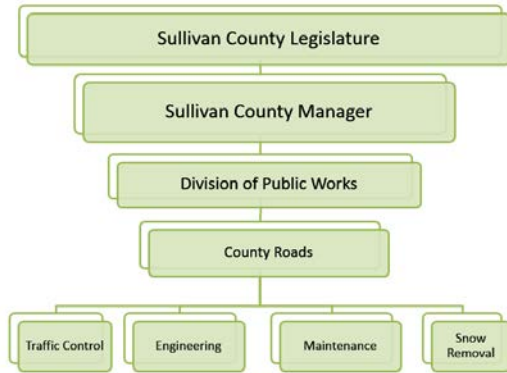
Snow and Ice Removal:

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

Performance Measures

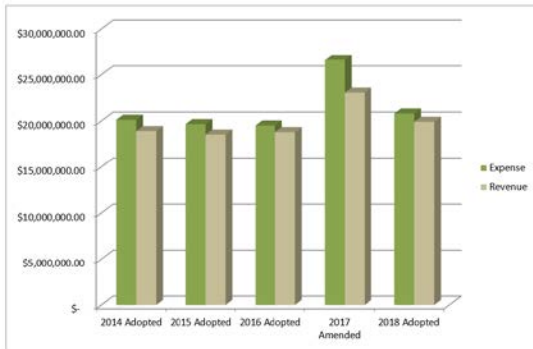
PROGRAM	KEY STATISTICS	OUTCOME
Provide design, maintenance, rehabilitation, replacement of the 401 bridges maintained by the County	Completed the design, construction and inspection of three bridges CB 22, 36 and 379 that were replaced using in-house DPW Operation's forces. A fourth bridge, CB 369, was replaced using contract design and construction services with County staff performing project management at a cost of approximately \$2.3 million dollars.	Savings to the county of more than a million dollars by utilization of in-house forces over the use of contract services.
Provide planning, design and inspections services for various County owned infrastructure	Completed design work for several bridge rehabilitation and repair projects; the annual inspection of bridges not inspected by NYSDOT; inspection of two (2) County owned dams and the Landfill MRF facility tipping floor; project management and quality control inspections of contract work; testing of construction and ice control materials	The planning and administration work that has been completed in house was done so at an approximate 150% savings to the County over said work having to be provided by engineering consultant services
Resurfacing and Pavement Preservation	Rehabilitated 32 miles of county road network through a combination of partial depth repair (where needed) and a two-course asphalt overlay of the entire road sections. Preserved an additional 45 miles of county roads by incorporating several maintenance techniques including crack sealing, spot asphalt shimming and topped with a chip seal (oil and stone) overlay.	Extend the pavement life of 32 miles of County Road by 10 to 15 years and an additional 45 miles by 3 to 5 years
Embankment Stabilization	A portion of the County Road 127 embankment (150 feet long by 12 feet high) was undermined during an undeclared flood event in July 2014. Subsequent embankment loss adjacent to the roadway threatened a road closure. A soil-nailing contractor was procured by "piggy-backing" off an existing, adjacent County bid. County forces provided excavation support, extensive armoring, guide rail installation and traffic control.	A cost effective, stabilized embankment with a reduced footprint that required less stream disturbance and limited the time of disruption to the travelling public than would have been possible utilizing traditional methods such as stacked rip rap walls. The combination of county forces and a specialized contractor proved to be an efficient solution.
Oversight of Development Design and Construction Inspection	The development of a destination resort and casino along with its anticipated traffic volumes at Exit 106 of NYS Rte. 17 necessitated the reconfiguration of a standard traffic signal controlled county intersection to a full roundabout. Several years of design review and oversight, by multiple agencies, were involved in bringing the project to completion. This is the first roundabout on the County highway system.	A completed roundabout that interfaces with a fully actuated traffic signal from the NYS Rte. 17 Eastbound ramp. Roundabouts are known to improve traffic flow and reduce intersection accident severity and frequency.

Department Resources



	2017 Amended	2018 Adopted
Budgetary Appropriations		
Personal Services	4,459,991	4,332,188
Fixed Equipment	-	-
Contract Services	13,005,234	9,129,370
Debt Service	1,836,000	-
Employee Benefits	3,734,045	3,866,479
Interfund Transfer	3,600,222	3,481,954
Total Budgetary Appropriations	26,635,492	20,809,991
Budgetary Revenues		
Departmental Revenue	905,375	590,000
State Aid	5,331,085	3,376,250
Federal Aid	396,375	1,524,200
Interfund Transfer	16,432,657	14,418,481
Total Budgetary Revenues	23,065,492	19,908,931
County Share	3,570,000	901,060

Five Year Budget History



2018 Strategy Match

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

CBO5 Updates to buildings and roads for safer living

Position Summary

TRAFFIC CONTROL

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ASST SIGN INSTALLER	1	1	1	1
SIGN FABRICATOR	2	2	2	2
SIGN INSTALLER	1	1	1	1
SIGN SHOP SUPERVISOR	1	1	1	1
	5	5	5	5

ENGINEERING

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
BRIDGE ENGINEER	1	1	1	1
BUILDING ENGINEER	1	1	1	1
CIVIL ENGINEER	1	1	1	1
ENGINEERING AIDE	1	1	1	1
ENGINEERING TECHNICIAN	2	2	2	2
JUNIOR BUILDINGS ENGINEER	1	1	1	1
JUNIOR CIVIL ENGINEER	2	2	2	2
PERM & ENVIR COMPLIANCE COORD	1	1	1	1
	10	10	10	10

DPW - ROAD MAINTENANCE

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
BRIDGE CARPENTER	3	3	3	3
BRIDGE MAINTAINER I	1	1	1	1
BRIDGE MAINTAINER II	2	2	2	2
CONSTRUCTION EQUIPMENT OP I	12	12	12	12
CONSTRUCTION EQUIPMENT OP II	2	2	2	2
GENERAL CONSTRUCTION SUPERVISO	1	1	1	1
HYDRAULIC EXCAVATION EQUIP OP	3	3	3	3
LABORER I	9	9	9	9
LABORER II	7	7	7	7
MOTOR EQUIPMENT OPERATOR	10	10	10	10
ROAD MAINTENANCE SUPERINTENDENT	1	1	1	1
ROAD MAINTENANCE SUPERVISOR	5	5	5	5
WELDER II	1	1	1	1
	57	57	57	57

Department Total Position Count: 72 72 72 72

2018 Goals

1. The Bridge Unit will endeavor to complete design and planning work using the most economic blend of Force and Contract services for maximizing the use of County and State funding to replace four bridges using DPW Operation's forces efforts and obtain the most efficient design for more expensive construction contractor services, when project size and complexity are such that the in-house capability is exceeded.
2. The Bridge Unit staff will endeavor to complete: (1) the annual inspection of bridges, dams and Landfill MRF facility; (2) project management and quality control inspections of force and contract work; (3) testing of construction and ice control materials and all program planning and administration work using a minimum of engineering consultant services to maximize savings to the County.
3. Assess condition of overall 385 miles of county road network. The assessment is completed annually and data is entered into the Road Surface Management System (RSMS) program developed by Cornell Local Roads Program. The data collected and analyzed is then utilized to prepare a proposed pavement preservation and resurfacing program. The current program is proposed to rehabilitate and resurface approximately 30 to 35 miles of county road and to surface treat an additional 40 to 45 miles depending on final funding availability. Develop detailed bid documents and technical specifications to procure contract paving and surface treating services. Provide daily construction oversight, quantity tracking and coordinate materials testing along with billing review and approval.
4. Integrate new robotic total station surveying equipment and software into existing work flows. Increased production, accuracy and efficiency is expected in construction layout and design data collection areas.



DM5130 Road Machinery/Shops

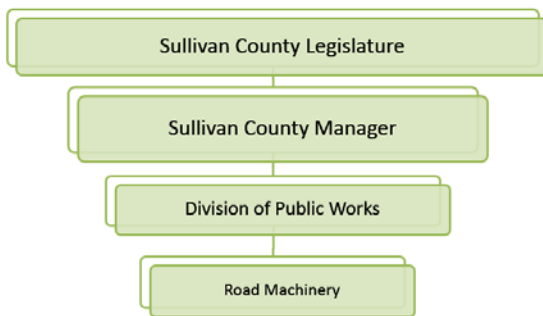
Department Description

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

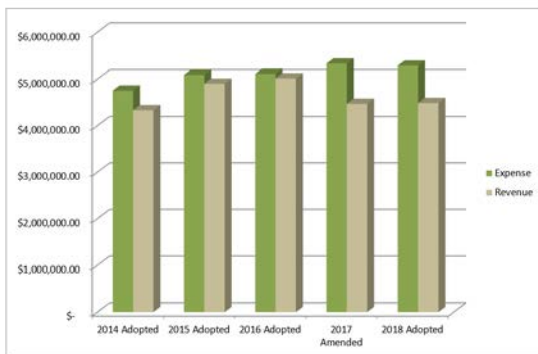
Public Works Road Machinery/Shops maintain, repair and inspect Public Works vehicles and equipment as well as vehicles for the Sheriff, Public Health Nursing, Transportation, Solid Waste, Weights and Measures, Emergency Services, etc. This includes over 140 autos, 10 buses, 165 trucks, 55 trailers, 140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

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

Department Resources



Five Year Budget History



	2017 Amended	2018 Adopted
Budgetary Appropriations		
Personal Services	1,115,063	1,117,281
Fixed Equipment	138,865	260,000
Contract Services	2,011,507	1,999,950
Debt Service	243,168	-
Employee Benefits	885,051	912,135
Interfund Transfer	1,085,738	995,029
Total Budgetary Appropriations	5,479,392	5,284,395
Budgetary Revenues		
Departmental Revenue	1,052,000	902,000
State Aid	-	-
Federal Aid	-	-
Interfund Transfer	3,566,907	3,584,447
Total Budgetary Revenues	4,618,907	4,486,447
County Share	860,485	797,948

2018 Strategy Match

CB02 Responsible use of taxpayer funds

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

Position Summary

	AMENDED 2017	REQUESTED 2018	RECOMMENDED 2018	ADOPTED 2018
ACCOUNT CLERK	0	1	0	0
AUTOMOTIVE BODY REPAIRER	1	1	1	1
AUTOMOTIVE EQUIPMENT ATTENDANT	1	2	1	1
AUTOMOTIVE MECHANIC	2	2	2	2
AUTOMOTIVE SHOP SUPERVISOR	1	1	1	1
CONSTRUCTION EQUIPMENT OP III	1	1	1	1
EQUIPMENT PAINTER	1	1	1	1
EQUIPMENT SUPERVISOR	0	1	0	0
GARAGE SUPERINTENDENT	1	1	1	1
MASTER MECHANIC	4	4	4	4
SENIOR MASTER MECHANIC	4	4	4	4
SENIOR STOCKKEEPER	1	1	1	1
STOCKKEEPER	1	1	1	1
WELDER I	1	1	1	1
	19	22	19	19 222



Miscellaneous



A1910 Unallocated Insurance

Department Description

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

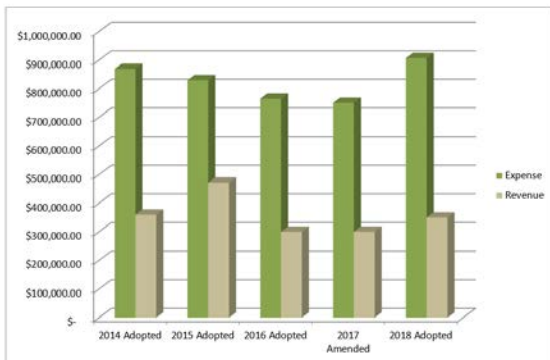
- Property
- Liability
- Inland marine
- Excess property
- Boiler and machinery systems breakdown
- Commercial excess liability policy

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

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

Department Resources

Five Year Budget History



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Contract Services	751,000	907,278
Total Budgetary Appropriations	751,000	907,278
Budgetary Revenues		
Departmental Revenue	300,000	350,000
Total Budgetary Revenues	300,000	350,000
County Share	451,000	557,278

2018 Strategy Match

CB02 Responsible use of taxpayer funds

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



A1920 Municipal Association Dues

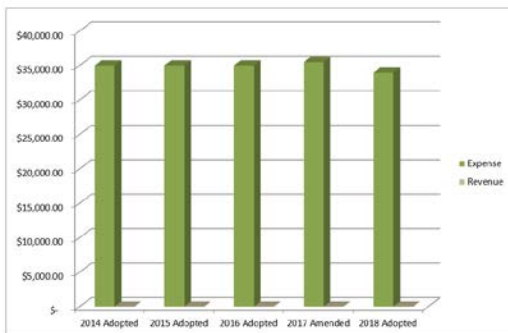
Department Description

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

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

Department Resources

Five Year Budget History



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Contract Services	35,477	33,950
Total Budgetary Appropriations	35,477	33,950
County Share	35,477	33,950

2018 Strategy Match

CBO6 Community health and wellness

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



A1930 Judgments and Claims

Department Description

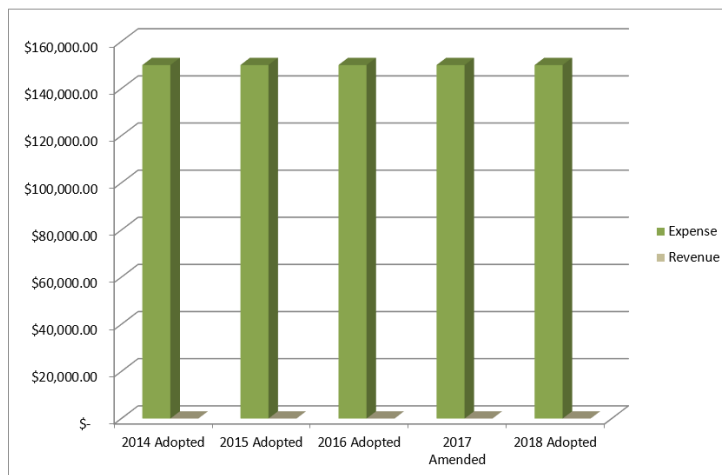
The Judgments and Claims organization is used to record expenses for judgments and settlements against the County.

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

Department Resources

	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Contract Services	150,000	150,000
Total Budgetary Appropriations	150,000	150,000
Budgetary Revenues		
Federal Aid		
Total Budgetary Revenues	-	-
County Share	150,000	150,000

Five Year Budget History





A1989-99 Other Government Support- Misc. Expense

Department Description

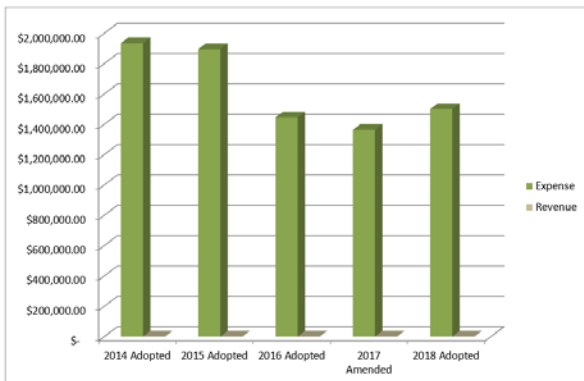
The Miscellaneous Expense organization contains line items for the Refund of Real Property Taxes, Bond and Note Expense, and Contingency Appropriations.

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

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

Department Resources

Five Year Budget History



	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Contract Services	1,363,243	1,499,893
Total Budgetary Appropriations	1,363,243	1,499,893
County Share	1,363,243	1,499,893



A9730 Bond Anticipation Notes

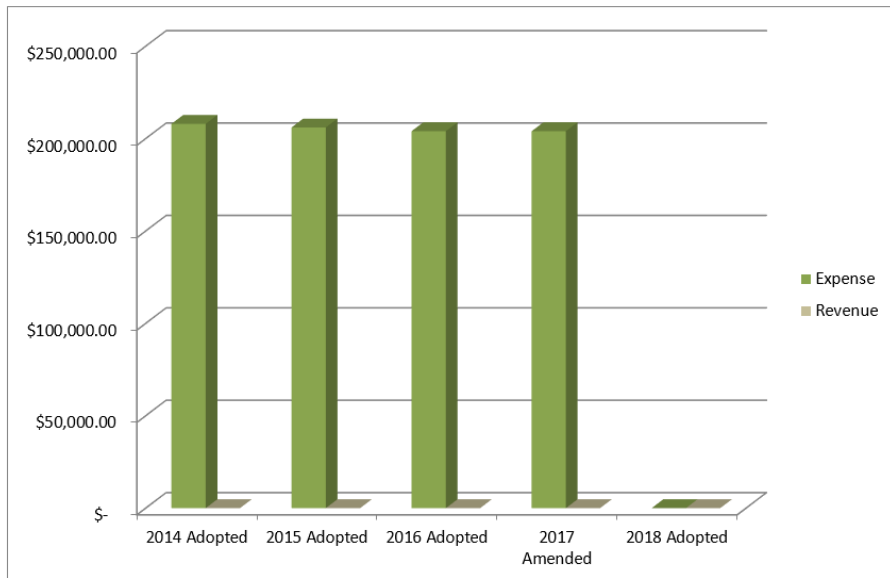
Department Description

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

Department Resources

	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Debt Service	204,000	-
Total Budgetary Appropriations	204,000	-
County Share	204,000	-

Five Year Budget History





A9760 Tax Anticipation Notes

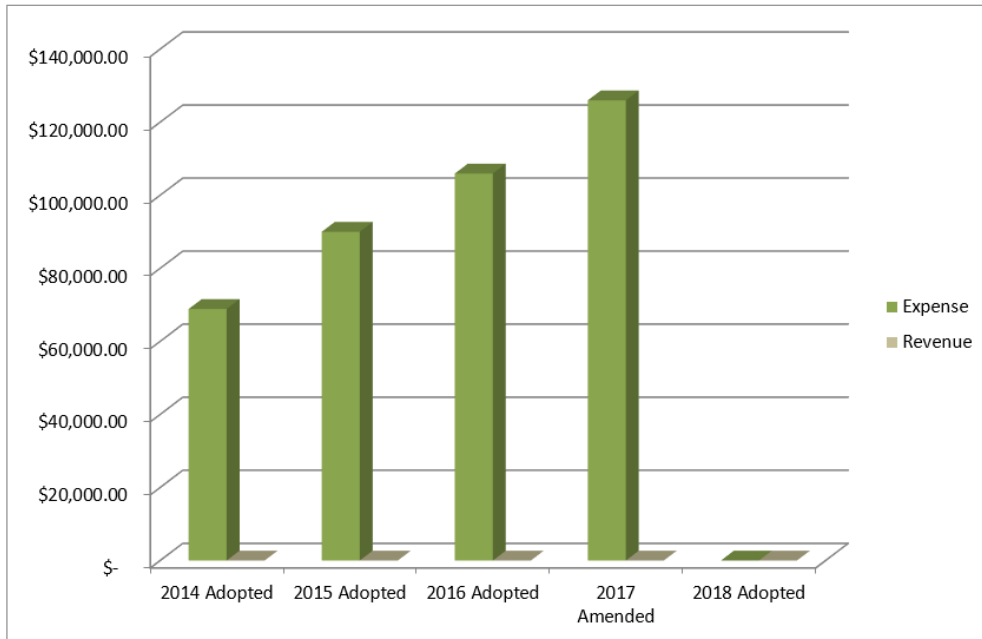
Department Description

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

Department Resources

	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Debt Service	126,000	-
Total Budgetary Appropriations	126,000	-
County Share	126,000	-

Five Year Budget History





A9901 Interfund Transfers

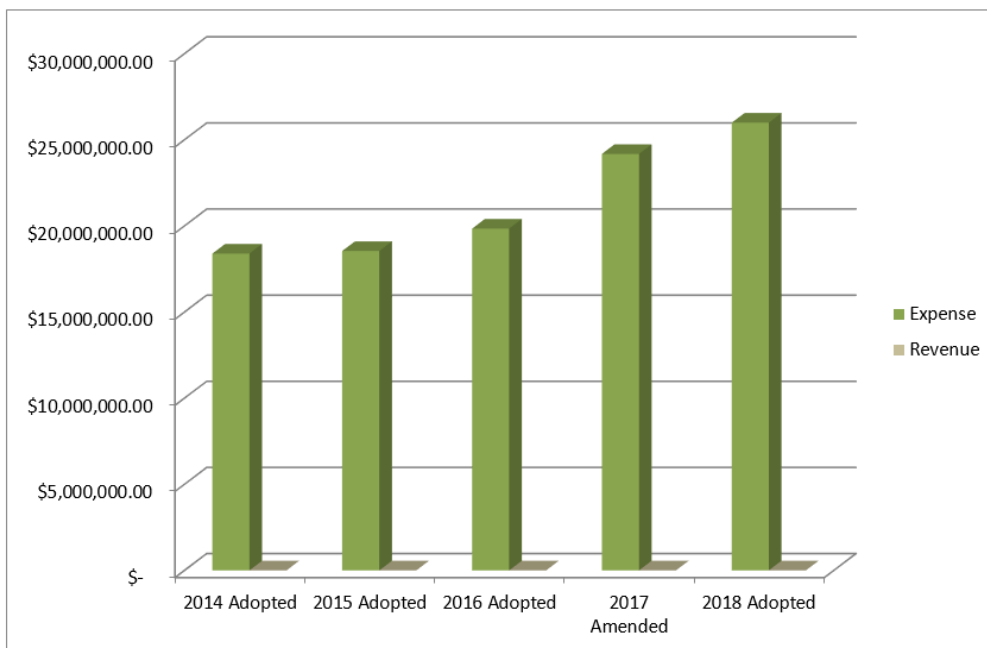
Department Description

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

Department Resources

	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Interfund Transfer	24,252,281	25,991,819
Total Budgetary Appropriations	24,252,281	25,991,819
County Share	24,252,281	25,991,819

Five Year Budget History





A9999 General Fund Revenues

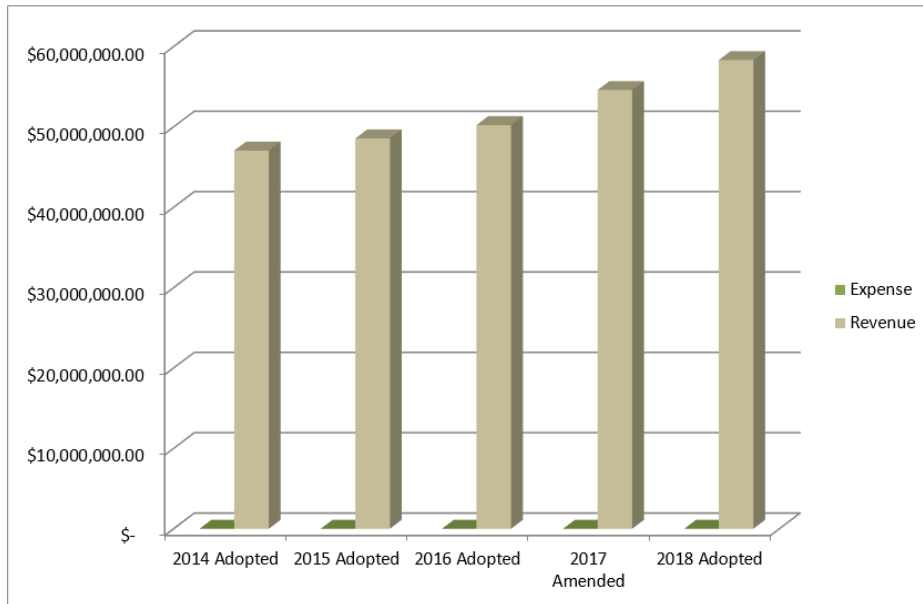
Department Description

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

Department Resources

	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Revenues		
Departmental Revenue	54,078,596	57,814,734
State Aid	1,644	-
Interfund Transfer	590,855	500,000
Total Budgetary Revenues	54,671,095	58,314,734
County Share	(54,671,095)	(58,314,734)

Five Year Budget History





AXX89-98 Post Employment Benefits

Department Description

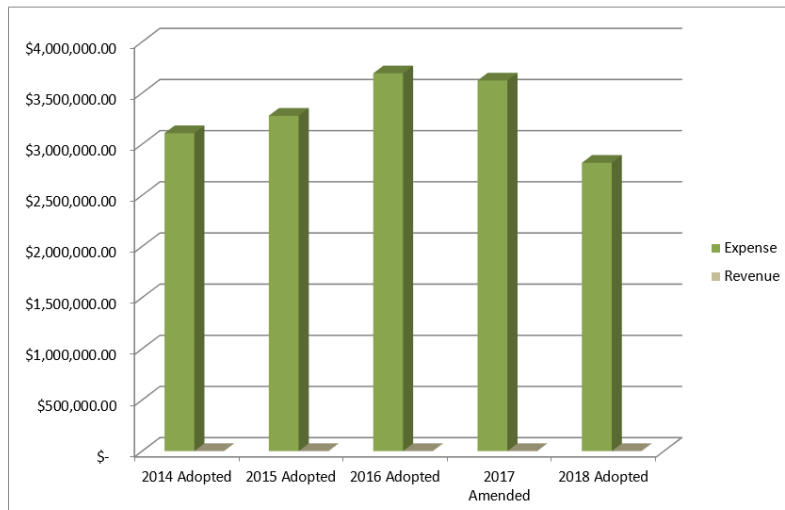
Post Employment Benefits are available to all retired County employees who are eligible based on age and on years of service. These budget organizations also account for expenses related to employees who are separated from employment and are eligible for unemployment benefits. There are seven (7) budget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

- A1989-98 – General Governmental Support
- A3989-98 – Public Safety
- A4989-98 – Health
- A5989-98 – Transportation
- A6990-98 – Economic Assistance
- A7989-98 – Culture and Recreation
- A8989-98 – Home and Community Services

Department Resources

	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Employee Benefits	3,622,247	2,817,738
Total Budgetary Appropriations	3,622,247	2,817,738
County Share	3,622,247	2,817,738

Five Year Budget History



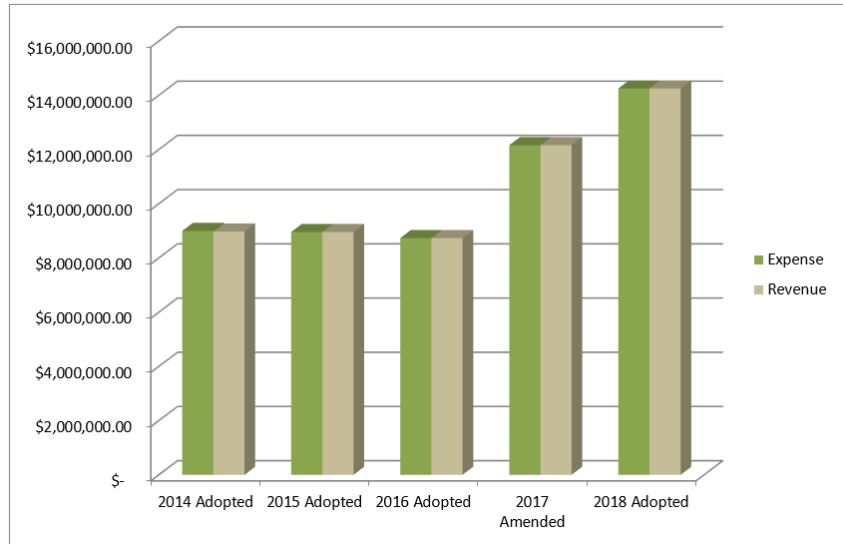


V-Fund: Debt Service

Department Resources

	<u>2017 Amended</u>	<u>2018 Adopted</u>
Budgetary Appropriations		
Contract Services	2,912	1,474
Debt Service	12,157,156	14,249,693
Interfund Transfer	-	-
Total Budgetary Appropriations	12,160,068	14,251,167
Budgetary Revenues		
Departmental Revenue	-	-
Federal Aid	-	-
Interfund Transfer	12,160,068	14,251,167
Total Budgetary Revenues	12,160,068	14,251,167
County Share	-	-

Five Year Budget History





**Sullivan County Adopted
Budget Executive Summary**

2018

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

Glossary

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

Revenue	specific governmental activity, such as fees for service, state or federal aid for programs, and income from sales.
Audit	The collection and careful review of appropriate documents to assess the accuracy of financial statements and the fairness and efficiency with which management carries out its responsibilities.
Authorized Positions	Positions that the legislative body has formally approved for a given period.
Balanced Budget	A budget in which estimated revenues, including any appropriated fund balance, is equal to estimated expenditures or appropriations.
Bond	A written promise under which a person or government guarantees to pay a stated sum of money (with a specified interest rate) on or before a specified day. Repayments of principle and interest payments are detailed in a debt schedule and are budgeted as debt service.
Bond Rating	A system of rating securities for the purpose of indicating the relative creditworthiness, being performed by an independent rating service.
Budget	A comprehensive financial plan of operation which allocates available revenues among competing expenditure requirements for a given time period.
Budget Amendment	The legal process used to make changes to budget appropriation or revenue. The modifications to the adopted budget are subject to the budget amendment process as described on page 23 of this document.
Budget as Modified	The adopted financial plan after changes by the County Manager and/or the County Legislature's budget amendments and budget transfers between account codes during the year.
Budget Calendar	The schedule of milestones and key dates that are used by the County to prepare, adopt and administer the budget.
Budget Document	The official document that presents the proposed line item budget to the legislative body.
Budget Message	Presented in narrative form, a proposed budget's introductory statement. Included are the major issues of the budget, provides a summary of important components, changes from previous years and

the views and recommendations of the County Manager.

Budget Transfer	Modifications to the operating budget, which involves the transfer of appropriations or revenues within and between organizational units and accounts.
Capital Expenditure	Sullivan County defines a capital expenditure as any movable or fixed unit of furniture or furnishings, an instrument, a machine, an apparatus, or a set of articles which meet all of the following conditions: It retains its original shape and appearance in use, It is non-expendable; that is, if the article is damaged or some of its parts are lost or worn out, it is usually more feasible to repair it rather than replace it with an entirely new unit; It represents an investment of money over \$25,000.00 which makes it feasible and advisable to capitalize the item, and has a life expectancy of greater than one year, and; It does not lose its identity through incorporation into a different or more complex unit or substance. Capital expenditures also include any vehicle purchase, as well as any major improvements to County vehicles, regardless of price.
Capital Improvement Plan	A plan for capital expenditures to be incurred each year over a period of six future years. It describes and details each capital project, the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.
Capital Improvements	Land, building or other physical asset improvements. Roads, parks, equipment and vehicles are typically included.
Capital Outlay	Land, equipment, vehicles or machinery expenditures that result in the acquisition of or addition to, fixed assets.
Cash Basis of Accounting	A basis of accounting that only when cash is received or disbursed are transactions recognized.
Committed Fund Balance	Using a government's highest level decision-making authority to have amounts constrained to specific purposes. Unless the government takes the same highest level action, amounts cannot be used for any other purpose.
Constitutional Debt Limit	The County's maximum legal amount of debt that can be incurred.
Constitutional Tax Margin	The maximum legal property tax rate (or levy) at which a municipality may levy a tax.

Consumer Price Index (CPI)	A U.S. Bureau of Labor Statistic provided price level statistical description (used to measure the cost of living).
Contingency	A budgetary reserve set aside for unforeseen expenditures that occur during the fiscal year.
County Fleet	A group of motor vehicles operating under the ownership of the county.
County Share	The total cost of an item or service to the County after the total expense has been offset by available revenue.
Debt Service	The payment of principal and interest on borrowed funds, according to a predetermined payment schedule.
Deficit	The excess of liabilities over assets and/ or the excess of expenses over revenues, during a single accounting period or on an accumulated basis.
Delinquent Taxes	Penalty for nonpayment is attached to taxes remaining unpaid on and after a certain date.
Department	A unit within a division that focuses on a specific mission and carries out tasks associated with achieving that mission.
Depreciation	Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of physical events, inadequacy or obsolescence. This represents the decrease in value of physical assets due to use and the passage of time. Each asset has a predetermined depreciable life.
Disbursement	Payments for goods and services.
Division	A specific governmental service or closely related services on the highest organizational level for provision and delivery.
Employee Benefits	County appropriations that could be for retirement, worker's compensation, Social Security, health, dental and unemployment cost.
Encumbrance	The commitment of appropriated funds to purchase an item or service. Funding is set aside or committed for future expenditure.
Enterprise	A business process management software that allows an organization

Resource Planning (ERP) Software	to use a system of integrated applications to manage operations and automate many back office functions. Currently Sullivan County uses New World.
Equalization	An annual assessment of real estates to ensure that assessments accurately reflect current market values.
Equipment	One of the major expense codes used to categorizes appropriations. Motor vehicles, tools, office equipment, construction equipment, laboratory equipment, grounds equipment, safety equipment and shop equipment are included.
Estimated Revenue	The amount of revenue projected or forecasted to be collected during the current or future fiscal years. Estimated revenue becomes budgeted revenue when approved as part of the annual budget process by the County legislature.
Executive Summary	A short document or section of a document, produced for business purpose that summarizes a larger report or proposal or a group of related reports in such a way that readers can become rapidly acquainted with a large body of material.
Expenditure (Expense)	Charges incurred by an organization for the rendering of services, or delivery or production of goods.
Expense Code	See "Account Code"
Feasibility	The state or degree of being easily or conveniently done.
Fiscal Agent Fees	These fee charged by institutions for record keeping of Registered (Serial) Bondholders and for the semi-annual distribution of principal and interest payments to those bondholders. Fiscal agent fees on serial bonds, capital notes and bond anticipation notes are paid by the purchaser.
Fiscal Restraint	The practice of restraining growth in expenditures to remain within revenue forecast.
Fiscal Year	A twelve month period designated as the operations year for an organization (also called a budget year). January 1 through December 31 is the fiscal year for the County while the fiscal year for the State is April 1 through March 31.

Fixed Asset	A long- term property, examples including machinery, land, furniture and buildings.
Forecast	Revenue and expenditures projections re-evaluation for a given fiscal period based on updated economic data and trends, providing actual expenditures, revenue, and performance for the current fiscal year to date, plus a projection for the remainder of the fiscal year.
Full Time Equivalent (FTE)	An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees.
Full Value	As indicated on the assessment rolls the market value of all property in the county (after exemptions).
Fund	An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or resources together with all related liabilities, obligations, equities and reserves which are segregated for the purpose of carrying on certain activities or to attain certain objectives.
Fund Balance	The difference between a fund’s total liabilities and its total assets. When the assets exceed the liabilities it is called a surplus and when the liabilities exceed the assets it is called a fund deficit.
Generally Accepted Accounting Principles (GAAP)	Governmental Accounting Standards Board established uniform minimum standards for financial recording and accounting.
General Obligation Bonds	Ensuring payment for a bond, backed by the full faith and credit of government. A two-thirds vote by the legislature must be done to approve the bonding of all capital projects.
Grant	Typically state and/or federal government contributions to a local government for a specific purpose. Grants may be awarded on either a competitive on non-competitive basis.
Health Insurance Buyout	A financial incentive offered to an employee in exchange for an early retirement or voluntary resignation.
Indirect Costs	Cost associated with, but not directly attributed to, the operation of a department. These costs are usually incurred by departments in the support of other operating departments.

Interdepartmental Chargebacks	One County department billing another County department for the provision of measurable and direct services, such as facilities management, computer and tech support and printing.
Interest	The price paid for the use of money, or the return on investment obtained from investing cash.
Interfund Items	Items resulting from a financial transaction occurring between two funds within the same governmental institution.
Interfund Transfers	A net operating support transfer from one fund to another.
Levy	An amount of money that must be paid and that is collected by a government or other authority.
Line Item	An entry that appears on a separate line in a bookkeeping ledger or a fiscal budget.
Line Item Budget	A budget that list each expenditure category and revenue category separately, along with the dollar amount budgeted for each specified category.
Litigate	To make subject of a lawsuit.
Mandate	Any responsibility, action or procedure that is imposed by one sphere of government on another through legislative, executive or judicial action as a direct order.
Maturity Date	The date at which full and/or final payment of principal and interest is due on debt obligations.
Methodology	A body of practices, procedures, and rules used by those who work in a discipline or engage in an inquiry; a set of working methods.
Mission Statement	A formal summary of the aims and values of a company or organization.
Mitigation	Lessening the anticipated negative impacts of an action, event, or decision, such as new development or natural disaster.
Modified Budget	The adopted financial plan that results from changes by budget amendments and budget transfers throughout the year.

Modified Accrual Basis of Accounting	Under the modified accrual basis, revenues are recognized when measurable and available to pay current obligations, and expenditures are recognized when the related obligations incurred.
Municipal	Relating to a county, town or village (local government).
Municipal Bond	Bond issued by a state, local, or government authority in the United States.
Municipal Court	A lower court which usually tries criminal misdemeanors and civil lawsuits involving lesser amounts of money than superior, district or county courts.
Occupancy Tax	A surcharge on hotel and motel services.
Operating Budget	The portion of the budget that pertains to daily operations and provides basic governmental services. The operating budget contains all appropriations and revenues necessary to operate the government.
Outcome	Resulting qualitative consequences associated with a program service.
Period of Probable Usefulness (PPU)	The maximum period of time available, by law, to repay indebtedness, range between 3 to 40 years.
PILOT	A PILOT is a payment in lieu of taxes, made to compensate a local government for some or all of the tax revenue that it loses because of the nature of the ownership or use of a particular piece of real property.
Post-Employment Benefits	Benefits that extend past the period of employment and are provided as part of the total compensation offered to qualified employees, including health benefits for retirees.
Principal	The par value or face value of a bond, note or other fixed amount security not including accrued interest.
Property Tax	Countywide taxes levied on all real property according to the property's valuation and tax rate.
Recreation	Something people do to relax or have fun: activities done for enjoyment.
Reimbursement	Repayments of amounts spent on behalf of another party.

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

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