

**COUNTY OF SULLIVAN**  
**2017 ADOPTED BUDGET**  
*Executive Summary*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**County of Sullivan  
New York**

For the Fiscal Year Beginning

**January 1, 2016**

Executive Director

# 2017 Adopted Budget Executive Summary

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**2017 ADOPTED BUDGET FOR SULLIVAN COUNTY**

**SULLIVAN COUNTY LEGISLATURE**

**LUIS ALVAREZ - CHAIR**

|            |                           |
|------------|---------------------------|
| District 1 | <b>Scott B. Samuelson</b> |
| District 2 | <b>Nadia Rajsz</b>        |
| District 3 | <b>Mark McCarthy</b>      |
| District 4 | <b>Catherine Owens</b>    |
| District 5 | <b>Terri Ward</b>         |
| District 6 | <b>Luis Alvarez</b>       |
| District 7 | <b>Joseph Perrello</b>    |
| District 8 | <b>Ira Steingart</b>      |
| District 9 | <b>Alan J. Sorensen</b>   |

**2017 ADOPTED BUDGET FOR SULLIVAN COUNTY**  
**CHAIRS OF STANDING COMMITTEES OF COUNTY**  
**LEGISLATURE**

|                         |   |
|-------------------------|---|
| <b>LUIS ALVAREZ</b>     | <b>Executive Committee</b>  |
| <b>IRA STEINGART</b>    | <b>Community and Economic Development<br/>Committee</b>                   |
| <b>ALAN SORENSEN</b>    | <b>Capital Planning &amp; Budgeting Committee</b>                         |
| <b>CATHERINE OWENS</b>  | <b>Government Services Committee</b>                                      |
| <b>NADIA RAJSZ</b>      | <b>Health &amp; Family Services</b>                                       |
| <b>SCOTT SAMUELSON</b>  | <b>Management and Budget Committee</b>                                    |
| <b>TERRI WARD</b>       | <b>Public Safety and Law Enforcement Committee</b>                        |
| <b>JOSEPH PERRELLO</b>  | <b>Public Works Committee</b>   |
| <b>ALAN J. SORENSEN</b> | <b>Planning, Environmental Management and Real<br/>Property Committee</b> |
| <b>NADIA RAJSZ</b>      | <b>Personnel Committee</b>  |
| <b>MARK MCCARTHY</b>    | <b>Veterans Service Committee</b>   |
| <b>CATHERINE OWENS</b>  | <b>Agriculture and Sustainability Policy Committee</b>                    |

# **2017 ADOPTED BUDGET FOR SULLIVAN COUNTY**

## **SULLIVAN COUNTY ELECTED OFFICIALS**

|                          |                          |
|--------------------------|--------------------------|
| <b>Nancy Buck</b>        | <b>County Treasurer</b>  |
| <b>Daniel L. Briggs</b>  | <b>County Clerk</b>      |
| <b>James R. Farrell</b>  | <b>District Attorney</b> |
| <b>Michael A. Schiff</b> | <b>Sheriff</b>           |
| <b>Michael J. Speer</b>  | <b>Coroner</b>           |
| <b>Elton Harris</b>      | <b>Coroner</b>           |
| <b>Alan Kesten</b>       | <b>Coroner</b>           |
| <b>Albee Bockman</b>     | <b>Coroner</b>           |



# 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 the opportunity to become educated on matters pertaining to their local government.

## Background

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

Historically, the two major economic sectors in Sullivan County have been tourism and agriculture. While the County experienced a significant drop off in activity following the decline of a once vibrant hotel industry, gradually we are seeing an increase once again in people vacationing in the Catskills. 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 future.

As of the 2010 U.S. Census Sullivan County has a full time population of 77,547. 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 \$48,089 from 2009-2013, and 18.2% of the population was estimated to live below the poverty level for the same period. There were a total of 49,304 housing units in the County and the homeownership rate was 65.3%.

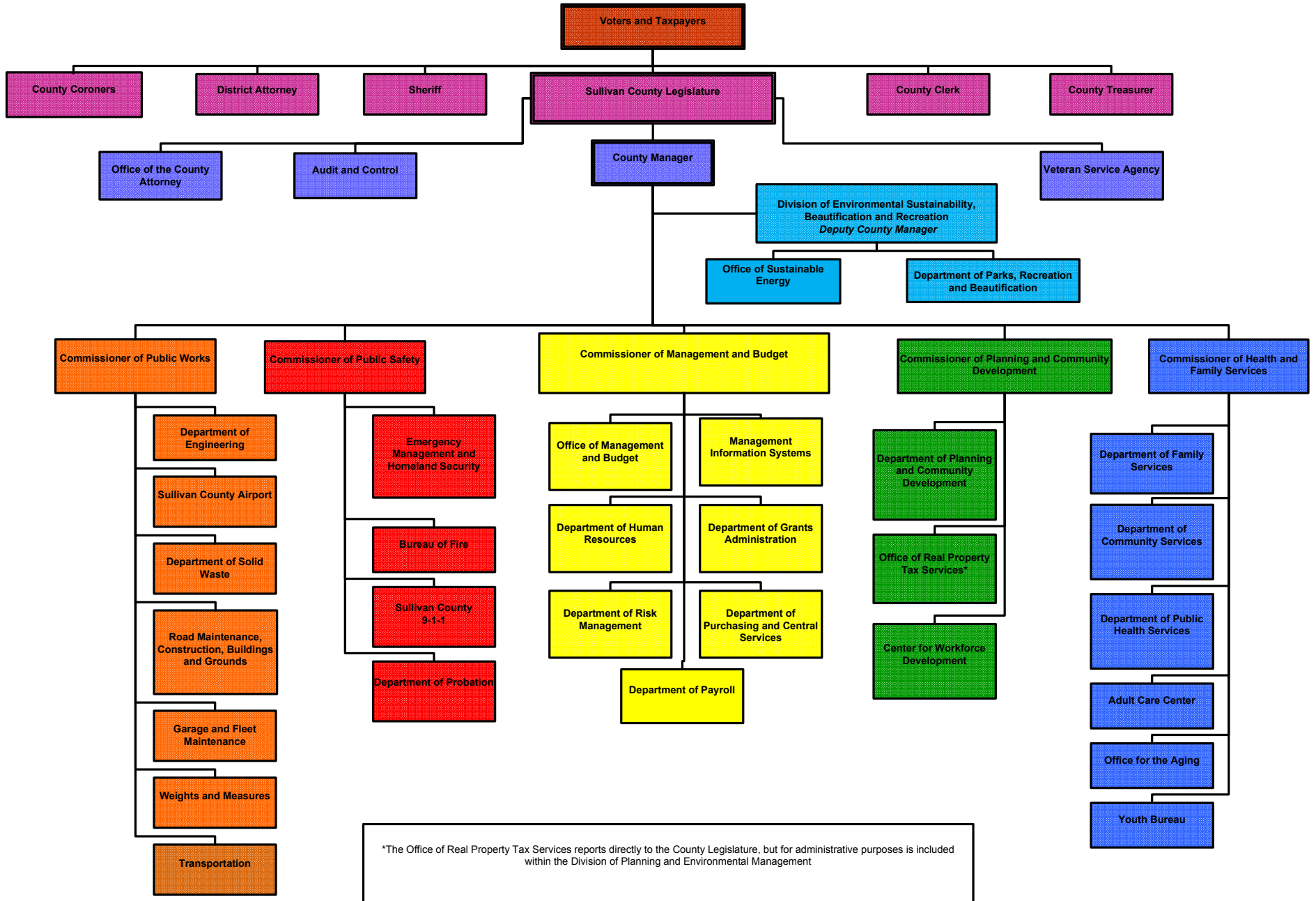
The Sullivan County Charter currently provides for a government consisting of nine elected County Legislators, each representing one legislative district within the County. The nine member board of legislators appoints a County Manager to oversee the day to day County operations. County departments each fall into one of five 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 Martinkovic
4. Planning and Environmental Management – Commissioner Freda Eisenberg
5. Health and Family Services – Acting Commissioner Joseph Todora

The 2017 Adopted Budget creates a new division, Environmental Sustainability, Beautification and Recreation. This division is composed of the Department of Parks, Recreation and Beautification and the Office of Sustainable Energy. Rather than reporting to a commissioner, these offices report directly to the 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 on the following page.

# SULLIVAN COUNTY GOVERNMENT: ORGANIZATIONAL CHART



# Budget Overview

# Priorities and Issues

The 2017 Budget was developed with the understanding that Sullivan County is in the midst of a significant transformation, and local governments must be prepared to support and respond to the changing needs of their constituencies. With major economic development opportunities on the horizon in the wake of the recession, Sullivan County must continue to build on the efforts put forth to date to address critical needs including infrastructure, public safety and quality of life improvements. The time has come for the County to focus on becoming more proactive as opposed to reactive.

The Sullivan County 2017 Operating Budget fully funds the construction and operation of a new County Jail and Sheriff's Administration Building, continues to invest in our infrastructure, allocates increased resources to improving the health and quality of life through a focus on our environmental sustainability, beautification, and recreational opportunities in the County, improves organizational capacity and effectiveness, and invests in the county's most valuable asset, its employees.

The 2017 Budget accomplishes all of these important initiatives with a 4.65% percent tax increase.

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

- Infrastructure Investment
- Economic Development
- Public Safety/Law Enforcement
- Quality of Life
- Organizational Efficiency and Effectiveness

## INFRASTRUCTURE INVESTMENT

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### *Jail & Sheriff's Administration Building*

The construction of a new county jail has been long overdue. I applaud the current Legislature for recognizing the severity of the current situation and making the tough, but fiscally prudent decision to construct a new facility. The operation of the current facility is waste of taxpayer funds. We currently have an extremely inefficient heating and cooling system that is beyond repair, inefficient staffing to inmate ratios, and inadequate space for our inmate population resulting in us having to send inmates to other county's facilities. The new facility addresses all of these problems and more.

The 2017 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.

The proposed new facility will provide an efficient, modern, and most importantly safe working environment for the Sheriff and his staff.

The primary goal in the development of a budget is to provide the resources necessary for effective operations while keeping the cost of providing vital services to a minimum. Given the undertaking of a project as large as the construction of a new jail, the Sullivan County Legislature recognized early on that staying within the tax cap would not be possible and voted to override earlier this year. That being said, the average County tax rate will increase by 4.65% under the 2017 operating budget. A home with an assessed value of \$100,000 would see their tax bill increase by \$52.08 for the year, or \$4.34 per month. The tax increase associated with the 2017 Tentative Budget is entirely due to the fact that the county has made the only fiscally responsible decision in addressing the need to replace the current jail.

This budget fully funds the capital costs of the Jail and operational costs, once open with the proposed tax increase. The 2017 budget appropriates \$1.8 million to fund debt service payments in 2017. Additionally, \$2.2 million is also appropriated to fund a larger debt service payment that will be due in 2018.

Construction of the new jail commenced in the later part of 2016 with an opening anticipated in late 2018 or early 2019. The operational efficiencies expected with the new facility are anticipated to generate enough savings that, when coupled with the 2017 tax increase, will fully fund the construction and operation of the new facility. It may even be possible to scale back the 4.65% tax increase associated with the new jail once fully operational.

I would like to thank the Sheriff and his staff for their dedication throughout this process as they have endured the working conditions in the current facility for far too long. Also, the Department of Public Works employees that have worked to keep the facility running under trying conditions must be commended. It is a testament to their hard work that they have been able to maintain an over 100 year old the facility.

It is time to finally vacate the existing jail and Sheriff's administration building and construct a new facility that will save money for our taxpayers and one that is deserving of our hard working employees.

### *Road and Bridge Infrastructure*

The County currently maintains 385 centerline miles of highways and 401 bridge structures. The deferral of road and bridge infrastructure work over the last ten years, 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 budget. The 2017 budget continues that investment.

The 2017 Budget includes \$1.5 million in appropriations for the surface treating of roads. This appropriation would allow us to surface treat approximately 60 miles of County roads representing 15.6% of our inventory. Surface treating is advantageous in that it enhances the road condition and defers the need for contract paving for roads that are in relatively good condition.

The Operating Budget also provides approximately \$4 million in operating funds, as well as new debt authorizations of \$2 million for road projects. This funding will allow the County to pave and reconstruct approximately 25 miles of roads. 85 miles of road would be addressed between surface treating and paving. This represents approximately 22.1% of our road infrastructure.

### *Buildings*

The Capital budget recommends an investment of \$6 million dollars on our building infrastructure. Similar to our road and bridge infrastructure, our building stock is relatively old and in need of maintenance that has been deferred over the years.

Some of the significant investments are:

- \$2.3 million for replacement of HVAC Units, controls, boiler and lighting at the Sullivan County Government center.
- \$250,000 for building security improvements.
- \$223,000 for Human Services Complex site drainage and paving.
- \$400,000 for striping and crack repair on the taxiway and terminal apron at the Sullivan County International Airport.
- \$750,000 for the reconstruction of sidewalks, curbs, steps, and catch basins, and replacement of the existing HVAC system and controls at the Sullivan County Courthouse.
- \$400,000 for the removal and replacement of two leachate storage tanks at the Sullivan County Landfill.

By completing these projects, the County will avoid a significant amount of regular maintenance costs that have been growing each year. The HVAC replacement on the Government Center 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 2017 proposed capital projects can be found in the capital budget narrative.

## QUALITY OF LIFE

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### *Health*

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.

Improving the County's overall health is a top priority in the 2017 Budget. The creation of a Deputy Public Health Director is included for the Public Health Department in order to increase the organization capacity and to provide more resources to tackle this issue. Additionally, there are investments and a

renewed focus in environmental sustainability, county beautification, recreation opportunities, and employee wellness.

### *Environmental Sustainability, Beautification, and Recreation*

The 2017 Budget includes the creation of a new Division of Environmental Sustainability, Beautification and Recreation. This division will report to County Manager via the Deputy County Manager once that position is filled and includes the Office of Sustainable Energy and the Department of Parks, Recreation and Beautification. By reporting directly through the County Manager's Office, this division will have the ability to draw resources as needed from various sources. The Office of Sustainable Energy includes three (3) new positions and the Department of Parks, Recreation and Beautification is being relocated from the Division of Public Works.

The County has maintained a strong focus on energy efficiency and renewable energy resources for several years and is starting to realize the benefits of its efforts. Two renewable energy projects, a 2 megawatt solar project in Liberty, NY and a 2 megawatt hydroelectric project in upstate NY will provide Sullivan County with approximately 70% of its electricity usage. The County anticipates annual operational savings of approximately \$250,000 per year in reduced electricity costs once these facilities are fully operational and interconnection to the electric grid has been completed. These projects have also helped the County to meet and/or exceed several of its goals in the Climate Action Plan by avoiding over 4,500 metric tons of CO2 equivalent emissions.

It has become increasingly clear that the County must build capacity with regard to sustainability initiatives internally, and this budget seeks to do so with the addition of a fulltime Sustainability Coordinator, and two part-time Sustainability Analysts. Staff members will be tasked with identifying and prioritizing projects for the County's operations as well as performing community outreach and working with local entities on sustainability initiatives that will benefit the residents and businesses of Sullivan County as a whole. The Office of Sustainable Energy will also aggressively pursue outside sources of funding for the projects and initiatives that are identified.

The inclusion of the Department of Parks, Recreation and Beautification in the newly created division stems from the synergy that exists between the preservation of our environment and the development of the County's parkland. Our parks not only provide an outlet for recreation but also present an opportunity to promote the importance of our environment in creating a thriving and healthy County. This department must draw resources from multiple divisions in order to reach its full potential, and reporting directly through the County Manager's Office is the most efficient means of doing so.

### *Employee Wellness*

County employees are our most valuable asset. They are the backbone of the organization and are on the front lines providing much needed services for our residents and guests. They plow our roads, respond in times of emergency, ensure our safety, and serve our veterans, seniors, children, and the most vulnerable members of our population. Ensuring their health and wellbeing is important in ensuring that services are provide in an efficient and prompt manner for our residents.



Employing over 1000 employees makes the County of Sullivan one of the largest employers in the County. If we can focus on and improve the collective health of such a large group, it will go a long way in improving the overall health of the county as a whole. Additionally, their health and productivity is crucial for the efficient delivery of services.

The budget invests in our human capital through the proposed implementation of a robust employee wellness program. An employee wellness committee, comprised of management staff and Union representation, has been meeting for several months to discuss the various ways in which to improve the health and wellbeing of our employees. A primary recommendation has been to implement a comprehensive employee wellness program. It is proven that such a program can improve the productivity of staff while at the same time reducing the indirect costs of absenteeism and low productivity.

The budget also assists our employees through improved coverage in our dental program. Yearly maximum limits are increased to \$1500 from \$1,000. Additionally, diagnostic and preventative services will be included in coverage, but now not counting toward the plan maximum. This is proposed with no premium increase for employees due to the success of our self-funding dental program.

### *Other Investments in Quality of Life*

The 2017 Budget provides modest yet meaningful investments in several offices that cater directly to some of our most vulnerable community members:

- A new point of entry position is included in the Office for the Aging to assist clients, regardless of age, with information about all aspects of Long Term Care.
- An appropriation of \$10,000 in new funds has been added to the Veterans Service Agency for marketing and promotion to inform veterans of available services.
- The Youth Bureau was provided with \$47,400 in new funds to support recreation opportunities for our youth through town programs.
- A new Assistant Commissioner of Planning and Community Development position is included. This position will be responsible for coordinating community development priorities of the county and municipalities within the county. The 2017 Budget also recommends that the Division of Planning and Environmental Management be renamed the Division of Planning and Community Development to reflect the division's renewed role in community development.

### *Discretionary Programs*

The County Legislature has enacted a new process to analyze and determine awards for their discretionary program. This allocation has funded many worth-while causes, such as the Delaware Valley Arts Alliance, the Scenic Upper Delaware Byway, the Sportsmen 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. Applications have been reviewed and a list of funding awarded is included in this document.

### *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.

This program was a great success in 2015 and 2016. There was a wide variety of worthwhile projects that received funding throughout the County, with a total of 23 separate projects benefitting from this program in 2015 and an additional 20 in 2016. Projects ranged from startup costs of a Sullivan County Film Commission, to an internet marketing pilot project for the Roscoe Rockland Chamber of Commerce, to water testing equipment for the Basha Kill Area Association, various town and village programs, Cornell Cooperative Extension, and many others.

The County will continue to fund the Plans and Progress Small Grant program in 2017 at \$114,000. It is important that we support local projects that have a positive impact on their communities and Sullivan County as a whole.

## ECONOMIC DEVELOPMENT

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### *Land Bank*

New York State has allowed for the creation of up to 20 land banks. Land banks are public entities that exist to acquire, manage, maintain, and repurpose vacant, abandoned, and foreclosed properties.

The County has submitted an application to the NYS Empire State Development requesting a Sullivan County Land bank which was subsequently approved. The Legislature has committed \$100,000 in each of the first two years of the land bank's existence. The 2017 budget includes \$100,000 for this purpose.

The creation of a Land Bank will be an important tool to support our efforts in rebuilding an area that has suffered from decades of business closures, job loss, disinvestment and speculative real estate transactions.

The goals of the Sullivan County Land Bank Corporation will be to:

- Bring additional attention and resources to the problem of blighted properties
- Take control of and rehabilitate vacant and abandoned properties to where they can be returned to active use and better serve the public interest
- Correct market conditions by absorbing the gap between the value of a blighted property and the cost to rehabilitate it
- Support neighborhood stabilization and revitalization

- Remove barriers to economic development
- Improve the quality of life for those living and working in the vicinity of vacant and abandoned properties

The mission of the Sullivan County Land Bank Corporation will be to strategically acquire tax delinquent, foreclosed, vacant and abandoned properties, eliminate barriers to their redevelopment, and sell rehabilitated properties to new, responsible owners in a transparent manner that results in outcomes consistent with County and local land use goals and priorities. Land Bank activities will support related community revitalization efforts including, but not limited to, zoning amendments, code enforcement, comprehensive plan updates, community health initiatives, and small business and workforce housing development.

The Sullivan County Land Bank Corporation will operate county-wide but initially focus on the villages of Monticello and Liberty where the need, and concentration of blighted property, is greatest.

I would like to thank both the Village of Monticello and Village of Liberty for their partnership in this endeavor, as well as Sullivan Renaissance for advocacy in this area and for their assistance with the application.

### *Addressing Property Blight and Beautification*

The 2017 Budget provides additional resources to support our communities in their efforts to reduce property blight as well as other beautification initiatives. The new Division of Environmental Sustainability, Beautification and Recreation will be conducting outreach to our communities to receive input on how resources can best be allocated to achieve the best outcomes. Also, the aforementioned Land Bank initiative will play a major role in these initiatives should the County's application be accepted.

The County is committed to working with our towns and villages to address high priority areas. We will be exploring the possibility of creating and/or certifying a position to address asbestos abatement issues with abandoned, foreclosed or other problem properties. Such a position has the potential to save all local municipalities a significant amount of money while also addressing an important need.

### *Geographic Information Systems (GIS)*

The 2017 Budget establishes a GIS Administrator position as well as investment in the County's GIS infrastructure and software. GIS can and should play a significant role in the decision-making process for the development of Sullivan County as it has the ability to provide vital information on the County's landscape in a visual format. The County has existing GIS capabilities and the technology is utilized in various offices for internal purposes. The creation of the GIS Administrator position will provide one central point to coordinate these existing resources, identify needs and structure a system in which the County could provide valuable tools and assistance to the public.

In addition to features such as slopes, wetlands, infrastructure and demographics, GIS also has the ability to provide a solid understanding of markets, customers and competition to existing and

prospective business owners. The County should develop and provide this resource to our local economic development partners as a tool to attract smart and sustainable businesses to our area

### *C-PACE Legislation*

The Legislature recently enacted legislation that will enable the County to participate in Commercial Property Assessed Clean Energy (C-PACE), an innovative financing solution that helps commercial and not-for-profit building owners reduce energy waste and save money by undertaking energy efficiency and renewable energy improvements. The program will give responsible Sullivan County business owners and not-for-profit entities access to capital for building improvements in the form of loans. Those loans would then be repaid on the property's tax bill based upon operational savings achieved as part of the project. It is my intent to direct County staff to work with our economic development partners to structure a program that best fits the needs of Sullivan County and its business community.

## **PUBLIC SAFETY/LAW ENFORCEMENT**

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### *Building Security*

A key priority in the proposed budget is improving building security to protect our physical assets, but more importantly to ensure employees have a safe place to work and members of the public have a safe place to conduct business.

Unfortunately, violent events happening globally, nationally, and locally, and in particular active shooter events, have forced us to examine the security position of all county owned buildings. I have convened members of the Sheriff's Department, Public Safety, Department of Public Works, and Management Information Systems, to analyze and make recommendations regarding this issue. The County must address this issue to ensure we protect our employees and visitors to our buildings.

This budget addresses this issue in two ways as recommended by the committee. The first investment is the addition of two new correctional officers to serve as security officials. One position will be assigned to the Government Center. The other will be assigned to the Community Services building, which now also houses Child Protective Services. An active security presence will help to deter potential acts from happening and allow a faster response in the event of an incident.

The second recommendation is for capital improvements to our buildings. The capital budget includes an investment of \$1,000,000 for building security improvements over the 2017 and 2018 budgets. The primary investment would be in an integrated electronic access control system. This would allow electronic locking of doors that can be activated in times of emergency. Part of the upgrades would also include improved monitoring through upgrades to existing cameras and deployment of a robust surveillance system that will allow buildings to be monitored from a remote location. Other upgrades would include electronic notification to employees and the public regarding emergency situations to ensure people on-site are aware and to prevent others from coming to the building.

## ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

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### *Fiscal Accountability*

An Audit Advisory Committee comprised of the County Auditor, County Treasurer, Commissioner of Management and Budget, County Manager, Chairman of the Legislature, and Chairman of the Management and Budget Committee have convened and met several times to discuss various internal control issues. It is apparent that organization capacity could be improved in regards to fiscal accountability. The 2017 budget provides the following additional positions to address this issue.

- *Office of Audit and Control:* Staff Auditor to work with the County Auditor, and Audit Advisory Committee to develop and implement an internal audit function.
- *Treasurer's Office:* Staff Accountant to increase capacity with a focus on improving internal controls.
- *Office of Management and Budget:* Financial Analyst to assist with the development and monitoring of the operating and capital budgets, providing financial support and oversight expense control and revenue maximization within all county departments.

### *Compliance*

The County Manager's Office, with the additional resources will take on the responsibilities of all compliance related issues. This will include the development of a formal countywide compliance program focusing on all compliance related issues with regard to Federal and State laws and local policies.

The assigned Compliance Officer will be responsible for overseeing and monitoring implementation of the compliance program, updating the program periodically, coordinate, develop, and participate in education and training regarding compliance, and performing internal reviews to monitor effectiveness of compliance standards.

### *Workplace safety*

The 2017 Budget creates a Loss Prevention Coordinator position in the Department of Risk Management and Insurance. The position will be responsible for coordinating safety programs and activities for the County Government, and for establishing training or education programs to meet safety needs and control loss. The position will also include responsibility for taking compliance action with respect to statutory or regulatory requirements in the areas of occupational safety and health and building construction safety and auto. The employee will work closely with the Division of Public Works in coordinating and identify workplace risks.

## *Management Compensation*

Members of the Sullivan County Legislature initiated a Personnel Advisory Committee during the first quarter of 2016, meeting with department heads to evaluate current staffing needs as well as compensation levels for existing employees. Several positions have been added to various County agencies during 2016 and more have been included as part of the 2017 Budget. Throughout these meetings a recurring issue was the level of compensation for employees classified as management confidential. Some departments expressed frustration as they struggled to fill vacant management positions in the absence of competitive salaries. In many circumstances, it made little sense for an employee to seek a promotion to a management position when they would, in reality, take a pay cut for the added responsibilities. In an effort to address this growing problem I have proposed an additional 3% increase above the scheduled increase in management salaries.

## *Department of Family Services Fraud & CPS*

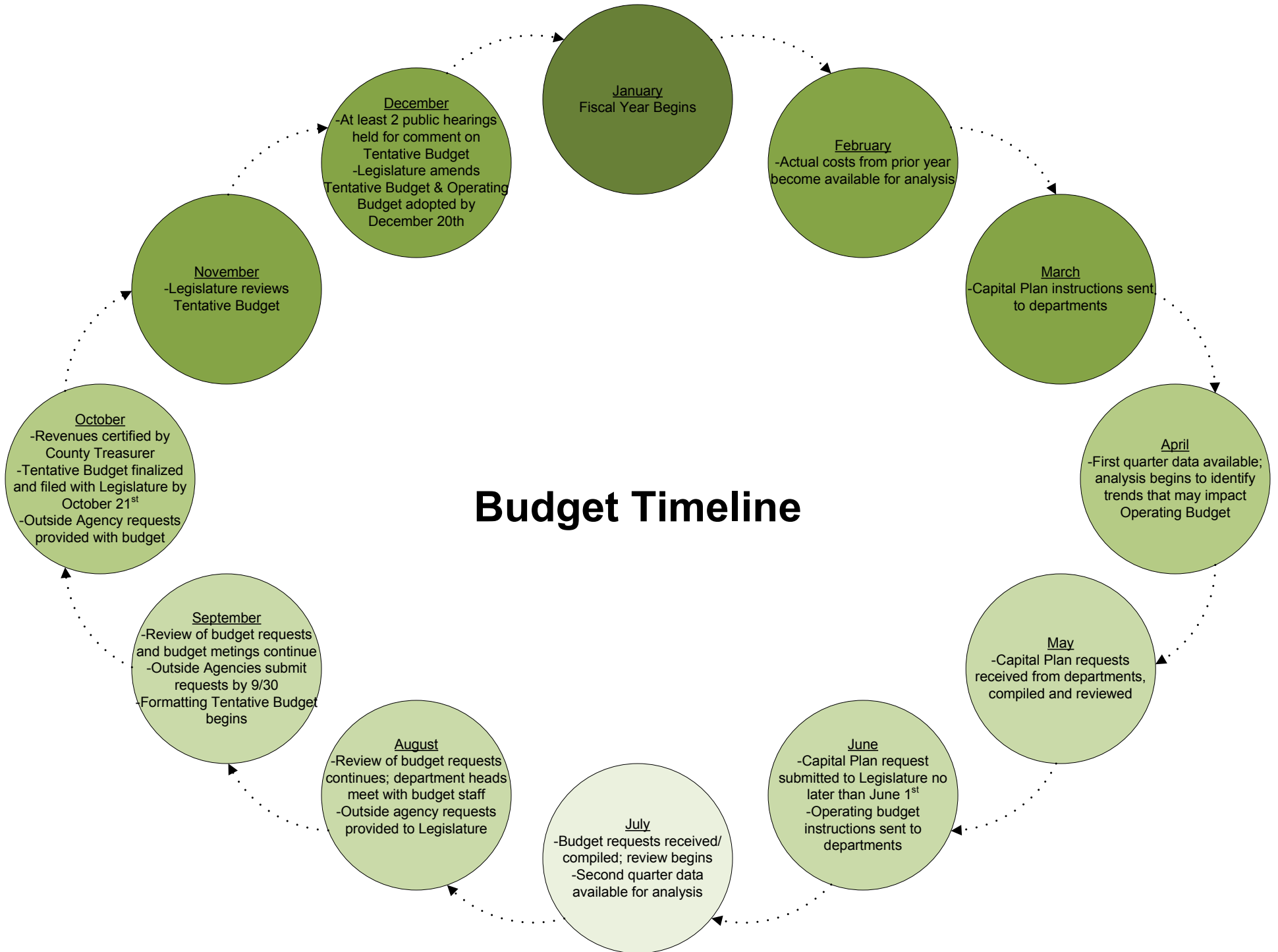
Two (2) additional Family Services Investigators are included in the budget. Family Services Investigators conduct research and field investigations of individuals and/or vendors in either child support cases or where there are allegations or suspicion of attempted or actual welfare fraud. Employees are responsible for establishing child support case files, gathering evidence and documentation to develop cases and for preparing petitions for referral to Family Court or submitting fraud cases to the Office of the District Attorney for prosecution. The two new positions will help the department to focus on suspected fraud cases that have the opportunity to recoup funds back to the County.

The budget also includes two (2) additional Child Protective Services Caseworkers. Child Protective Services workers receive and investigate all reports of suspected abuse and neglect of children. They also provide rehabilitative services to and support to families where children have been abused or neglected. Child Protective Services workers are subject to high turnover and burnout statewide due to the stressful nature of the work. One way in which to mitigate the stress is to ensure that the caseload each worker is handling is manageable and within suggested guidelines. While there is no maximum mandated level currently, the State Legislature from time to time considers legislation that would mandate maximum caseloads. We want to be in a position to meet the new requirements and more importantly, we need to ensure that we protect the health and welfare of our children.

## *Conclusion*

Many hours of hard work have gone into the development of the 2017 Budget. In addition to the largest construction project the County has undertaken in modern history, it was imperative that this budget regained some of the losses suffered during the recession in order to prepare the County for what I believe is a bright future. I am confident that the document I am presenting to you achieves this, while avoiding the draconian tax increases that were once believed to be inevitable with the construction of the new jail. Sullivan County is poised to make great progress in 2017, and its government stands ready to assist.

# Budget Timeline



# Budget Adoption and Amendment Process

## **Operating Budget Adoption and Amendment Process:**

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 request 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.



## Capital Plan Budget Adoption and Amendment 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 request 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 meant 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 balance 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 20 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**

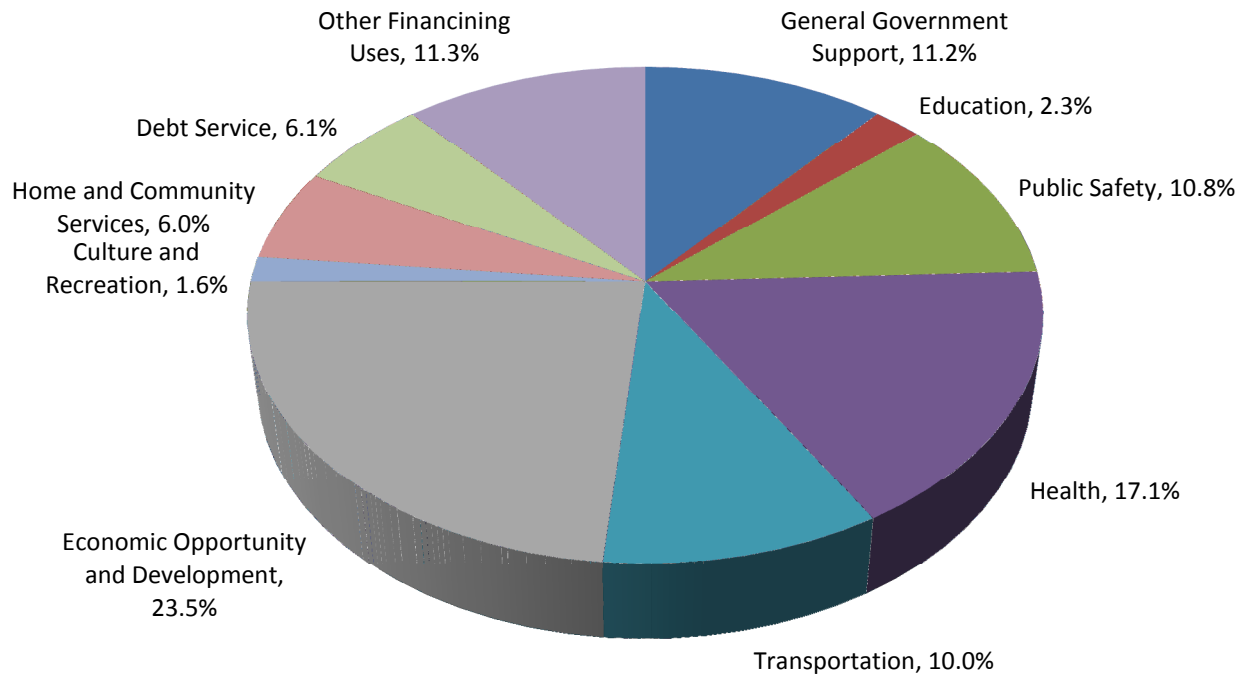
Long range financial planning allows the County to evaluate the long term impacts of present day decisions. Long range financial planning is achieved through the following:

- 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 2017 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       |
|--------------------------------------|-----------------------|----------------------|---|-----------------------|---------------------|----------------------|-----------------------|
| <b>Expenditures - By Function</b>    |                       |                      |   |                       |                     |                      |                       |
| General Government Support           | 28,627,395            | -                    | -   | -                     | -                   | -                    | 28,627,395            |
| Education                            | 5,800,000             | -                    | -   | -                     | -                   | -                    | 5,800,000             |
| Public Safety                        | 26,758,890            | 802,440              | -   | -                     | -                   | -                    | 27,561,330            |
| Health                               | 26,190,661            | -                    | -   | 17,426,722            | -                   | -                    | 43,617,383            |
| Transportation                       | 1,792,342             | 19,642,900           | -   | -                     | 4,060,164           | -                    | 25,495,406            |
| Economic Opportunity and Development | 59,959,559            | -                    | -   | -                     | -                   | -                    | 59,959,559            |
| Culture and Recreation               | 4,038,532             | -                    | -   | -                     | -                   | -                    | 4,038,532             |
| Home and Community Services          | 2,018,196             | -                    | 13,191,601                                | -                     | -                   | -                    | 15,209,797            |
| Debt Service                         | 330,000               | 1,836,000            | 385,152                                   | 590,292               | 243,168             | 12,160,068           | 15,544,680            |
| Other Financing Uses                 | 24,175,881            | 3,600,222            | -   | -                     | 1,002,893           | -                    | 28,778,996            |
| <b>Total Expenditures</b>            | <b>\$ 179,691,456</b> | <b>\$ 25,881,562</b> | <b>\$ 13,576,753</b>                      | <b>\$ 18,017,014</b>  | <b>\$ 5,306,225</b> | <b>\$ 12,160,068</b> | <b>\$ 254,633,078</b> |

# Expenses

The following operational expenses represent those areas with significant, recurring increases that will impact the 2017 Operating budget as well as future budgets.

## **Employee Related Costs**

Employee related costs total \$95.1 million and represent 43.0% of total appropriations. Salaries and Wages total \$56.4 million and employee benefits total \$38.7 million. Employee benefits as a percentage of wages equal 68.7%.

The elevated and rapidly increasing cost of 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. However, union and county representatives have maintained a dialogue, and I am pleased to say that as of the submission of this document five of our six union contracts are currently settled. Salaries are budgeted to increase by 2% for represented employees and 5% for non-represented employees in 2017 over 2016 levels.

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 required it 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 of 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.

Sullivan County participates in the New York Health Insurance Plan (NYSHIP). This plan (or a plan that is comparable) is required to be provided to County employees as detailed in the various collective bargaining agreements. NYSHIP administers the program and determines the applicable employer contribution rates. The tentative budget is anticipating an 11% increase in contribution rates active employees and a 0.03% increase in contribution rates for retired employees for 2017. The 2016 budget anticipated total employer contributions of \$21.75 million. The 2017 tentative budget anticipates contributions of \$22.66 million representing an increase of \$0.91 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 tentative budget appropriates \$8.9 million for pension contributions. This represents an average contribution rate of 17.1% 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 \$4.82 million. This represents a dollar decrease of \$435,023 from 2016, or -8.27%. Total plan contributions are set based upon estimated claim expenses and administrative costs. The County's portion of the plan costs is \$2.61 million.

**County of Sullivan Employee Workforce Costs**  
2012-2017 Adopted Budgets

| Employee Costs                  | 2012                | 2013                | 2014                | 2015                | 2016                | 2017                | Five Yr Inc         | Avg Yrly Inc |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| <b>Salaries and Wages</b>       |                     |                     |                     |                     |                     |                     |                     |              |
| Salaries                        | 47,266,699          | 47,484,350          | 49,114,595          | 48,754,371          | 50,385,600          | 52,387,074          | 5,120,375           | 2.17%        |
| Overtime                        | 1,722,485           | 1,558,078           | 1,541,850           | 1,659,048           | 1,901,461           | 2,011,150           | 288,665             | 3.35%        |
| Longevity                       | 1,212,020           | 1,253,755           | 1,243,430           | 1,238,260           | 1,218,750           | 1,168,990           | (43,030)            | -0.71%       |
| Shift Differential              | 413,374             | 437,474             | 412,801             | 408,597             | 384,151             | 307,265             | (106,109)           | -5.13%       |
| Other Pay                       | 571,177             | 332,291             | 262,410             | 286,155             | 554,645             | 487,394             | (83,783)            | -2.93%       |
| <b>Total Salaries and Wages</b> | <b>51,185,755</b>   | <b>51,065,948</b>   | <b>52,575,086</b>   | <b>52,346,431</b>   | <b>54,444,607</b>   | <b>56,361,873</b>   | <b>5,176,118</b>    | <b>2.02%</b> |
| <b>Employee Benefits</b>        |                     |                     |                     |                     |                     |                     |                     |              |
| Health Insurance                |                     |                     |                     |                     |                     |                     |                     |              |
| Active Employees                | 13,597,661          | 13,838,584          | 14,646,057          | 15,248,503          | 16,668,529          | 17,474,045          | 3,876,384           | 5.70%        |
| Retiree Employees               | 4,342,461           | 4,434,515           | 4,475,017           | 4,657,203           | 5,086,088           | 5,188,272           | 845,811             | 3.90%        |
| Buyout                          | 112,500             | 118,500             | 102,750             | 93,750              | 79,500              | 87,000              | (25,500)            | -4.53%       |
| Pension                         | 5,967,036           | 7,097,858           | 7,990,447           | 8,545,052           | 8,830,839           | 8,939,788           | 2,972,752           | 9.96%        |
| Workers Comp                    | 2,534,798           | 2,492,357           | 2,560,961           | 2,617,131           | 2,712,055           | 2,610,138           | 75,340              | 0.59%        |
| FICA & Medicare                 | 3,936,791           | 3,892,976           | 4,053,482           | 4,018,390           | 4,205,746           | 4,318,297           | 381,506             | 1.94%        |
| Disability                      | 128,630             | 125,180             | 92,079              | 156,964             | 133,003             | 114,853             | (13,777)            | -2.14%       |
| Unemployment                    | 58,000              | 61,000              | -                   | -                   | 25,000              | -                   | (58,000)            | -20.00%      |
| Other                           | -                   | 339                 | 525                 | 2,621               | 565                 | -                   | -                   | 0.00%        |
| <b>Total Employee Benefits</b>  | <b>\$30,677,877</b> | <b>\$32,061,309</b> | <b>\$33,921,318</b> | <b>\$35,339,614</b> | <b>\$37,741,325</b> | <b>\$38,732,393</b> | <b>\$8,054,516</b>  | <b>5.25%</b> |
| <b>Total Salaries and Wages</b> | <b>\$81,863,632</b> | <b>\$83,127,257</b> | <b>\$86,496,404</b> | <b>\$87,686,045</b> | <b>\$92,185,932</b> | <b>\$95,094,266</b> | <b>\$13,230,634</b> | <b>3.23%</b> |

**New York State Mandates**

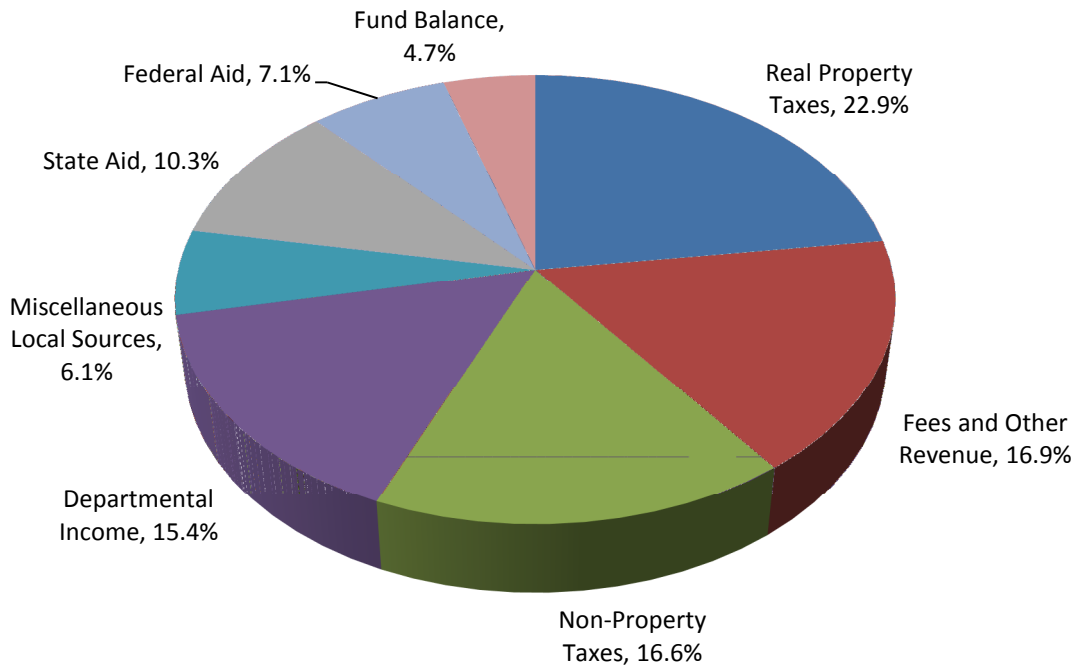
New York State mandates various programs that County governments must run. However the State does not fully fund the costs of the programs. Examples of such programs are the Early Intervention program in Public Health, Social Service Programs, and the County Jail. The costs of these mandates equal \$26.07 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 2017 that bill equals \$22.37 million. Mandated programs and our share of Medicaid costs represents 79% of the 2017 tax levy.

**Other Non-Positional Increases in Expenditures**

- Veteran's Services Agency: \$10,000 for promotional purposes to enhance outreach efforts to veterans living in our community.

- Youth Bureau: \$47,400 increase in funding to support after school and summer programs for children.
- Soil and Water Conservation District: \$20,000 increase in funding to support operations.
- Discretionary Program funding: \$250,000
- Economic Development, GIS Program: \$50,000 for upgraded software
- Economic Development: \$100,000 for Sullivan County Land Bank
- Economic Development: \$100,000 to work with towns in addressing blight and beautification efforts
- Employee Wellness: \$56,000 to develop a comprehensive employee wellness program
- Solid Waste: Increase of 300 tons to a total of 1000 tons for the municipal cleanup program

## Total Revenues by Type 2017 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       |
|-----------------------------|-----------------------|----------------------|---|-----------------------|---------------------|----------------------|-----------------------|
| <b>Revenues</b>             |                       |                      |   |                       |                     |                      |                       |
| Real Property Taxes         | 58,264,118            | -                    | -   | -                     | -                   | -                    | 58,264,118            |
| Fees and Other Revenue      | 9,290,389             | 16,866,826           | 880,000                                   | 315,535               | 3,566,907           | 12,160,068           | 43,079,725            |
| Non-Property Taxes          | 42,162,000            | -                    | -   | -                     | -                   | -                    | 42,162,000            |
| Departmental Income         | 20,309,675            | -                    | 6,199,500                                 | 11,819,399            | 900,000             | -                    | 39,228,574            |
| Miscellaneous Local Sources | 4,394,302             | 100,000              | 5,795,000                                 | 5,308,330             | 2,000               | -                    | 15,599,632            |
| State Aid                   | 20,933,802            | 5,330,410            | 32,500                                    | -                     | -                   | -                    | 26,296,712            |
| Federal Aid                 | 17,903,947            | 134,375              | -   | -                     | -                   | -                    | 18,038,322            |
| Fund Balance                | 6,433,223             | 3,449,951            | 669,753                                   | 573,750               | 837,318             | -                    | 11,963,995            |
| <b>Total Revenues</b>       | <b>\$ 179,691,456</b> | <b>\$ 25,881,562</b> | <b>\$ 13,576,753</b>                      | <b>\$ 18,017,014</b>  | <b>\$ 5,306,225</b> | <b>\$ 12,160,068</b> | <b>\$ 254,633,078</b> |

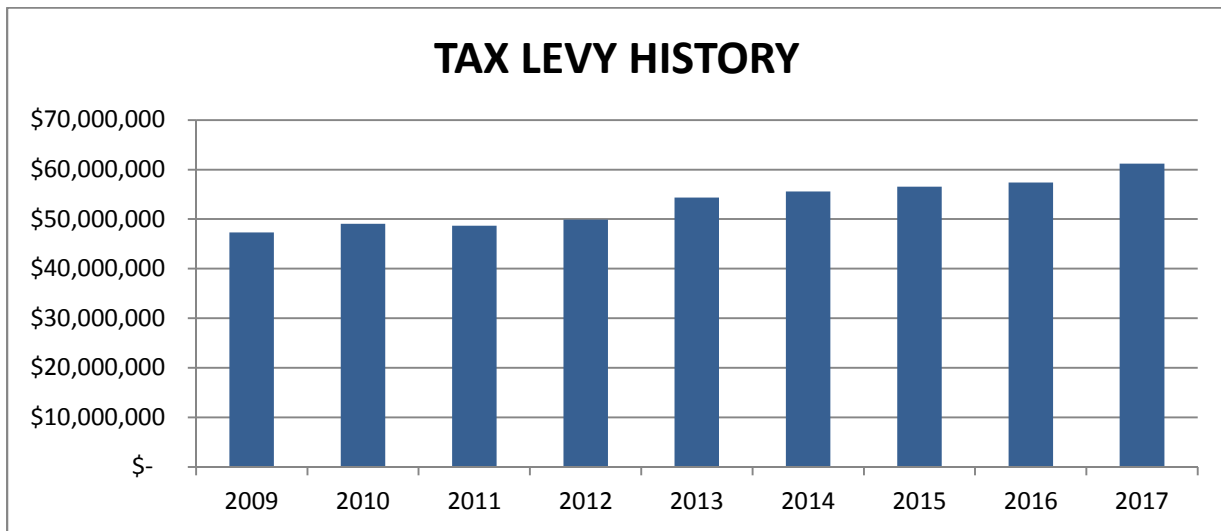
# Revenue

## Property Tax

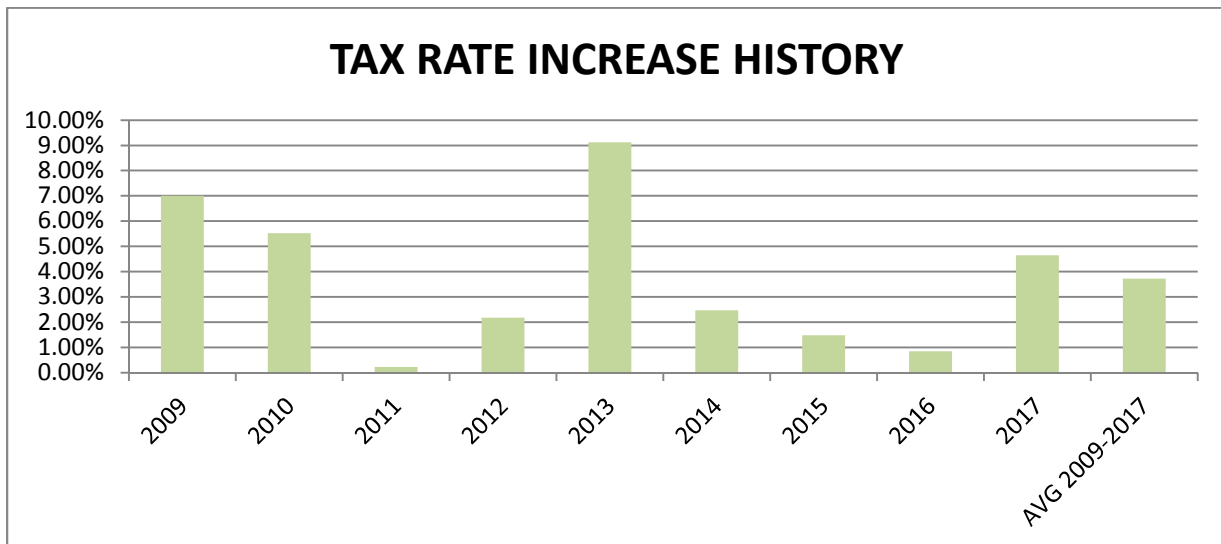
Property Taxes are the largest source of revenue for the County and the only primary revenue that we have direct control over.

The property tax levy for 2017 is \$61,214,118 and the tax rate per thousand is 11.72. This represents a tax rate increase of 4.65% as compared to the 2016 adopted budget. For every \$100,000 worth of assessment the annual increase in taxes would be \$52.08 or \$4.34 per month.

The tax levies for the period 2009 through 2017 are listed below.



The tax rate increases for the period 2009 through 2017 are listed below. The average annual tax rate increase for the period is 3.72%.



## **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 and rather dramatically fallen from a high of 2.5% to a low of 1.53% for 2017. Increasing the tax levy up to the tax cap would increase the levy by \$877,221. The Adopted Budget includes a growth in the levy of from \$57.4 to \$61.2 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%.

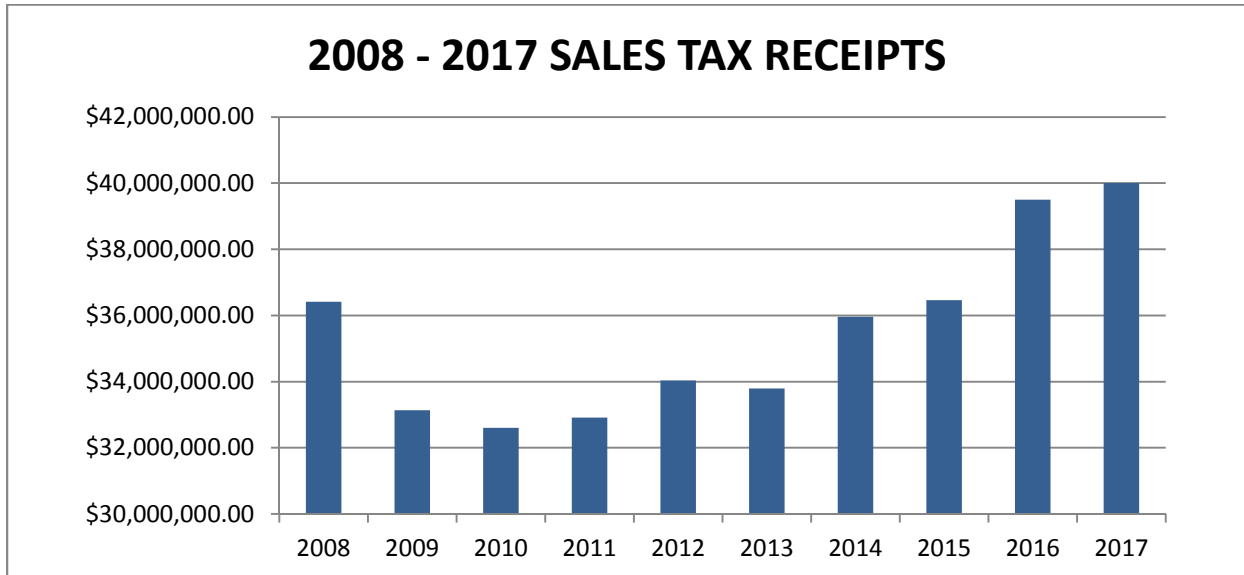
The County collected \$36.46 million in sales tax in 2015. With one payment remaining the County has seen an 8.32% increase in collections as compared to 2015. At this percentage increase, the County would collect approximately \$39.5 million in 2016.

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 2017 Tentative Budget anticipates \$40 million in sales tax. This is an increase of \$3 million over the 2016 adopted budget and represents an increase of 1.3% over the anticipated 2016 collections. Final 2016 figures will not be known until March of 2017 as we get final data from the State on 2016 taxable sales. For this reason it is prudent to budget conservatively and anticipate only modest growth over current estimates. An overestimate of sales tax collections creates a compounding impact on the proposed budget and future budgets.



Historic sales tax collections are graphed below for the period that the County has had a 4% rate. 2008 through 2015 represent actual receipts. 2016 reflects collections of \$39.5 based upon the percentage increase we have seen through October. 2017 represents \$40 million as budgeted.



The 2017 budget is anticipating collecting \$40 million. As a point of reference the most recently adopted New York State budget anticipated a 3.8% increase for their fiscal year 2017 as compared to their fiscal year 2016 budget.<sup>1</sup>

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

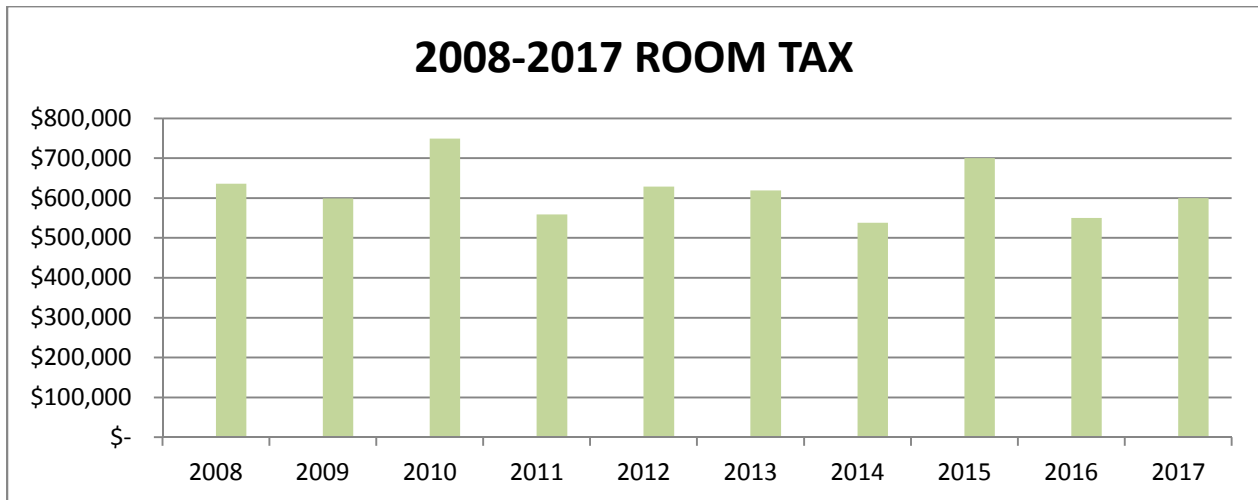
- Unemployment Rate
- Job Growth

<sup>1</sup> <http://publications.budget.ny.gov/budgetFP/FY2017FP.pdf>

## Room Tax

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

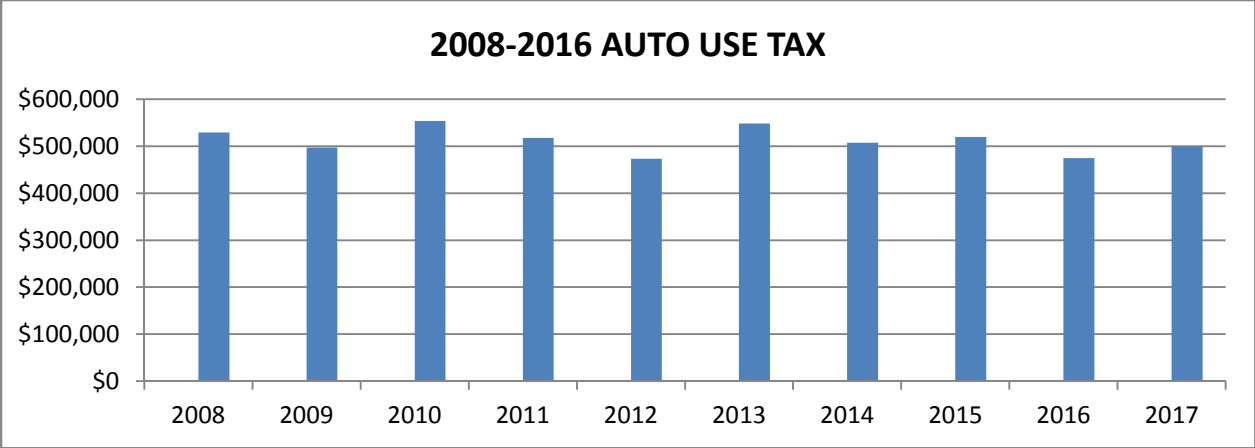
At least 85% of the money must be used to promote tourism related activities within the County. The 2016 Budget anticipates \$600,000. The following graph depicts 2008 through 2015 actual receipts and 2016 and 2017 budget figures.



## Auto Use Tax

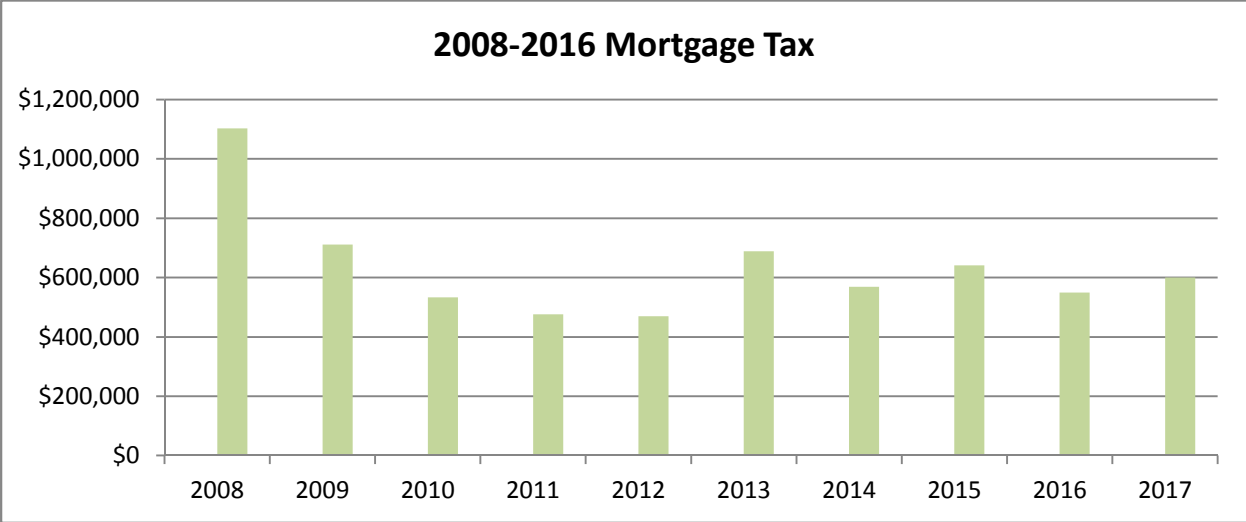
New York State Tax Law section 1201 (e) allows Counties to impose a vehicle use tax on individuals and businesses when registering a vehicle with the New York State Department of Motor Vehicles. In accordance with Tax Law section 1201 (e) Sullivan County imposes a fee of \$5 per year for vehicles weighing 3500 lbs. and under and \$10 per year for vehicles over 3500 lbs. In fiscal year 2015 Sullivan County received \$519,858 through this revenue source. The 2017 budget conservatively anticipates \$500,000. The following graph depicts 2008 through 2015 actual receipts and 2016 and 2017 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. The three counties charge \$15 for vehicles weighing 3500 lbs. and under and \$30 per year for vehicles over 3500 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 2017 Budget takes a conservative approach and anticipates \$600,000. The following graph depicts 2008 through 2015 actual receipts and 2016 and 2017 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 2017 Tentative Budget are being held constant as compared to 2016.

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.

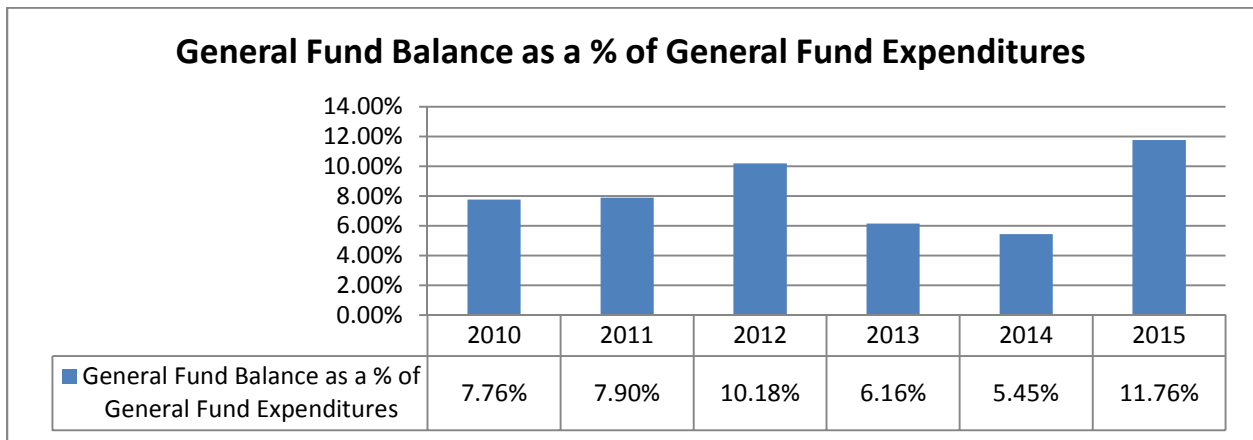
### **FUND BALANCE DEFINITIONS:**

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

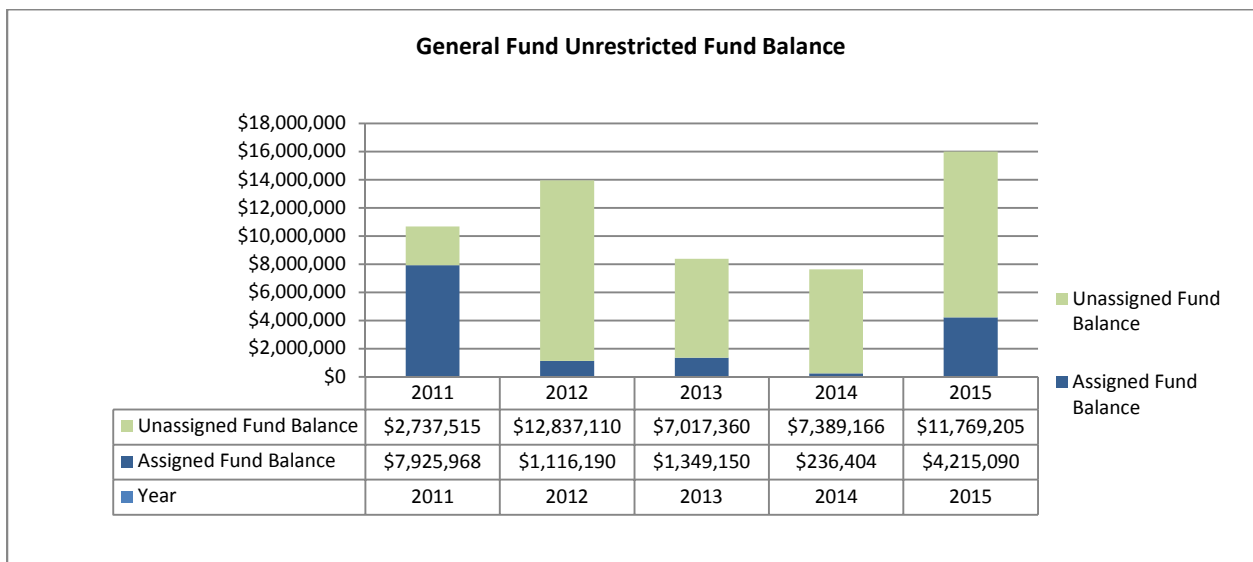
- A. **FUND BALANCE**: Consists of the measurement of available resources and represents the difference between total assets and total liabilities.
- B. **NONSPENDABLE**: Consists of assets that are inherently non-spendable in the current period either because of their form or because they must be maintained 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 2015 audited financial statements detail that the county's total General Fund Assigned/Unassigned Fund Balance was \$15.98 million. Of that amount \$4.22 million is classified as Assigned, and \$11.77 million is classified as Unassigned. Total General Fund Expenditures in 2015 were \$135.93 million, resulting in 11.76% General Fund, Fund Balance as a percent of General Fund Expenditures. \$4.97 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 2017 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 2017 budget appropriates \$3.2 million of 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.

*2017 Adopted Budget for Sullivan County*

*Summary of Budget - All Funds*

|  |                          |
|--|--------------------------|
| Total Appropriations - Excluding Interfund Items     | 221,391,377              |
| Less: Estimated Revenues - Excluding Interfund Items | 151,163,264              |
| Appropriated Fund Balance-Landfill Closure           | 650,000                  |
| Appropriated Fund Balance-Road Machinery Fund        | 488,000                  |
| Appropriated Fund Balance-County Road                | 300,000                  |
| Appropriated Fund Balance-General Fund               | 3,227,811                |
| Appropriated Fund Balance-Refuse and Garbage         | 284,601                  |
| Appropriated Fund Balance-Debt Reserve - General     | 2,565,419                |
| Appropriated Fund Balance-Debt Reserve - Tobacco     | 3,172,164                |
| Appropriated Fund Balance-Construction Commitment    | 1,276,000                |
|  | <u>163,127,259</u>       |
| Real Property Tax Levy For Current Budget            | 58,264,118               |
| Allowance for Jail - 2018 Debt Service               | 2,200,000                |
| Add: Allowance for Uncollectible Taxes*              | <u>750,000</u>           |
| Total Tax Levy                                       | <u><u>61,214,118</u></u> |
| Medicaid   | 22,370,012               |
| Welfare Mandates                                     | 7,043,117                |
| Other State Mandates                                 | 19,027,712               |
| County Levy  | 12,773,277               |

\*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

*2017 Adopted Budget for Sullivan County*

*Summary of Budget - By Fund*

|  | Total              | General Fund       | County Road Fund  | Road Machinery Fund | Enterprise Fund<br>Adult Care Center | Refuse & Garbage Fund | Debt Service Fund |
|--|--------------------|--------------------|-------------------|---------------------|--------------------------------------|-----------------------|-------------------|
| Appropriations - Excluding Interfund Items                                     | 221,391,377        | 155,515,575        | 22,281,340        | 4,303,332           | 18,017,014                           | 9,114,048             | 12,160,068        |
| Interfund Appropriations   | 33,241,701         | 24,175,881         | 3,600,222         | 1,002,893           |                                      | 4,462,705             |                   |
| <b>Total Appropriations</b>  | <b>254,633,078</b> | <b>179,691,456</b> | <b>25,881,562</b> | <b>5,306,225</b>    | <b>18,017,014</b>                    | <b>13,576,753</b>     | <b>12,160,068</b> |
| Less:  |                    |                    |                   |                     |                                      |                       |                   |
| Estimated Revenues, other than Real Estate Taxes and excluding Interfund Items | 151,163,264        | 114,494,115        | 6,066,885         | 902,000             | 17,443,264                           | 12,257,000            |                   |
| Interfund Revenue, etc.  | 33,241,701         | 500,000            | 16,364,726        | 3,566,907           |                                      | 650,000               | 12,160,068        |
| Appropriated Fund Balance - Landfill Closure                                   | 650,000            | 650,000            |                   |                     |                                      |                       |                   |
| Appropriated Fund Balance - Road Machinery                                     | 488,000            |                    |                   | 488,000             |                                      |                       |                   |
| Appropriated Fund Balance - County Road  | 300,000            |                    | 300,000           |                     |                                      |                       |                   |
| Appropriated Fund Balance - General Fund                                       | 3,227,811          | 3,227,811          |                   |                     |                                      |                       |                   |
| Appropriated Fund Balance - Refuse & Garbage                                   | 284,601            |                    |                   |                     |                                      | 284,601               |                   |
| Appropriated Fund Balance - Debt Reserve - General                             | 2,565,419          | 1,145,318          | 1,313,951         | 106,150             |                                      |                       |                   |
| Appropriated Fund Balance - Debt Reserve - Tobacco                             | 3,172,164          | 134,094            | 1,836,000         | 243,168             | 573,750                              | 385,152               |                   |
| Appropriated Fund Balance - Construction Commitment                            | 1,276,000          | 1,276,000          |                   |                     |                                      |                       |                   |
| <b>Total Revenues, etc.</b>  | <b>196,368,960</b> | <b>121,427,338</b> | <b>25,881,562</b> | <b>5,306,225</b>    | <b>18,017,014</b>                    | <b>13,576,753</b>     | <b>12,160,068</b> |
| Appropriations to be raised by Real Property Tax                               | 58,264,118         | 58,264,118         |                   |                     |                                      |                       |                   |
| Allowance for Jail - 2018 Debt Service   | 2,200,000          | 2,200,000          |                   |                     |                                      |                       |                   |
| Allowance for Uncollectible Taxes  | 750,000            | 750,000            |                   |                     |                                      |                       |                   |
| <b>Total Tax Levy</b>  | <b>61,214,118</b>  | <b>61,214,118</b>  |                   |                     |                                      |                       |                   |
| Medicaid   | 22,370,012         |                    |                   |                     |                                      |                       |                   |
| Welfare Mandates   | 7,043,117          |                    |                   |                     |                                      |                       |                   |
| Other State Mandates   | 19,027,712         |                    |                   |                     |                                      |                       |                   |
| County Levy  | 12,773,277         |                    |                   |                     |                                      |                       |                   |



*2017 Adopted Budget for Sullivan County*

| <b>2017 TAX CAP CALCULATION</b>                                      |   |                 |
|--|---|-----------------|
| 2016 Tax Levy  |   | \$59,528,834.00 |
| Tax Base Growth Factor*  | x | 1.0046          |
|  | = | \$59,802,666.64 |
| Estimated PILOTS in 2016   | + | \$972,753.77    |
|  | = | \$60,775,420.41 |
| Allowable Levy Growth (1.0068%)**                                    | x | 1.0068          |
|  | = | \$61,188,693.27 |
| Estimated PILOTS in 2017   | - | \$975,000.00    |
| Maximum Tax Levy to remain within the cap                            | = | \$60,213,693.27 |
| Allowable Increase in Tax Levy within the Tax Cap before chargebacks |   | \$684,859.27    |
| Chargeback - 2017 Town Portion of Worker's Comp Costs                | - | \$1,737,986.00  |
| Chargebacks - Other (Estimated)                                      | - | \$163,497.72    |
| 2017 Total Tax Levy Cap after chargebacks                            | = | \$58,312,209.55 |
| 2016 Total Tax Levy after chargebacks                                | - | \$57,396,957.00 |
| Allowable Increase in Tax Levy within the Tax Cap after chargebacks  |   | \$915,252.55    |
| 2017 Adopted Tax Levy  |   | \$61,214,118.00 |
| <i>* Provided by NYS Taxation &amp; Finance</i>                      |   |                 |
| <i>** Provided by NYS Comptroller's Office</i>                       |   |                 |

**Summary of Financial Sources and Uses 2017 Adopted Budget**

|   | General Fund          | County Road Fund     | Special Revenue Fund<br>(Refuse and Garbage) | Enterprise Fund (ACC) | Road Machinery Fund | Debt Service Fund    | Total All Funds       |
|---|-----------------------|----------------------|--|-----------------------|---------------------|----------------------|-----------------------|
| <b>Revenues</b>                             |                       |                      |  |                       |                     |                      |                       |
| Real Property Taxes                         | 61,214,118            | -                    | -  | -                     | -                   | -                    | 61,214,118            |
| Other Tax Items                             | 7,725,000             | -                    | -  | -                     | -                   | -                    | 7,725,000             |
| Non-Property Taxes                          | 42,162,000            | -                    | -  | -                     | -                   | -                    | 42,162,000            |
| Departmental Income                         | 20,309,675            | -                    | 6,199,500                                    | 11,819,399            | 900,000             | -                    | 39,228,574            |
| Intergovernmental Charges                   | 549,719               | 495,000              | -  | -                     | -                   | -                    | 1,044,719             |
| Use of Money and Property                   | 108,870               | -                    | -  | 6,000                 | -                   | -                    | 114,870               |
| Licenses and Permits                        | 47,300                | 5,000                | -  | -                     | -                   | -                    | 52,300                |
| Fines and Forfeitures                       | 249,500               | 1,000                | -  | -                     | -                   | -                    | 250,500               |
| Sales of Property and Compensation for Loss | 110,000               | 1,100                | 230,000                                      | -                     | -                   | -                    | 341,100               |
| Miscellaneous Local Sources                 | 4,394,302             | 100,000              | 5,795,000                                    | 5,308,330             | 2,000               | -                    | 15,599,632            |
| Interfund Revenue                           | -                     | -                    | -  | 309,535               | -                   | -                    | 309,535               |
| State Aid                                   | 20,933,802            | 5,330,410            | 32,500                                       | -                     | -                   | -                    | 26,296,712            |
| Federal Aid                                 | 17,903,947            | 134,375              | -  | -                     | -                   | -                    | 18,038,322            |
| Miscellaneous                               | -                     | -                    | -  | -                     | -                   | -                    | -                     |
| Transfers                                   | 500,000               | 16,364,726           | 650,000                                      | -                     | 3,566,907           | 12,160,068           | 33,241,701            |
| Other Financing Sources                     | -                     | -                    | -  | -                     | -                   | -                    | -                     |
| Fund Balance                                | 6,433,223             | 3,449,951            | 669,753                                      | 573,750               | 837,318             | -                    | 11,963,995            |
| <b>Total Revenues</b>                       | <b>\$ 182,641,456</b> | <b>\$ 25,881,562</b> | <b>\$ 13,576,753</b>                         | <b>\$ 18,017,014</b>  | <b>\$ 5,306,225</b> | <b>\$ 12,160,068</b> | <b>\$ 257,583,078</b> |
| <b>Expenditures - By Function</b>           |                       |                      |  |                       |                     |                      |                       |
| General Government Support                  | 28,627,395            | -                    | -  | -                     | -                   | -                    | 28,627,395            |
| Education                                   | 5,800,000             | -                    | -  | -                     | -                   | -                    | 5,800,000             |
| Public Safety                               | 26,758,890            | 802,440              | -  | -                     | -                   | -                    | 27,561,330            |
| Health                                      | 26,190,661            | -                    | -  | 17,426,722            | -                   | -                    | 43,617,383            |
| Transportation                              | 1,792,342             | 19,642,900           | -  | -                     | 4,060,164           | -                    | 25,495,406            |
| Economic Opportunity and Development        | 59,959,559            | -                    | -  | -                     | -                   | -                    | 59,959,559            |
| Culture and Recreation                      | 4,038,532             | -                    | -  | -                     | -                   | -                    | 4,038,532             |
| Home and Community Services                 | 2,018,196             | -                    | 13,191,601                                   | -                     | -                   | -                    | 15,209,797            |
| Debt Service                                | 330,000               | 1,836,000            | 385,152                                      | 590,292               | 243,168             | 12,160,068           | 15,544,680            |
| Other Financing Uses                        | 24,175,881            | 3,600,222            | -  | -                     | 1,002,893           | -                    | 28,778,996            |
| <b>Total Expenditures</b>                   | <b>\$ 179,691,456</b> | <b>\$ 25,881,562</b> | <b>\$ 13,576,753</b>                         | <b>\$ 18,017,014</b>  | <b>\$ 5,306,225</b> | <b>\$ 12,160,068</b> | <b>\$ 254,633,078</b> |
| <b>Expenditures - By Category</b>           |                       |                      |  |                       |                     |                      |                       |
| Personal Services                           | 42,543,072            | 4,459,991            | 1,036,380                                    | 7,207,367             | 1,115,063           | -                    | 56,361,873            |
| Fixed Equipment                             | 1,083,000             | -                    | 799,000                                      | -                     | 129,000             | -                    | 2,011,000             |
| Contracted Services                         | 82,856,331            | 12,251,304           | 6,241,000                                    | 5,461,746             | 1,931,050           | 2,912                | 108,744,343           |
| Employee Benefits                           | 28,703,172            | 3,734,045            | 652,516                                      | 4,757,609             | 885,051             | -                    | 38,732,393            |
| Debt Service                                | -                     | -                    | -  | -                     | -                   | -                    | -                     |
| Principal                                   | 200,000               | 1,800,000            | 377,600                                      | 578,639               | 238,400             | 7,615,862            | 10,810,501            |
| Interest                                    | 130,000               | 36,000               | 7,552  | 11,653                | 4,768               | 4,541,294            | 4,731,267             |
| Transfers                                   | 24,175,881            | 3,600,222            | 4,462,705                                    | -                     | 1,002,893           | -                    | 33,241,701            |
| <b>Total Expenditures</b>                   | <b>\$ 179,691,456</b> | <b>\$ 25,881,562</b> | <b>\$ 13,576,753</b>                         | <b>\$ 18,017,014</b>  | <b>\$ 5,306,225</b> | <b>\$ 12,160,068</b> | <b>\$ 254,633,078</b> |
| <b>Fund Balance</b>                         |                       |                      |  |                       |                     |                      |                       |
| 2016 Beginning Balance                      | 26,901,450            | 1,517,080            | 1,062,321                                    | (2,211,476)           | 757,985             | -                    | -                     |
| Appropriated Fund Balance                   | 3,561,404             | 720,177              | 843,743                                      | 1,428,069             | 101,721             | -                    | -                     |
| 2016 Surplus/(Deficit)                      | 6,000,000             | 500,000              | 250,000                                      | 5,700,000             | 200,000             | -                    | -                     |
| Change in Balance                           | 2,438,596             | (220,177)            | (593,743)                                    | 4,271,931             | 98,279              | -                    | -                     |

**Summary of Financial Resources and Uses 2015 - 2017**

\*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              | 2017              |                   | 2016             | 2017             |                  | 2016                                      | 2017             |                  | 2016                  | 2017             |                  | 2016                | 2017            |                 | 2016              | 2017            |                  | 2016              | 2017              |                   |  |
|                                      | 2015              | Amended           | Adopted           | 2015             | Amended          | Adopted          | 2015                                      | Amended          | Adopted          | 2015                  | Amended          | Adopted          | 2015                | Amended         | Adopted         | 2015              | Amended         | Adopted          | 2015              | Amended           | Adopted           |  |
|                                      | Actual            | Budget            | Budget            | Actual           | Budget           | Budget           | Actual                                    | Budget           | Budget           | Actual                | Budget           | Budget           | Actual              | Budget          | Budget          | Actual            | Budget          | Budget           | Actual            | Budget            | Budget            |  |
| <b>Revenues</b>                      |                   |                   |                   |                  |                  |                  |   |                  |                  |                       |                  |                  |                     |                 |                 |                   |                 |                  |                   |                   |                   |  |
| Real Property Taxes                  | 55,329            | 56,647            | 58,264            | -                | -                | -                | -   | -                | -                | -                     | -                | -                | -                   | -               | -               | -                 | -               | -                | 55,329            | 56,647            | 58,264            |  |
| Other Tax Items                      | 8,431             | 6,670             | 7,725             | -                | -                | -                | -   | -                | -                | -                     | -                | -                | -                   | -               | -               | -                 | -               | -                | 8,431             | 6,670             | 7,725             |  |
| Non-Property Taxes                   | 38,813            | 39,042            | 42,162            | -                | -                | -                | -   | -                | -                | -                     | -                | -                | -                   | -               | -               | -                 | -               | -                | 38,813            | 39,042            | 42,162            |  |
| Departmental Income                  | 18,440            | 20,796            | 20,310            | -                | -                | -                | 5,265                                     | 5,218            | 6,200            | 12,609                | 11,819           | 11,819           | 765                 | 900             | 900             | -                 | -               | -                | 37,078            | 38,734            | 39,229            |  |
| Intergovernmental Charges            | 576               | 814               | 550               | 644              | 496              | 495              | -   | -                | -                | -                     | -                | -                | -                   | -               | -               | -                 | -               | -                | 1,220             | 1,310             | 1,045             |  |
| Use of Money and Property            | 153               | 59                | 109               | 1                | -                | -                | 0   | -                | -                | 2                     | 6                | 6                | 0                   | -               | -               | 3                 | -               | -                | 159               | 65                | 115               |  |
| Licenses and Permits                 | 52                | 27                | 47                | 5                | 5                | 5                | -   | -                | -                | -                     | -                | -                | -                   | -               | -               | -                 | -               | -                | 57                | 32                | 52                |  |
| Fines and Forfeitures                | 259               | 281               | 250               | -                | -                | 1                | -   | -                | -                | -                     | -                | -                | -                   | -               | -               | -                 | -               | -                | 259               | 281               | 251               |  |
| Sales of Property and Comp. for Loss | 415               | 536               | 110               | 1                | 1                | 1                | 221                                       | 255              | 230              | -                     | -                | -                | -                   | -               | -               | -                 | -               | -                | 638               | 792               | 341               |  |
| Miscellaneous Local Sources          | 3,532             | 4,248             | 4,394             | 118              | 200              | 100              | 5,802                                     | 5,795            | 5,795            | 5                     | 4,400            | 5,308            | 4                   | 2               | 2               | -                 | -               | -                | 9,461             | 14,645            | 15,599            |  |
| Interfund Revenue                    | -                 | -                 | -                 | -                | -                | -                | -   | -                | -                | 285                   | 314              | 310              | -                   | -               | -               | -                 | -               | -                | 285               | 314               | 310               |  |
| State Aid                            | 18,458            | 20,785            | 20,934            | 2,717            | 3,394            | 5,331            | 139                                       | 33               | 33               | -                     | -                | -                | -                   | -               | -               | -                 | -               | -                | 21,314            | 24,212            | 26,297            |  |
| Federal Aid                          | 13,736            | 18,259            | 17,904            | 1,706            | 623              | 134              | -   | -                | -                | -                     | -                | -                | -                   | -               | -               | 153               | -               | -                | 15,595            | 18,882            | 18,038            |  |
| Miscellaneous                        | -                 | -                 | -                 | -                | -                | -                | -   | -                | -                | -                     | -                | -                | -                   | -               | -               | -                 | -               | -                | -                 | -                 | -                 |  |
| Transfers                            | 365               | 500               | 500               | 11,806           | 14,078           | 16,365           | 1,100                                     | 250              | 650              | 74                    | -                | -                | 3,994               | 3,893           | 3,567           | 8,637             | 8,733           | 12,160           | 25,976            | 27,453            | 33,242            |  |
| Other Financing Sources              | -                 | -                 | -                 | -                | -                | -                | -   | -                | -                | 0                     | -                | -                | -                   | -               | -               | -                 | -               | -                | 0                 | -                 | -                 |  |
| Fund Balance                         | (2,695)           | 4,545             | 6,433             | 1,920            | 726              | 3,450            | (311)                                     | 651              | 670              | 5,474                 | 1,428            | 574              | (472)               | 249             | 837             | -                 | -               | -                | 3,917             | 7,600             | 11,964            |  |
| <b>Total Revenues</b>                | <b>\$ 155,864</b> | <b>\$ 173,210</b> | <b>\$ 179,691</b> | <b>\$ 18,918</b> | <b>\$ 19,523</b> | <b>\$ 25,882</b> | <b>\$ 12,217</b>                          | <b>\$ 12,202</b> | <b>\$ 13,577</b> | <b>\$ 18,451</b>      | <b>\$ 17,967</b> | <b>\$ 18,017</b> | <b>\$ 4,291</b>     | <b>\$ 5,044</b> | <b>\$ 5,306</b> | <b>\$ 8,793</b>   | <b>\$ 8,733</b> | <b>\$ 12,160</b> | <b>\$ 218,535</b> | <b>\$ 236,679</b> | <b>\$ 254,633</b> |  |
| <b>Expenditures - By Function</b>    |                   |                   |                   |                  |                  |                  |   |                  |                  |                       |                  |                  |                     |                 |                 |                   |                 |                  |                   |                   |                   |  |
| General Government Support           | 24,120            | 27,528            | 28,627            | -                | -                | -                | -   | -                | -                | -                     | -                | -                | -                   | -               | -               | -                 | -               | -                | 24,120            | 27,528            | 28,627            |  |
| Education                            | 5,314             | 5,750             | 5,800             | -                | -                | -                | -   | -                | -                | -                     | -                | -                | -                   | -               | -               | -                 | -               | -                | 5,314             | 5,750             | 5,800             |  |
| Public Safety                        | 24,849            | 26,248            | 26,759            | 679              | 791              | 802              | -   | -                | -                | -                     | -                | -                | -                   | -               | -               | -                 | -               | -                | 25,528            | 27,039            | 27,561            |  |
| Health                               | 23,850            | 25,363            | 26,191            | -                | -                | -                | -   | -                | -                | 18,424                | 17,754           | 17,427           | -                   | -               | -               | -                 | -               | -                | 42,274            | 43,117            | 43,618            |  |
| Transportation                       | 1,172             | 1,649             | 1,792             | 15,083           | 15,413           | 19,643           | -   | -                | -                | -                     | -                | -                | 3,445               | 4,097           | 4,060           | -                 | -               | -                | 19,700            | 21,159            | 25,495            |  |
| Econ. Opportunity and Development    | 51,878            | 60,601            | 59,960            | -                | -                | -                | -   | -                | -                | -                     | -                | -                | -                   | -               | -               | -                 | -               | -                | 51,878            | 60,601            | 59,960            |  |
| Culture and Recreation               | 3,318             | 3,809             | 4,038             | -                | -                | -                | -   | -                | -                | -                     | -                | -                | -                   | -               | -               | -                 | -               | -                | 3,318             | 3,809             | 4,038             |  |
| Home and Community Services          | 1,336             | 1,834             | 2,018             | -                | -                | -                | 11,106                                    | 12,103           | 13,192           | -                     | -                | -                | -                   | -               | -               | -                 | -               | -                | 12,442            | 13,937            | 15,210            |  |
| Debt Service                         | 296               | 310               | 330               | 1,140            | 1,198            | 1,836            | 1,111                                     | 100              | 385              | 26                    | 213              | 590              | -                   | 63              | 243             | 8,791             | 8,733           | 12,160           | 11,364            | 10,616            | 15,545            |  |
| Other Financing Uses                 | 19,732            | 20,119            | 24,176            | 2,015            | 2,120            | 3,600            | -   | -                | -                | -                     | -                | -                | 846                 | 884             | 1,003           | 3                 | -               | -                | 22,595            | 23,123            | 28,779            |  |
| <b>Total Expenditures</b>            | <b>\$ 155,864</b> | <b>\$ 173,210</b> | <b>\$ 179,691</b> | <b>\$ 18,918</b> | <b>\$ 19,523</b> | <b>\$ 25,882</b> | <b>\$ 12,217</b>                          | <b>\$ 12,202</b> | <b>\$ 13,577</b> | <b>\$ 18,451</b>      | <b>\$ 17,967</b> | <b>\$ 18,017</b> | <b>\$ 4,291</b>     | <b>\$ 5,044</b> | <b>\$ 5,306</b> | <b>\$ 8,793</b>   | <b>\$ 8,733</b> | <b>\$ 12,160</b> | <b>\$ 218,534</b> | <b>\$ 236,679</b> | <b>\$ 254,633</b> |  |
| <b>Expenditures - By Category</b>    |                   |                   |                   |                  |                  |                  |   |                  |                  |                       |                  |                  |                     |                 |                 |                   |                 |                  |                   |                   |                   |  |
| Personal Services                    | 38,136            | 41,091            | 42,543            | 3,948            | 4,132            | 4,460            | 946                                       | 1,010            | 1,036            | 6,772                 | 7,039            | 7,207            | 989                 | 1,148           | 1,115           | -                 | -               | -                | 50,791            | 54,419            | 56,361            |  |
| Fixed Equipment                      | 359               | 640               | 1,083             | 9                | 33               | -                | -   | 250              | 799              | 13                    | 330              | -                | 40                  | 132             | 129             | -                 | -               | -                | 420               | 1,385             | 2,011             |  |
| Contracted Services                  | 72,828            | 83,111            | 82,856            | 8,685            | 8,657            | 12,252           | 5,202                                     | 5,394            | 6,241            | 7,358                 | 5,460            | 5,462            | 1,654               | 1,938           | 1,931           | 20                | 4               | 3                | 95,746            | 104,565           | 108,745           |  |
| Employee Benefits                    | 24,514            | 27,936            | 28,703            | 3,120            | 3,382            | 3,734            | 567                                       | 618              | 653              | 4,260                 | 4,926            | 4,758            | 762                 | 879             | 885             | -                 | -               | -                | 33,224            | 37,741            | 38,733            |  |
| Debt Service                         | -                 | -                 | -                 | -                | -                | -                | -   | -                | -                | -                     | -                | -                | -                   | -               | -               | -                 | -               | -                | -                 | -                 | -                 |  |
| Principal                            | 200               | 200               | 200               | 1,100            | 1,100            | 1,800            | 1,100                                     | 94               | 378              | 17                    | 204              | 579              | -                   | 60              | 238             | 6,728             | 7,019           | 7,616            | 9,145             | 8,677             | 10,811            |  |
| Interest                             | 96                | 110               | 130               | 40               | 98               | 36               | 11  | 5                | 8                | 31                    | 9                | 12               | -                   | 3               | 5               | 2,043             | 1,710           | 4,541            | 2,221             | 1,935             | 4,731             |  |
| Transfers                            | 19,732            | 20,122            | 24,176            | 2,015            | 2,120            | 3,600            | 4,391                                     | 4,830            | 4,463            | -                     | -                | -                | 846                 | 884             | 1,003           | 3                 | -               | -                | 26,987            | 27,957            | 33,242            |  |
| <b>Total Expenditures</b>            | <b>\$ 155,864</b> | <b>\$ 173,210</b> | <b>\$ 179,691</b> | <b>\$ 18,918</b> | <b>\$ 19,523</b> | <b>\$ 25,882</b> | <b>\$ 12,217</b>                          | <b>\$ 12,202</b> | <b>\$ 13,577</b> | <b>\$ 18,451</b>      | <b>\$ 17,967</b> | <b>\$ 18,017</b> | <b>\$ 4,291</b>     | <b>\$ 5,044</b> | <b>\$ 5,306</b> | <b>\$ 8,793</b>   | <b>\$ 8,733</b> | <b>\$ 12,160</b> | <b>\$ 218,534</b> | <b>\$ 236,679</b> | <b>\$ 254,633</b> |  |

**Sullivan County Multiyear Budget**

2017 - 2022

|   | 2017 Adopted Budget   | 2018                  | 2019                  | 2020                  | 2021                  | 2022                  |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>Revenues</b>                             |                       |                       |                       |                       |                       |                       |
| Real Property Taxes                         | 58,264,118            | 59,429,400            | 60,617,988            | 61,830,348            | 63,066,955            | 64,328,294            |
| Other Tax Items                             | 7,725,000             | 7,725,000             | 7,725,000             | 7,725,000             | 7,725,000             | 7,725,000             |
| Non-Property Taxes                          | 42,162,000            | 45,121,455            | 46,362,295            | 47,637,258            | 48,947,283            | 50,293,333            |
| Departmental Income                         | 20,309,675            | 20,727,433            | 20,727,433            | 20,727,433            | 20,727,433            | 20,727,433            |
| Intergovernmental Charges                   | 549,719               | 812,150               | 812,150               | 812,150               | 812,150               | 812,150               |
| Use of Money and Property                   | 108,870               | 58,850                | 58,850                | 58,850                | 58,850                | 58,850                |
| Licenses and Permits                        | 47,300                | 27,300                | 27,300                | 27,300                | 27,300                | 27,300                |
| Fines and Forfeitures                       | 249,500               | 266,308               | 266,308               | 266,308               | 266,308               | 266,308               |
| Sales of Property and Compensation for Loss | 110,000               | 110,200               | 110,200               | 110,200               | 110,200               | 110,200               |
| Miscellaneous Local Sources                 | 4,394,302             | 4,248,257             | 4,248,257             | 4,248,257             | 4,248,257             | 4,248,257             |
| Interfund Revenue                           | -                     | -                     | -                     | -                     | -                     | -                     |
| State Aid                                   | 20,933,802            | 20,933,802            | 20,933,802            | 20,933,802            | 20,933,802            | 20,933,802            |
| Federal Aid                                 | 17,903,947            | 17,903,947            | 17,903,947            | 17,903,947            | 17,903,947            | 17,903,947            |
| Miscellaneous                               | -                     | -                     | -                     | -                     | -                     | -                     |
| Transfers                                   | 500,000               | 400,000               | -                     | -                     | -                     | -                     |
| Other Financing Sources                     | -                     | -                     | -                     | -                     | -                     | -                     |
| Casino Resort Mitigation Payment            | -                     | -                     | 6,500,000             | 6,500,000             | 6,500,000             | 6,500,000             |
| Fund Balance                                | 6,433,223             | -                     | -                     | -                     | -                     | -                     |
| <b>Total Revenues</b>                       | <b>\$ 179,691,456</b> | <b>\$ 177,764,102</b> | <b>\$ 186,293,530</b> | <b>\$ 188,780,853</b> | <b>\$ 191,327,485</b> | <b>\$ 193,934,874</b> |

| <b>Expenditures - By Category</b> |                       |                       |                       |                       |                       |                       |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Personal Services                 | 42,543,072            | 43,393,933            | 44,261,812            | 45,147,048            | 46,049,989            | 46,970,989            |
| Fixed Equipment                   | 1,083,000             | 1,083,000             | 1,083,000             | 1,083,000             | 1,083,000             | 1,083,000             |
| Contracted Services               | 82,856,331            | 84,099,176            | 85,360,664            | 86,641,074            | 87,940,690            | 89,259,800            |
| Employee Benefits                 | 28,703,172            | 29,420,751            | 30,156,270            | 30,910,177            | 31,682,931            | 32,475,005            |
| Debt Service                      | -                     | -                     | -                     | -                     | -                     | -                     |
| Principal                         | 200,000               | -                     | -                     | -                     | -                     | -                     |
| Interest                          | 130,000               | -                     | -                     | -                     | -                     | -                     |
| Transfers                         | 24,175,881            | 24,538,519            | 24,906,597            | 25,280,196            | 25,659,399            | 26,044,290            |
| <b>Total Expenditures</b>         | <b>\$ 179,691,456</b> | <b>\$ 182,535,380</b> | <b>\$ 185,768,343</b> | <b>\$ 189,061,495</b> | <b>\$ 192,416,009</b> | <b>\$ 195,833,084</b> |

| <b>Debt Schedule Additions/(Subtractions)</b> |             |                   |                     |                     |                     |                     |
|---|-------------|-------------------|---------------------|---------------------|---------------------|---------------------|
| Changes in Debt Payments - Existing Schedule  | -           | (213,534)         | (649,991)           | (1,181,955)         | (1,238,349)         | (1,285,902)         |
| 2017 Borrowing                                | -           | 659,477           | 659,477             | 659,477             | 659,477             | 659,477             |
| 2018 Borrowing                                | -           | -                 | 1,117,580           | 1,117,580           | 1,117,580           | 1,117,580           |
| 2019 Borrowing                                | -           | -                 | -                   | 1,188,300           | 1,188,300           | 1,188,300           |
| 2020 Borrowing                                | -           | -                 | -                   | -                   | 1,087,647           | 1,087,647           |
| 2021 Borrowing                                | -           | -                 | -                   | -                   | -                   | 1,044,246           |
| Total New Debt - Tentative Capital Budget     | -           | 659,477           | 1,777,057           | 2,965,357           | 4,053,004           | 5,097,250           |
| <b>Total Net New Debt Payment</b>             | <b>\$ -</b> | <b>\$ 445,943</b> | <b>\$ 1,127,066</b> | <b>\$ 1,783,402</b> | <b>\$ 2,814,655</b> | <b>\$ 3,811,348</b> |

# Assumptions Used For Multiyear Budget

## Revenues

- Real Property Tax: 2% Annual Growth
- Other Property Tax Items: 0% Growth
- Non-Property Tax Items: 2018 2.75% plus \$1.8 million (Casino Resort & Veria), 2018 2%, 2019 through 2022 2.75%
- 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 2017 \$400,000 in 2018, then \$0 in 2019 through 2021.
- Casino Resort Mitigation Payment: 2018 through 2021 \$6.5 million based upon New York State Department of Budget estimates
- Fund Balance

## Expenses:

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

**2017 ADOPTED BUDGET FOR SULLIVAN COUNTY**

**CONTRACTING AGENCIES BUDGET ALLOCATIONS**

| <b>AGENCY</b>  | <b>Account Number</b> | <b>2014<br/>ADOPTED</b> | <b>2015<br/>ADOPTED</b> | <b>2016<br/>ADOPTED</b> | <b>2017<br/>ADOPTED</b> |
|--|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Boys and Girls Club <sup>1</sup>                           | A-6010-38-40-4001     | \$98,043                | \$98,043                | \$98,043                | \$98,043                |
| C.A.T.S.   | A-6410-40-4011        | \$12,312                | \$12,312                | \$12,312                | \$15,000                |
| CACHE  | A-6310-40-4001        | \$18,360                | \$18,360                | \$18,360                | \$18,360                |
| Cornell Cooperative Extension                              | A-8989-99-40-4035     | \$415,000               | \$415,000               | \$415,000               | \$415,000               |
| Delaware Highlands Conservancy(The Eagle Institute )       | A-7560-40-4027        | \$5,200                 | \$5,200                 | \$5,200                 | \$7,000                 |
| Delaware Valley Arts Alliance                              | A-7560-40-4004        | \$14,535                | \$14,535                | \$14,535                | \$36,500                |
| Dream Tank   | A-3010-40-4045        | \$33,048                | \$33,048                | \$33,048                | \$33,048                |
| Head Start   | A-6326-40-4001        | \$31,396                | \$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                 | \$7,850                 | \$9,551                 |
| Literacy Volunteers  | A-7560-40-4030        | \$2,906                 | \$2,906                 | \$2,906                 | \$5,000                 |
| Nonprofit Leadership Summit                                | A-8020-90-40-4013     |                         | \$6,500                 | \$6,500                 | \$6,500                 |
| Partnership for Economic Development                       | A-6989-40-4009        | \$75,000                | \$75,000                | \$75,000                | \$75,000                |
| Soil and Water Conservation District                       | A-8745-40-4040        | \$198,535               | \$198,535               | \$198,535               | \$220,000               |
| Sullivan Alliance for Sustainable Development <sup>2</sup> | A-6989-40-4013        | \$60,000                | \$60,000                | \$60,000                | \$0                     |
| Sullivan County ARC  | A-4322-40-4023        | \$55,080                | \$0                     | \$0                     | \$0                     |
| Sullivan County Community College - Contribution           | A-2495-46-4605        | \$4,000,000             | \$4,000,000             | \$4,300,000             | \$4,300,000             |
| Sullivan County Conflict Legal Aid                         | A-1170-40-4008        | \$350,000               | \$350,000               | \$350,000               | \$350,000               |
| Sullivan County Legal Aid Panel Inc                        | A-1170-40-4008        | \$741,657               | \$741,657               | \$741,657               | \$741,657               |
| Sullivan County Long Beards                                | A-8720-40-4013        | \$1,360                 | \$1,360                 | \$0                     | \$0                     |
| Sullivan County Sportsmen's Federation                     | A-8720-40-4013        | \$12,240                | \$12,240                | \$12,240                | \$20,000                |
| Sullivan County Visitors Association                       | A-6410-40-4011        | \$467,500               | \$568,000               | \$538,000               | \$575,000               |
| Upper Delaware Scenic Byway                                | A-8020-90-40-4033     | \$1,360                 | \$1,360                 | \$1,360                 | \$20,000                |
| YMCA of Middletown NY INC                                  | A-7310-40-4013        | \$17,600                | \$17,600                | \$16,500                | \$16,500                |
| <b>TOTAL</b>   |                       | <b>\$6,618,982</b>      | <b>\$6,690,902</b>      | <b>\$6,958,442</b>      | <b>\$7,042,159</b>      |

1. Includes funding through COPS

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

Equalized Total Assessed Value 9,368,147,947

| 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 | RPTL410               | 69                   | 21'126,490                          | 0.23                      |
| 10110          | 0/S SPEC DIST - SEWER OR WATER   | RPTL410-a             | 8                    | 450,023                             | 0.00                      |
| 12100          | NYS - GENERALLY                  | RPTL404(1)            | 107                  | 278,754,553                         | 2.98                      |
| 12350          | PUBLIC AUTHORITY STATE           | RPTL412               | 10                   | 481,005                             | 0.01                      |
| 13100          | CO - GENERALLY                   | RPTL406(1)            | 77                   | 84,301,113                          | 0.90                      |
| 13101          | CO - GENERALLY                   | RPTL406(1)            | 42                   | 2,014,173                           | 0.02                      |
| 13240          | CO 0/S LIMITS - SEWER OR WATER   | RPTL406(3)            | 1                    | 148,068                             | 0.00                      |
| 13350          | CITY- GENERALLY                  | RPTL406(1)            | 2                    | 5,823,623                           | 0.06                      |
| 13500          | TOWN- GENERALLY                  | RPTL406(1).           | 338                  | 80,586,022                          | 0.86                      |
| 13510          | TOWN - CEMETERY LAND             | RPTL446               | 9                    | 150,469                             | 0.00                      |
| 13570          | TOWN 0/S LIMITS - SPECIFIED USES | RPTL406(2)            | 5                    | 926                                 | 0.00                      |
| 13650          | VG - GENERALLY                   | RPTL406(1)            | 87                   | 13,362,483                          | 0.14                      |
| 13730          | VG 0/S LIMITS - SPECIFIED USES   | RPTL406(2)            | 3                    | 222,614                             | 0.00                      |
| 13740          | VG 0/S LIMITS - SEWER OR WATER   | RPTL406(3)            | 25                   | 7,580,822                           | 0.08                      |
| 13741          | VG 0/S LIMITS - SEWER OR WATER   | RPTL406(3)            | 2                    | 398,228                             | 0.00                      |
| 13742          | VG 0/S LIMITS - SEWER OR WATER   | RPTL406(3)            | 2                    | 2,269,023                           | 0.02                      |
| 13800          | SCHOOL DISTRICT                  | RPTL408               | 35                   | 162,231,116                         | 1.73                      |
| 13850          | BOCES                            | RPTL408               | 1                    | 6,031,234                           | 0.06                      |
| 13870          | SPEC DIST USED FOR PURPOSE ESTAB | RPTL410               | 66                   | 19,514,631                          | 0.21                      |
| 13890          | PUBLIC AUTHORITY - LOCAL         | RPTL412               | 2                    | 2,985,682                           | 0.03                      |
| 14100          | USA- GENERALLY                   | RPTL400(1)            | 9                    | 7,012,480                           | 0.07                      |
| 14110          | USA- SPECIFIED USES              | STATE L 54            | 8                    | 2,215,709                           | 0.02                      |
| 18020          | MUNICIPAL INDUSTRIAL DEV AGENCY  | RPTL412-a             | 187                  | 243,937,977                         | 2.60                      |
| 18060          | URBAN REN: OWNER-MUN U R AGENCY  | GEN MUNY 555 & 560    | 1                    | 29,764                              | 0.00                      |
| 18080          | MUN HSN G AUTH-FEDERALIMUN AIDED | PUB HSN G L 52(3)&(5) | 4                    | 5,935,556                           | 0.06                      |
| 21600          | RES OF CLERGY - RELIG CORP OWNER | RPTL462               | 15                   | 2,040,506                           | 0.02                      |
| 25110          | NONPROF CORP - RELIG(CONST PROT) | RPTL420-a             | 525                  | 271,546,003                         | 2.90                      |
| 25120          | NONPROF CORP- EDUCL(CONST PROT)  | RPTL420-a             | 177                  | 155,961,807                         | 1.66                      |
| 25130          | NONPROFCORP-CHAR ONSTPROD        | RPTL420-a             | 51                   | 25,920,167                          | 0.28                      |
| 25210          | NONPROF CORP - HOSPITAL          | RPTL420-a             | 6                    | 47,921,376                          | 0.51                      |
| 25220          | NONPROF CORP-CEMETERY            | RPTL420(1)(a)         | 5                    | 84,848                              | 0.00                      |
| 25230          | NONPROF CORP - MORAL/MENTAL IMP  | RPTL420-a             | 76                   | 29,713,776                          | 0.32                      |
| 25300          | NONPROF CORP - SPECIFIED USES    | RPTL420-b             | 47                   | 19,393,109                          | 0.21                      |

Equalized Total Assessed Value 9,368,147,947

| 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                    | 518,426                             | 0.01                      |
| 26050          | AGRICULTURAL SOCIETY                 | RPTL450                |                      | 361,842                             | 0.00                      |
| 26100          | VETERANS ORGANIZATION                | RPTL452                | 8                    | 790,093                             | 0.01                      |
| 26250          | HISTORICAL SOCIETY                   | RPTL444                | 1                    | 90,933                              | 0.00                      |
| 26400          | INC VOLUNTEER FIRE CO OR DEPT        | RPTL 464(2)            | 20                   | 7,110,297                           | 0.08                      |
| 27350          | PRIVATELY OWNED CEMETERY LAND        | RPTL446                | 189                  | 3,800,130                           | 0.04                      |
| 28100          | NOT-FOR-PROFIT HOUSING CO            | RPTL422                |                      | 3,885,455                           | 0.04                      |
| 28120          | NOT-FOR-PROFIT HOUSING CO            | RPTL422                | 1                    | 575,682                             | 0.01                      |
| 29700          | PROP WITHDRAWN FROM FORECLOSURE      | RPTL 1138              | 10                   | 517,753                             | 0.01                      |
| 32252          | NYS OWNED REFORESTATION LAND         | RPTL 534               | 7                    | 971,194                             | 0.01                      |
| 32301          | NYS LAND TAXABLE FOR SCHOOL ONLY     | RPTL 536               | 12                   | 1,480,472                           | 0.02                      |
| 33201          | TAX SALE - COUNTY OWNED              | RPTL406(5)             | 364                  | 18,489,322                          | 0.20                      |
| 33701          | TAX SALE - VG OWNED                  | RPTL 406(5)            | 9                    | 396,438                             | 0.00                      |
| 41101          | VETS EX BASED ON ELIGIBLE FUNDS      | RPTL 458(1)            | 100                  | 2,365,244                           | 0.03                      |
| 41120          | ALT VET EX-WAR PERIOD-NON-COMBAT     | RPTL 458-a             | 1,342                | 25,607,032                          | 0.27                      |
| 41121          | ALT VET EX-WAR PERIOD-NON-COMBAT     | RPTL 458-a             | 42                   | 787,657                             | 0.01                      |
| 41122          | ALT VET EX-WAR PERIOD-NON-COMBAT     | RPTL 458-a             | 1                    | 27,000                              | 0.00                      |
| 41130          | ALT VET EX-WAR PERIOD-COMBAT         | RPTL 458-a             | 1,057                | 3,089,993                           | 0.35                      |
| 41131          | ALT VET EX-WAR PERIOD-COMBAT         | RPTL 458-a             | 32                   | 994,042                             | 0.01                      |
| 41140          | ALT VET EX-WAR PERIOD-DISABILITY     | RPTL 458-a             | 446                  | 13,753,624                          | 0.15                      |
| 41141          | ALT VET EX-WAR PERIOD-DISABILITY     | RPTL 458-a             | 9                    | 344,797                             | 0.00                      |
| 41145          | ALT VET EX-WAR PERIOD-DISABILITY     | RPTL 458-a             |                      | 4,251                               | 0.00                      |
| 41160          | COLD WAR VETERANS (15%)              | RPTL 458-b             | 1                    | 0                                   | 0.00                      |
| 41161          | COLD WAR VETERANS (15%)              | RPTL 458-b             | 259                  | 3,038,963                           | 0.03                      |
| 41162          | COLD WAR VETERANS (15%)              | RPTL 458-b             | 82                   | 956,867                             | 0.01                      |
| 41171          | COLD WAR VETERANS (DISABLED)         | RPTL 458-b             | 26                   | 439,425                             | 0.00                      |
| 41172          | COLD WAR VETERANS (DISABLED)         | RPTL458-b              | 2                    | 52,803                              | 0.00                      |
| 41300          | PARAPLEGIC VETS                      | RPTL 458(3)            | 1                    | 191,591                             | 0.00                      |
| 41400          | CLERGY                               | RPTL460                | 18                   | 37,974                              | 0.00                      |
| 41690          | VOLUNTEER FIREFIGHTERS AND AMBULANCE | RPTL 466-c,d,e,f,g,h&i | 208                  | 608,577                             | 0.01                      |
| 41691          | VOLUNTEER FIREFIGHTERS AND AMBULANCE | RPTL 466-c,d,e,f,g,h&i | 66                   | 205,782                             | 0.00                      |
| 41692          | VOLUNTEER FIREFIGHTERS AND AMBULANCE | RPTL 466-c,d,e,f,g,h&i | 9                    | 27,000                              | 0.00                      |
| 41700          | AGRICULTURAL BUILDING                | RPTL483                | 80                   | 3,725,340                           | 0.04                      |



Equalized Total Assessed Value 9,368,147,947

| Exemption Code | Exemption Name                        | Statutory Authority        | Number of Exemptions | Total Equalized Value of Exemptions | Percent of Value Exempted |
|----------------|---------------------------------------|----------------------------|----------------------|-------------------------------------|---------------------------|
| 41720          | AGRICULTURAL DISTRICT                 | AG-MKTS L305               | 1,020                | 47,611,287                          | 0.51                      |
| 41730          | AGRIC LAND-INDIV NOT INAG DIST        | AG MKTS L306               | 50                   | 1,996,815                           | 0.02                      |
| 41800          | PERSONS AGE 65 OR OVER                | RPTL467                    | 472                  | 24,093,688                          | 0.26                      |
| 41801          | PERSONS AGE 65 OR OVER                | RPTL467                    | 508                  | 18,608,339                          | 0.20                      |
| 41802          | PERSONS AGE 65 OR OVER                | RPTL467                    | 11                   | 411,248                             | 0.00                      |
| 42100          | SILOS, MANURE STORAGE TANKS,          | RPTL483-a                  | 55                   | 831,526                             | 0.01                      |
| 42120          | TEMPORARY GREENHOUSES                 | RPTL483-c                  | 9                    | 239,006                             | 0.00                      |
| 44210          | HOME IMPROVEMENTS                     | RPTL421-f                  | 76                   | 1,619,688                           | 0.02                      |
| 44211          | HOME IMPROVEMENTS                     | RPTL421-f                  | 47                   | 1,561,137                           | 0.02                      |
| 44212          | HOME IMPROVEMENTS                     | RPTL421-f                  |                      | 11,111                              | 0.00                      |
| 46450          | INCASSN OF VOLUNTEER FIREMEN          | RPTL464(1)                 |                      | 6,852                               | 0.00                      |
| 47100          | Mass Telecomm Ceiling                 | RPTL S499-qqqq             | 9                    | 361,860                             | 0.00                      |
| 47200          | RAILROAD- PARTIALLY EXEMPT            | RPTL 489-d&dd              | 6                    | 22,493,552                          | 0.24                      |
| 47450          | FOREST/REF LAND - FISHERACT           | RPTL480                    | 26                   | 2,023,286                           | 0.02                      |
| 47460          | FOREST LAND CERTD AFTER 8/74          | RPTL480-a                  | 837                  | 80,795,093                          | 0.86                      |
| 47610          | BUSINESS INVESTMENT PROPERTY POST 8/5 | RPTL485-b                  | 62                   | 3,221,801                           | 0.03                      |
| 47611          | BUSINESS INVESTMENT PROPERTY POST 8/5 | RPTL485-b                  | 9                    | 379,330                             | 0.00                      |
| 48100          | URB DEV ACTION AREA PROJECT           | GEN MUNY L696              |                      | 3,923,136                           | 0.04                      |
| 48660          | HOUSING DEVELOPMENT FUND CO           | PH F I L 577,654-a         | 1                    | 3,177,841                           | 0.03                      |
| 48670          | REDEVELOPMENT HOUSING CO              | P H F I L 125 & 127        | 4                    | 6,147,435                           | 0.07                      |
| 49500          | SOLAR OR WIND ENERGY SYSTEM           | RPTL487                    | 99                   | 2,442,583                           | 0.03                      |
| 50000          | SYSTEM CODE                           | STATUTORY AUTH NOT DEFINED | 8                    | 327,841                             | 0.00                      |
| 50001          | SYSTEM CODE                           | STATUTORY AUTH NOT DEFINED | 13                   | 1,296,589                           | 0.01                      |

Equalized Total Assessed Value 9,368,147,947

| 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                    | 1,463                               | 0.00                      |
| Total Exemptions Exclusive of System Exemptions: |                |                            | 9,713                | 1,847,347,989                       | 19.72                     |
| Total System Exemptions:                         |                |                            | 25                   | 1,625,893                           | 0.02                      |
| Totals:  |                |                            | 9,738                | 1,848,973,882                       | 19.74                     |

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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.

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

## Authorized Position Counts By Department

|   | 2015<br>Adopted<br>Position Counts | 2016<br>Adopted<br>Position Counts | 2017<br>Adopted<br>Position Counts |
|---|------------------------------------|------------------------------------|------------------------------------|
| County Legislature <sup>1</sup>                           | 12                                 | 12                                 | 11                                 |
| District Attorney   | 19                                 | 20                                 | 20                                 |
| Coroners  | 4.5                                | 4.5                                | 4.5                                |
| County Manager <sup>2</sup>                               | 2                                  | 2                                  | 3                                  |
| Audit and Control <sup>3</sup>                            | 6                                  | 6                                  | 7                                  |
| County Treasurer <sup>4</sup>                             | 13                                 | 13                                 | 13                                 |
| Management and Budget <sup>5</sup>                        | 4.5                                | 4.5                                | 6.5                                |
| Grants Administration <sup>6</sup>                        | 3                                  | 3                                  | 2                                  |
| Risk Management <sup>7</sup>                              | 4                                  | 4                                  | 5                                  |
| Payroll <sup>8</sup>                                      | 3.5                                | 3.5                                | 3.5                                |
| Health Finance  | 13                                 | 13                                 | 13                                 |
| Purchasing and Central Services <sup>9</sup>              | 5                                  | 5                                  | 5.5                                |
| Real Property Tax Map                                     | 6                                  | 6                                  | 6                                  |
| County Clerk - Main Unit                                  | 15.5                               | 15.5                               | 15.5                               |
| County Clerk - DMV  | 10                                 | 10                                 | 10                                 |
| County Attorney <sup>10</sup>                             | 7                                  | 7                                  | 7                                  |
| Human Resources <sup>11</sup>                             | 7                                  | 6                                  | 6                                  |
| Elections   | 6                                  | 6                                  | 6                                  |
| Records Management  | 2                                  | 2                                  | 2                                  |
| Department of Public Works - Administration <sup>12</sup> | 6                                  | 6                                  | 7                                  |
| Department of Public Works - Buildings <sup>13</sup>      | 36                                 | 35                                 | 36                                 |
| Management Information Systems <sup>14</sup>              | 13                                 | 17                                 | 17                                 |
| Public Safety Administration <sup>15</sup>                | 3                                  | 3                                  | 2.75                               |
| Public Safety Communication E911 <sup>16</sup>            | 19                                 | 19                                 | 20                                 |
| Sheriff's Office - Patrol <sup>17</sup>                   | 47                                 | 48                                 | 45                                 |
| Sheriff's Office - Civil <sup>18</sup>                    | 9.2                                | 9.2                                | 13.2                               |
| Sheriff's Office - Security <sup>19</sup>                 | 6                                  | 6                                  | 8                                  |
| Department of Probation                                   | 28                                 | 29                                 | 29                                 |
| Sheriff's Office - Jail <sup>20</sup>                     | 114.8                              | 112.8                              | 112.8                              |
| Fire Protection <sup>15</sup>                             | 7                                  | 7                                  | 6.25                               |
| Department of Public Health Services <sup>21</sup>        | 78                                 | 78                                 | 79                                 |
| Department of Community Services                          | 59                                 | 64                                 | 64                                 |
| Sullivan County International Airport <sup>22</sup>       | 6                                  | 6                                  | 5                                  |
| Transportation <sup>23</sup>                              | 17                                 | 17                                 | 18                                 |
| Department of Family Services <sup>24</sup>               | 173                                | 184                                | 188                                |
| Center for Workforce Development <sup>25</sup>            | 38                                 | 38                                 | 37                                 |

## Authorized Position Counts By Department

|   | 2015<br>Adopted<br>Position Counts | 2016<br>Adopted<br>Position Counts | 2017<br>Adopted<br>Position Counts |
|---|------------------------------------|------------------------------------|------------------------------------|
| Veterans Services   | 5                                  | 5                                  | 5                                  |
| Consumer Affairs - Weights and Measures                         | 1                                  | 1                                  | 1                                  |
| Economic and Community Development <sup>26</sup>                | 1                                  | 1                                  | 0                                  |
| Department of Public Works - Parks and Recreation <sup>27</sup> | 33                                 | 33                                 | 34                                 |
| Youth <sup>9</sup>  | 1                                  | 1                                  | 1.5                                |
| Department of Aging <sup>28</sup>                               | 29                                 | 30                                 | 31                                 |
| Planning <sup>29</sup>  | 7                                  | 7                                  | 8                                  |
| Human Rights Commission   | 1                                  | 1                                  | 1                                  |
| Office of Sustainable Energy <sup>30</sup>                      | 0                                  | 0                                  | 3                                  |
| Department of Public Works - Solid Waste                        | 18                                 | 18                                 | 18                                 |
| Department of Public Works - Traffic Control                    | 5                                  | 5                                  | 5                                  |
| Department of Public Works - Engineering                        | 11                                 | 11                                 | 11                                 |
| Department of Public Works - Road Maintenance                   | 56                                 | 57                                 | 57                                 |
| Department of Public Works - Road Machinery                     | 20                                 | 20                                 | 20                                 |
| Sullivan County Adult Care Center <sup>31</sup>                 | 180                                | 182                                | 181                                |
| <b>Total</b>  | <b>3186</b>                        | <b>3210</b>                        | <b>3228</b>                        |

<sup>1</sup>Eliminating one position - Legislative Employee.

<sup>2</sup>Added position of Deputy County Manager to assist with oversight of the Division of Environmental, Sustainability, Parks and Beautification and also compliance issues

<sup>3</sup>Added position of Staff Auditor to assist with oversight of internal controls countywide as recommended by the Audit Advisory Committee

<sup>4</sup>Added position of Staff Accountant to assist County Treasurer in satisfying department wide needs with a focus on internal controls as recommended by the Audit Advisory Committee

<sup>5</sup>Financial Analyst position moved from Grants Administration to Office of Management and Budget, providing financial support mainly to Grants Administration as well as other departments as needed; Additional Financial Analyst position added to provide financial support and oversight of other departments countywide as well as assisting with the preparation of the annual budget, as recommended by the Audit Advisory Committee.

<sup>6</sup>Grant Writer position eliminated; Financial Analyst position created, but moved to the Office of Management and Budget to allow for greater flexibility in job duties in addition to a focus on the Grants Department

<sup>7</sup>Created the position of Loss Prevention Coordinator to coordinate safety programs and activities for County Government and for establishing training and education programs to meet safety needs and control loss.

<sup>8</sup>Position count remains the same, but one Senior Payroll Clerk will be reclassified to a Principal Payroll Clerk

<sup>9</sup>Created the position of Administrative Assistant that will be equally shared between Purchasing & Central Services and Youth. Will assist with administrative duties in both departments.

- <sup>10</sup>Position count remains the same, but one Assistant County Attorney position will be changed to Deputy County Attorney
- <sup>11</sup>Position count remains the same, but two Senior Personnel Assistants will be reclassified to Principal Personnel Assistants
- <sup>12</sup>Created the position of Deputy Commissioner - Administration for the oversight of daily administrative duties for the Division of Public Works
- <sup>13</sup>One additional Student Worker Seasonal in this department
- <sup>14</sup>Number of positions remains constant, but titles have changed. Webmaster position has been eliminated; a stipend is proposed for Client Support Tech I to partially assume these duties while other departments will aid in the maintenance of their sites; GIS Administrator has been created
- <sup>15</sup>Commissioner of Public Safety - salary split - 75% Public Safety Administration and 25% Fire Protection
- <sup>16</sup>One Senior Emergency Services Dispatcher eliminated; replaced with a new title Asst Chief Emergency Services Dispatcher to assist with department wide supervision; One Emergency Services Dispatcher created to cover increased workload; Targeted to eliminate the Per Diem positions
- <sup>17</sup>Two Senior Account Clerk/Typist and one Sheriff's Dept Accounts Payable Coordinator positions moved to Sheriff's Office - Civil
- <sup>18</sup>Two Senior Account Clerk/Typists and one Sheriff's Dept Accounts Payable Coordinator moved into Civil from Patrol; One Senior Account Clerk/Typist moved into Civil from Jail
- <sup>19</sup>Eliminated one vacant Security Officer position; Created three Correction Officer positions in order to increase security presence in various County buildings
- <sup>20</sup>One Physician PT position created in 2016; One Senior Account Clerk/Typist position moved to Civil
- <sup>21</sup>Created Healthy Beginnings Supervisor and one additional Family Support Worker in 2016; Create Deputy Public Health Director to assist with department wide supervision and administration in 2017
- <sup>22</sup>Eliminated one Laborer Seas I
- <sup>23</sup>Created Director of Transportation in 2016 as recommended by the Sullivan County Coordinated Transportation Plan
- <sup>24</sup>Added two additional Family Services Investigators for the fraud unit and two additional Caseworkers for Child Protective Services
- <sup>25</sup>Eliminated one position - Senior Comm Svc Empl Prg Wrkr PT
- <sup>26</sup>Eliminated position for the Econ Dev Program Supervisor; work being performed by an outside agency
- <sup>27</sup>Added one Laborer I Seas
- <sup>28</sup>Added one additional grant funded position for Point of Entry Assistant
- <sup>29</sup>Added an additional position for Assistant Commissioner Planning and Community Development to address the increased need for community development.
- <sup>30</sup>Office of Sustainable Energy was established to implement sustainable energy policy and goals as set forth by the County Legislature.
- <sup>31</sup>Eliminated several various part time positions in 2016 in both nursing and food service and created five full time positions to better serve staffing ratios as required by regulation; Created one full time Registered Professional Nurse position in 2017 to help reduce the need for overtime; reclassified one Administrative Secretary to an Administrative Assistant.

Nonrepresented employees are scheduled to receive a 5% salary increase with the following exceptions:

|   | 2016 Salary | 2017 Salary |
|---|-------------|-------------|
| Legislature:  |             |             |
| Clerk to the Legislature  | \$60,976    | \$72,396    |
| Human Resources:  |             |             |
| Senior Personnel Assistant reallocated to Principal Personnel Assistant | \$38,802    | \$43,459    |
| Senior Personnel Assistant reallocated to Principal Personnel Assistant | \$38,802    | \$43,459    |
| Payroll:  |             |             |
| Senior Payroll Clerk reallocated to Principal Payroll Clerk             | \$32,850    | \$37,527    |
| County Attorney:  |             |             |
| Assistant County Attorney I to Deputy County Attorney                   | \$83,915    | \$88,915    |
| Assistant County Attorney II  | \$62,000    | \$72,000    |
| Office of Management and Budget:  |             |             |
| Deputy Commissioner of Management and Budget                            | \$65,000    | \$80,000    |
| Department of Community Services:                                       |             |             |
| Deputy Director of Community Services                                   | \$63,960    | \$72,500    |
| Division of Public Works:   |             |             |
| Commissioner of Public Works  | \$104,917   | \$110,000   |
| Facilities Bridge Superintendent  | \$77,308    | \$81,500    |
| Director of Solid Waste Management                                      | \$68,000    | \$80,000    |
| Deputy Commissioner Public Works - Eng                                  | \$89,349    | \$100,000   |
| Road Maintenance Superintendent   | \$71,785    | \$79,500    |
| Garage Superintendent   | \$65,966    | \$78,500    |

## Authorized Position FTE's By Department

|   | 2015<br>Adopted<br>FTE | 2016<br>Adopted<br>FTE | 2017<br>Adopted<br>FTE |
|---|------------------------|------------------------|------------------------|
| County Legislature                          | 12                     | 12                     | 11                     |
| District Attorney                           | 19                     | 19                     | 20                     |
| Coroners                                    | 1.3                    | 1.3                    | 1.3                    |
| County Manager                              | 2                      | 2                      | 3                      |
| Audit and Control                           | 6                      | 6                      | 7                      |
| County Treasurer                            | 13                     | 13                     | 13                     |
| Management and Budget                       | 4.5                    | 4.5                    | 6.5                    |
| Grants Administration                       | 3                      | 3                      | 2                      |
| Risk Management                             | 3.5                    | 3.5                    | 4.5                    |
| Payroll                                     | 3.5                    | 3.5                    | 3.5                    |
| Health Finance                              | 13                     | 13                     | 13                     |
| Purchasing and Central Services             | 5                      | 5                      | 5.5                    |
| Real Property Tax Map                       | 6                      | 6                      | 6                      |
| County Clerk - Main Unit                    | 15.5                   | 15.5                   | 15.5                   |
| County Clerk - DMV                          | 10                     | 10                     | 10                     |
| County Attorney                             | 5.7                    | 5.7                    | 5.7                    |
| Human Resources                             | 6.2                    | 6                      | 6                      |
| Elections                                   | 6                      | 6                      | 6                      |
| Records Management                          | 2                      | 2                      | 2                      |
| Department of Public Works - Administration | 6                      | 6                      | 7                      |
| Department of Public Works - Buildings      | 34                     | 31.75                  | 33.75                  |
| Management Information Systems              | 13                     | 17                     | 17                     |
| Public Safety Administration                | 2                      | 2                      | 1.95                   |
| Public Safety Communication E911            | 16.9                   | 16.9                   | 17.9                   |
| Sheriff's Office - Patrol                   | 47                     | 48                     | 45                     |
| Sheriff's Office - Civil                    | 9.2                    | 9.2                    | 13.2                   |
| Sheriff's Office - Security                 | 6                      | 6                      | 8                      |
| Department of Probation                     | 26.4                   | 27.4                   | 28                     |
| Sheriff's Office - Jail                     | 112.6                  | 112.8                  | 112.8                  |
| Fire Protection                             | 1.4                    | 1.4                    | 1.45                   |
| Department of Public Health Services        | 72.3                   | 73.5                   | 72.4                   |
| Department of Community Services            | 57.4                   | 59.4                   | 60.05                  |
| Sullivan County International Airport       | 3.7                    | 3.7                    | 3.45                   |
| Transportation                              | 7.8                    | 9.8                    | 10.8                   |
| Department of Family Services               | 172                    | 182                    | 185.5                  |
| Center for Workforce Development            | 19.45                  | 20                     | 17.5                   |
| Veterans Services                           | 5                      | 5                      | 5                      |
| Consumer Affairs - Weights and Measures     | 1                      | 1                      | 1                      |
| Economic and Community Development          | 1                      | 1                      | 0                      |

## Authorized Position FTE's By Department

|   | 2015<br>Adopted<br>FTE | 2016<br>Adopted<br>FTE | 2017<br>Adopted<br>FTE |
|---|------------------------|------------------------|------------------------|
| Department of Public Works - Parks and Recreation | 9.75                   | 9.75                   | 11                     |
| Youth   | 1                      | 1                      | 1.5                    |
| Department of Aging                               | 20.8                   | 22.6                   | 22.55                  |
| Planning  | 6.2                    | 6.2                    | 7.2                    |
| Human Rights Commission                           | 0.25                   | 0.25                   | 0.25                   |
| Office of Sustainable Energy                      | 0                      | 0                      | 1.4                    |
| Department of Public Works - Solid Waste          | 18                     | 18                     | 18                     |
| Department of Public Works - Traffic Control      | 5                      | 5                      | 5                      |
| Department of Public Works - Engineering          | 11                     | 11                     | 11                     |
| Department of Public Works - Road Maintenance     | 56                     | 57                     | 57                     |
| Department of Public Works - Road Machinery       | 20                     | 20                     | 19                     |
| Sullivan County Adult Care Center                 | 169.1                  | 169.9                  | 172.4                  |
| <b>Total</b>                                      | <b>1068.45</b>         | <b>1091.55</b>         | <b>1109.55</b>         |



# 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 2017 Capital Budget anticipates spending \$106.5 million in total, including \$85 million for the construction of the new County Jail. \$3.5 million is requested in new debt authorizations between short term and long term debt. \$3.1 million of the capital budget is included in the 2017 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 2017 through 2022 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 2016 Tentative Capital Budget:

- The construction of a new County Jail and Sheriff Road Patrol administrative offices. The tentative capital budget includes \$95 million to be borrowed in 2016 for the completion of the project. Resolution 223 of 2016 gives authority to issue bonds in this amount.
- Cleaning and sealing existing masonry walls at the Adult Care Center. \$200,000 is proposed to be borrowed for this purpose.
- Shower renovation at the Adult Care Center in the amount of \$130,000 utilizing existing funds.

- Design work for paving, extending and lining the Adult Care Center parking lot utilizing in-house resources estimated at a value of \$25,000.
- Replacement of drapes in one unit at the Adult Care Center. \$25,000 in operating funds has been proposed for this purpose.
- The construction of exterior lockers and restrooms at the Emergency Services Training Facility. \$150,000 is allocated in existing funds for this purpose.
- Atrium skylight replacement at the Sullivan County Government Center. \$100,000 is allocated in existing funds for this purpose.
- Replace rooftop HVAC units, controls, boiler and lighting at the Sullivan County Government Center. This proposal is part of the New York Power Authority loan program. Emergency efficiency savings are projected to pay for the loan payment. \$2,290,927 is included in the capital plan for this purpose.
- Evaluation of cracking of exterior pre-cast concrete window panels at the Sullivan County Government Center. \$50,000 in operating funds has been proposed for this purpose.
- Reconstruction of sidewalks, curbs, steps and catch basins at the Sullivan County Government Center. \$150,000 is allocated in existing funds for this purpose.
- Human Services Complex site drainage and paving. Total project costs are projected to amount to \$600,000. \$377,000 is proposed to be borrowed for this purpose. The remainder is covered by existing funds.
- Cleaning and sealing existing masonry walls at the Shared Health Clinic. \$100,000 is allocated in existing funds for this purpose.
- Replacing the existing EDPM roof at the Shared Health Clinic. \$50,000 in operating funds have been proposed for this purpose.
- A new evidence locker for the District Attorney's Office. \$50,000 is allocated in existing funds for this purpose.
- Reconstruction of sidewalks, curbs, steps and catch basins at the Sullivan County Courthouse. \$450,000 is allocated in existing funds for this purpose.
- Replacement of the existing HVAC system and controls at the Sullivan County Courthouse. \$300,000 is allocated in existing funds for this purpose.
- Security and access control upgrades at all County facilities. This will require a new keying system, potentially including electronic components. The project will likely require the modification of entrance systems, such as doors, airlocks, etc., and should include an electronic recordkeeping system of key/access permissions. \$750,000 is proposed to be borrowed for this purpose in 2017 with an additional \$750,000 included in 2018. This is currently a high level estimate, and County staff will be pursuing outside funding to offset the cost of this project.
- Replace fire alarm panels at various county facilities. \$60,000 is allocated in existing funds for this purpose.
- Replacement of cooling towers at various county facilities. \$60,000 is allocated in existing funds and an additional \$300,000 has been included in operating funds for this purpose, with a total project cost of \$360,000.
- General maintenance and lighting at the Airport Terminal building. \$75,000 in operating funds has been proposed for this purpose.
- Replacement of the heating units at the Airport Terminal building. \$75,000 in operating funds has been proposed for this purpose.
- Striping and crack repair on the taxiway and terminal apron at the Sullivan County International Airport. The total project cost is estimated at \$400,000, with \$20,000 in operating funds

proposed to cover the County share and the balance to be covered through State reimbursement.

- Convert existing vault toilet facilities at Minisink Battleground Park and Stone Arch Bridge Park to flush restrooms. \$100,000 in operating funds has been proposed for this purpose.
- 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.
- Paving the Ferndale Transfer Station. \$30,000 in operating funds has been proposed for this purpose.
- Remove and replace two leachate storage tanks at the Sullivan County Landfill. \$400,000 is proposed to be borrowed for this purpose.

After review of the budget the following amendments were made by the Sullivan County Legislature prior to final adoption:

- Cleaning and sealing existing masonry walls at the Adult Care Center will be completed with \$200,000 of operating funds, eliminating the need to borrow for this project;
- Design work for paving, extending and lining the Adult Care Center parking lot was moved to 2017;
- Human Services Complex site drainage and paving. Existing funds will be utilized in the amount of \$223,000 to initiate the project, however no funds will be borrowed at this time for the project;
- Security and access control upgrades at all County facilities. This will require a new keying system, potentially including electronic components. The project will likely require the modification of entrance systems, such as doors, airlocks, etc., and should include an electronic recordkeeping system of key/access permissions. \$250,000 in fund balance is proposed to be utilized for this purpose in 2017 with an additional \$750,000 included in 2018;
- Remove and replace two leachate storage tanks at the Sullivan County Landfill. \$400,000 in fund balance is proposed to be utilized for this purpose.

The 2017-2022 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.

**2017 ADOPTED BUDGET FOR SULLIVAN COUNTY**

**STATEMENT OF DEBT – AS OF DECEMBER 31, 2016 - NOTES**

| <b><i>BANs Outstanding</i></b>                           | <b><i>Date of Issue</i></b> | <b><i>Rates</i></b> | <b><i>Amount</i></b>      | <b><i>Due Date</i></b> |
|--|-----------------------------|---------------------|---------------------------|------------------------|
| ACC HEAL Grant   | 03/03/2016 Renewal          | 2.00%               | \$562,500                 | 03/03/2017             |
| Road Reconstruction 2012                                 | 03/03/2016 Renewal          | 2.00%               | \$400,000                 | 03/03/2017             |
| Computer Equipment 2012                                  | 03/03/2016 Renewal          | 2.00%               | \$200,000                 | 03/03/2017             |
| Road Reconstruction 2013                                 | 03/03/2016 Renewal          | 2.00%               | \$1,400,000               | 03/03/2017             |
| Solid Waste Asphalt 2015                                 | 03/03/2016 Renewal          | 2.00%               | \$188,000                 | 03/03/2017             |
| Highway Equipment 2015                                   | 03/03/2016 Renewal          | 2.00%               | \$64,000                  | 03/03/2017             |
| Trans. Equipment 2015                                    | 03/03/2016 Renewal          | 2.00%               | \$174,000                 | 03/03/2017             |
| Sanitation Equipment 2015                                | 03/03/2016 Renewal          | 2.00%               | \$189,600                 | 03/03/2017             |
| <b><i>Total BANs Outstanding at October 21, 2016</i></b> |                             |                     | <b><i>\$3,178,500</i></b> |                        |

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

**2017 ADOPTED BUDGET FOR SULLIVAN COUNTY**

**STATEMENT OF DEBT – AS OF DECEMBER 31, 2016 – TAX ANTICIPATION NOTES**

| <b><u>TANs Outstanding</u></b>                     | <b><u>Date of Issue</u></b> | <b><u>Rates</u></b> | <b><u>Amount</u></b>      | <b><u>Due Date</u></b> |
|--|-----------------------------|---------------------|---------------------------|------------------------|
| 2016 Tax Anticipation Note                         | 03/03/2016                  | New 2.00%           | \$6,300,000               | 03/03/2017             |
| <b>Total Notes Outstanding at October 21, 2016</b> |                             |                     | <b><u>\$6,300,000</u></b> |                        |

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

2017 BUDGET FOR SULLIVAN COUNTY  
STATEMENT OF DEBT - AS OF DECEMBER 31, 2016 - BONDS

| BOND OUTSTANDING                         | ORIGINAL<br>ISSUE | DATE OF<br>ISSUE | RATE %          | TOTAL<br>BOND SALE | TOTAL<br>BALANCE<br>STILL DUE | PRINCIPAL<br>PAYABLE<br>2017 | ANNUAL PAYMENT SCHEDULE |                 |
|--|-------------------|------------------|-----------------|--------------------|-------------------------------|------------------------------|-------------------------|-----------------|
| PUBLIC IMPROVEMENT REFINANCING           |                   | <b>2007</b>      | 4.250%-5.0%     | \$6,900,000        | \$485,000                     | \$485,000                    | \$485,000 IN 2017       | 5.000%          |
| ADULT CARE CENTER                        | \$615,073.91      |                  |                 |                    |                               |                              |                         |                 |
| JAIL MODULAR                             | \$195,519.96      |                  |                 |                    |                               |                              |                         |                 |
| ADULT CARE CENTER                        | \$178,018.43      |                  |                 |                    |                               |                              |                         |                 |
| COUNTY BRIDGES                           | \$117,222.34      |                  |                 |                    |                               |                              |                         |                 |
| SPECIAL BRIDGES                          | \$111,900.07      |                  |                 |                    |                               |                              |                         |                 |
| MAMAKATING TRANSFER STATION              | \$444,323.06      |                  |                 |                    |                               |                              |                         |                 |
| LANDFILL EQUIPMENT                       | \$100,177.10      |                  |                 |                    |                               |                              |                         |                 |
| JAIL IMPROVEMENTS                        | \$142,178.45      |                  |                 |                    |                               |                              |                         |                 |
| LANDFILL CONSTRUCTION                    | \$4,995,586.68    |                  |                 |                    |                               |                              |                         |                 |
| PUBLIC IMPROVEMENT REFINANCING           |                   | <b>2010</b>      | .872% - 3.382%  | \$4,955,000        | \$1,555,000                   | \$570,000                    | \$570,000 IN 2017       | 2.942% & 3.012% |
| LANDFILL PRETREATMENT                    | \$1,175,000       |                  |                 |                    |                               |                              | \$580,000 IN 2018       | 3.132% & 3.182% |
| LANDFILL CONSTRUCTION                    | \$3,380,000       |                  |                 |                    |                               |                              | \$405,000 IN 2019       | 3.382%          |
| LANDFILL VILLAGE CLOSURE                 | \$400,000         |                  |                 |                    |                               |                              |                         |                 |
| PUBLIC IMPROVEMENT                       |                   | <b>2010</b>      | 3.110% - 5.932% | \$17,185,000       | \$10,985,000                  | \$1,190,000                  | \$1,190,000 IN 2017     | 5.110%          |
| SCCC RENOVATION                          | \$544,338         |                  |                 |                    |                               |                              | \$1,250,000 IN 2018     | 4.932%          |
| 08 ROAD & BRIDGE RECONSTRUCTION          | \$2,765,577       |                  |                 |                    |                               |                              | \$1,290,000 IN 2019     | 5.132%          |
| DPW EQUIPMENT                            | \$1,897,407       |                  |                 |                    |                               |                              | \$1,335,000 IN 2020     | 5.282%          |
| DPW EQUIPMENT                            | \$167,967         |                  |                 |                    |                               |                              | \$1,385,000 IN 2021     | 5.110%          |
| DPW EQUIPMENT                            | \$72,951          |                  |                 |                    |                               |                              | \$1,455,000 IN 2022     | 5.932%          |
| SCCC RENOVATION                          | \$583,219         |                  |                 |                    |                               |                              | \$1,510,000 IN 2023     | 5.932%          |
| LANDFILL PHASE II                        | \$388,813         |                  |                 |                    |                               |                              | \$1,570,000 IN 2024     | 5.932%          |
| 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                       |                   | <b>2012</b>      | 1.5% - 3.0%     | \$9,495,000        | \$6,650,000                   | \$585,000                    | \$585,000 IN 2017       | 2.000%          |
| CO. JAIL LAND PURCHASE                   | \$1,175,000       |                  |                 |                    |                               |                              | \$595,000 IN 2018       | 2.000%          |
| CO. JAIL LAND PURCHASE(2)                | \$820,000         |                  |                 |                    |                               |                              | \$615,000 IN 2019       | 2.000%          |
| TRANSFER STATION & MRF                   | \$7,500,000       |                  |                 |                    |                               |                              | \$640,000 IN 2020       | 2.000%          |
|  |                   |                  |                 |                    |                               |                              | \$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           |                   | <b>2013</b>      | 1% - 5%         | \$17,880,000       | \$10,855,000                  | \$2,515,000                  | \$2,515,000 IN 2017     | 4.000%          |
| 2001 BUILDING RECONSTRUCTION             | \$ 613,464        |                  |                 |                    |                               |                              | \$2,625,000 IN 2018     | 5.000%          |
| 2001 DPW BUILDING                        | \$ 121,266        |                  |                 |                    |                               |                              | \$1,960,000 IN 2019     | 5.000%          |
| 2001 LANDFILL CLOSURE                    | \$ 248,388        |                  |                 |                    |                               |                              | \$1,185,000 IN 2020     | 5.000%          |
| 2001 LANDFILL CLOSURE                    | \$ 146,773        |                  |                 |                    |                               |                              | \$1,250,000 IN 2021     | 5.000%          |
| 2001 LANDFILL EXPANSION                  | \$ 533,869        |                  |                 |                    |                               |                              | \$1,320,000 IN 2022     | 5.000%          |
| 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                       |                   | <b>2014</b>      | 2.0%-2.25%      | \$11,315,000       | \$9,370,000                   | \$1,070,000                  | \$1,070,000 IN 2017     | 2.000%          |

2017 BUDGET FOR SULLIVAN COUNTY  
STATEMENT OF DEBT - AS OF DECEMBER 31, 2016 - BONDS

|                           |    |              |      |             |                      |                      |                    |           |             |         |       |
|---------------------------|----|--------------|------|-------------|----------------------|----------------------|--------------------|-----------|-------------|---------|-------|
| GOVT CTR/LIBERTY FACILITY | \$ | 439,000      |      |             |                      |                      | \$1,100,000        | IN 2018   | 2.000%      |         |       |
| HURLEYVILLE MUSEUM        | \$ | 215,000      |      |             |                      |                      | \$1,130,000        | IN 2019   | 2.000%      |         |       |
| TRANSPORTATION VEHICLES   | \$ | 80,000       |      |             |                      |                      | \$1,155,000        | IN 2020   | 2.000%      |         |       |
| AIRPORT                   | \$ | 77,000       |      |             |                      |                      | \$1,185,000        | IN 2021   | 2.000%      |         |       |
| COMMUNICATIONS UPGRADE    | \$ | 1,920,000    |      |             |                      |                      | \$1,215,000        | IN 2022   | 2.000%      |         |       |
| SOLID WASTE EQUIPMENT     | \$ | 817,000      |      |             |                      |                      | \$1,245,000        | IN 2023   | 2.125%      |         |       |
| ROADS/BRIDGES             | \$ | 6,122,000    |      |             |                      |                      | \$1,270,000        | IN 2024   | 2.250%      |         |       |
| DPW EQUIPMENT             | \$ | 1,645,000    |      |             |                      |                      |                    |           |             |         |       |
| PUBLIC IMPROVEMENT        |    |              | 2016 | 2.0%-5.0%   | \$23,822,000         | \$23,822,000         | \$1,217,000        | \$        | 1,217,000   | IN 2017 | 5.00% |
| AIRPORT IMPROVEMENTS      | \$ | 174,000.00   |      |             |                      |                      | \$                 | 1,515,000 | IN 2018     | 5.00%   |       |
| BLDG RECONSTRUCTION       | \$ | 1,559,000.00 |      |             |                      |                      | \$                 | 1,550,000 | IN 2019     | 5.00%   |       |
| DPW EQUIPMENT             | \$ | 1,137,000.00 |      |             |                      |                      | \$                 | 1,585,000 | IN 2020     | 5.00%   |       |
| HIGHWAY BRIDGE RECONS     | \$ | 6,300,000.00 |      |             |                      |                      | \$                 | 1,620,000 | IN 2021     | 5.00%   |       |
| PUBLIC SAFETY             | \$ | 6,878,000.00 |      |             |                      |                      | \$                 | 1,655,000 | IN 2022     | 5.00%   |       |
| ROAD RECONSTRUCTION       | \$ | 7,774,000.00 |      |             |                      |                      | \$                 | 1,695,000 | IN 2023     | 5.00%   |       |
|                           |    |              |      |             |                      |                      | \$                 | 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         | \$0                | \$        | -           | IN 2017 |       |
| JAIL CONSTRUCTION - H69   |    |              |      |             |                      |                      |                    |           | \$1,955,000 | IN 2018 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$2,010,000 | IN 2019 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$2,065,000 | IN 2020 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$2,120,000 | IN 2021 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$2,180,000 | IN 2022 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$2,240,000 | IN 2023 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$2,300,000 | IN 2024 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$2,365,000 | IN 2025 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$2,425,000 | IN 2026 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$2,495,000 | IN 2027 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$2,565,000 | IN 2028 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$2,635,000 | IN 2029 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$2,705,000 | IN 2030 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$2,780,000 | IN 2031 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$2,855,000 | IN 2032 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$2,935,000 | IN 2033 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$3,015,000 | IN 2034 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$3,100,000 | IN 2035 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$3,185,000 | IN 2036 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$3,270,000 | IN 2037 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$3,360,000 | IN 2038 | 3     |
|                           |    |              |      |             |                      |                      |                    |           | \$3,455,000 | IN 2039 | 3.125 |
|                           |    |              |      |             |                      |                      |                    |           | \$3,550,000 | IN 2040 | 3.125 |
|                           |    |              |      |             |                      |                      |                    |           | \$3,645,000 | IN 2041 | 3.125 |
|                           |    |              |      |             |                      |                      |                    |           | \$3,745,000 | IN 2042 | 3.125 |
|                           |    |              |      |             |                      |                      |                    |           | \$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  |
| <b>TOTAL BONDS</b>        |    |              |      |             | <b>\$176,552,000</b> | <b>\$148,722,000</b> | <b>\$7,632,000</b> |           |             |         |       |

**IMPACT TO OPERATING BUDGET: TOTAL PAYMENT DUE BY YEAR**

---

|      |    |              |
|------|----|--------------|
| 2017 | \$ | 7,632,000.00 |
| 2018 | \$ | 9,620,000.00 |
| 2019 | \$ | 8,960,000.00 |
| 2020 | \$ | 7,965,000.00 |
| 2021 | \$ | 8,220,000.00 |
| 2022 | \$ | 8,505,000.00 |
| 2023 | \$ | 7,385,000.00 |
| 2024 | \$ | 7,580,000.00 |
| 2025 | \$ | 4,860,000.00 |
| 2026 | \$ | 4,980,000.00 |
| 2027 | \$ | 4,350,000.00 |
| 2028 | \$ | 4,460,000.00 |
| 2029 | \$ | 4,575,000.00 |
| 2030 | \$ | 4,690,000.00 |
| 2031 | \$ | 2,780,000.00 |
| 2032 | \$ | 2,855,000.00 |
| 2033 | \$ | 2,935,000.00 |
| 2034 | \$ | 3,015,000.00 |
| 2035 | \$ | 3,100,000.00 |
| 2036 | \$ | 3,185,000.00 |
| 2037 | \$ | 3,270,000.00 |
| 2038 | \$ | 3,360,000.00 |
| 2039 | \$ | 3,455,000.00 |
| 2040 | \$ | 3,550,000.00 |
| 2041 | \$ | 3,645,000.00 |
| 2042 | \$ | 3,745,000.00 |
| 2043 | \$ | 3,850,000.00 |
| 2044 | \$ | 3,955,000.00 |
| 2045 | \$ | 4,065,000.00 |
| 2046 | \$ | 4,175,000.00 |



**2017 ADOPTED BUDGET FOR SULLIVAN COUNTY**

**STATEMENT OF DEBT – AS OF DECEMBER 31, 2016 - AUTHORIZATIONS**

***Capital Project Plans Authorized but Unissued***

| <b>Project</b>   | <b>Amount</b>       | <b>Resolution</b> |
|--|---------------------|-------------------|
| 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            |
| Road Reconstruction  | \$2,000,000         | 475-16            |
| Equipment for Construction                                 | \$1,545,000         | 476-16            |
|  | <hr/>               |                   |
| <b><i>Total Notes Outstanding at December 31, 2016</i></b> | <b>\$14,049,835</b> |                   |

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

***FINANCIAL DATA ON CURRENT DEBT OBLIGATIONS AND  
CONSTITUTIONAL DEBT LIMIT***

**Current Debt Obligations**

The 2017 Adopted Budget includes a total of \$15.4 million in debt repayment. A breakdown of principal and interest payments by fund is detailed in the below chart. The 2017 budget includes the retirement of all the county’s existing short-term debt. \$3.17 million in short term debt is scheduled to be retired, primarily through the use of Tobacco Asset Securitization bond refinancing proceeds.

**Sullivan County 2017 Debt Payments**

|                              | <b>General Fund</b> | <b>County Road Fund</b> | <b>Road Machinery Fund</b> | <b>ACC</b>        | <b>Solid Waste Fund</b> | <b>Total</b>         |
|------------------------------|---------------------|-------------------------|----------------------------|-------------------|-------------------------|----------------------|
| <b>Debt Payments By Fund</b> |                     |                         |                            |                   |                         |                      |
| BANs                         |                     |                         |                            |                   |                         |                      |
| Principal                    | 200,000             | 1,800,000               | 238,400                    | 562,500           | 377,600                 | 3,178,500            |
| Interest                     | 4,000               | 36,000                  | 4,768                      | 11,250            | 7,552                   | 63,570               |
| <b>Total BANs</b>            | <b>\$ 204,000</b>   | <b>\$ 1,836,000</b>     | <b>\$ 243,168</b>          | <b>\$ 573,750</b> | <b>\$ 385,152</b>       | <b>\$ 3,242,070</b>  |
| Long Term Debt               |                     |                         |                            |                   |                         |                      |
| Principal                    | 1,175,470           | 2,338,255               | 752,060                    | 16,139            | 3,350,076               | 7,632,000            |
| Interest                     | 2,418,777           | 1,261,966               | 250,833                    | 403               | 609,717                 | 4,541,697            |
| <b>Total Long Term Debt</b>  | <b>3,594,248</b>    | <b>3,600,221</b>        | <b>1,002,893</b>           | <b>16,542</b>     | <b>3,959,793</b>        | <b>12,173,697</b>    |
| <b>Total Debt Payments</b>   | <b>\$ 3,798,248</b> | <b>\$ 5,436,221</b>     | <b>\$ 1,246,061</b>        | <b>\$ 590,292</b> | <b>\$ 4,344,945</b>     | <b>\$ 15,415,767</b> |

**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 2015 calculation for the five-year full valuation of taxable property and the 2017 proposed debt outstanding is at 27.3% of our debt limit in 2016. The County’s debt limit is \$592 million for 2017, while the outstanding bonds equal \$154 million. This includes \$85 million in principal for the new county jail

**Sullivan County Constitutional Debt Limit**

2017 - 2022

|  | 2017 Adopted<br>Budget | 2018                  | 2019                  | 2020                  | 2021                  | 2022                  |
|--|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>Legal Debt Margin Calculation</b>       |                        |                       |                       |                       |                       |                       |
| Five Year - Full Valuation                 | 40,283,196,730         | 40,283,196,730        | 40,283,196,730        | 40,283,196,730        | 40,283,196,730        | 40,283,196,730        |
| Average Full Valuation                     | 8,056,639,346          | 8,056,639,346         | 8,056,639,346         | 8,056,639,346         | 8,056,639,346         | 8,056,639,346         |
| Debt Limit - 7% of Average Full Value      | 563,964,754            | 563,964,754           | 563,964,754           | 563,964,754           | 563,964,754           | 563,964,754           |
| Existing Bans                              | 1,660,225              | -                     | -                     | -                     | -                     | -                     |
| New Bans                                   | 315,000                | -                     | -                     | -                     | -                     | -                     |
| Existing Bonds                             | 56,090,000             | 48,425,000            | 41,475,000            | 35,575,000            | 29,475,000            | 23,150,000            |
| New Bonds                                  | 95,972,000             | 110,674,000           | 123,731,000           | 134,839,000           | 145,028,000           | 156,065,000           |
| Total Indebtedness - Serial Bonds and BANs | 154,037,225            | 159,099,000           | 165,206,000           | 170,414,000           | 174,503,000           | 179,215,000           |
| Less Exclusions:                           | 3,481                  | 3,481                 | 3,481                 | 3,481                 | 3,481                 | 3,481                 |
| Indebtedness Subject to Debt Limit         | 154,033,744            | 159,095,519           | 165,202,519           | 170,410,519           | 174,499,519           | 179,211,519           |
| <b>Constitutional Debt Margin</b>          | <b>\$ 409,931,010</b>  | <b>\$ 404,869,235</b> | <b>\$ 398,762,235</b> | <b>\$ 393,554,235</b> | <b>\$ 389,465,235</b> | <b>\$ 384,753,235</b> |

\* Total Indebtedness assumes year end figures

\* Valuations are as of 2015 and are held constant

# Department Summaries

## A1010 Legislature

***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.

Functions of the Sullivan County Legislature include:

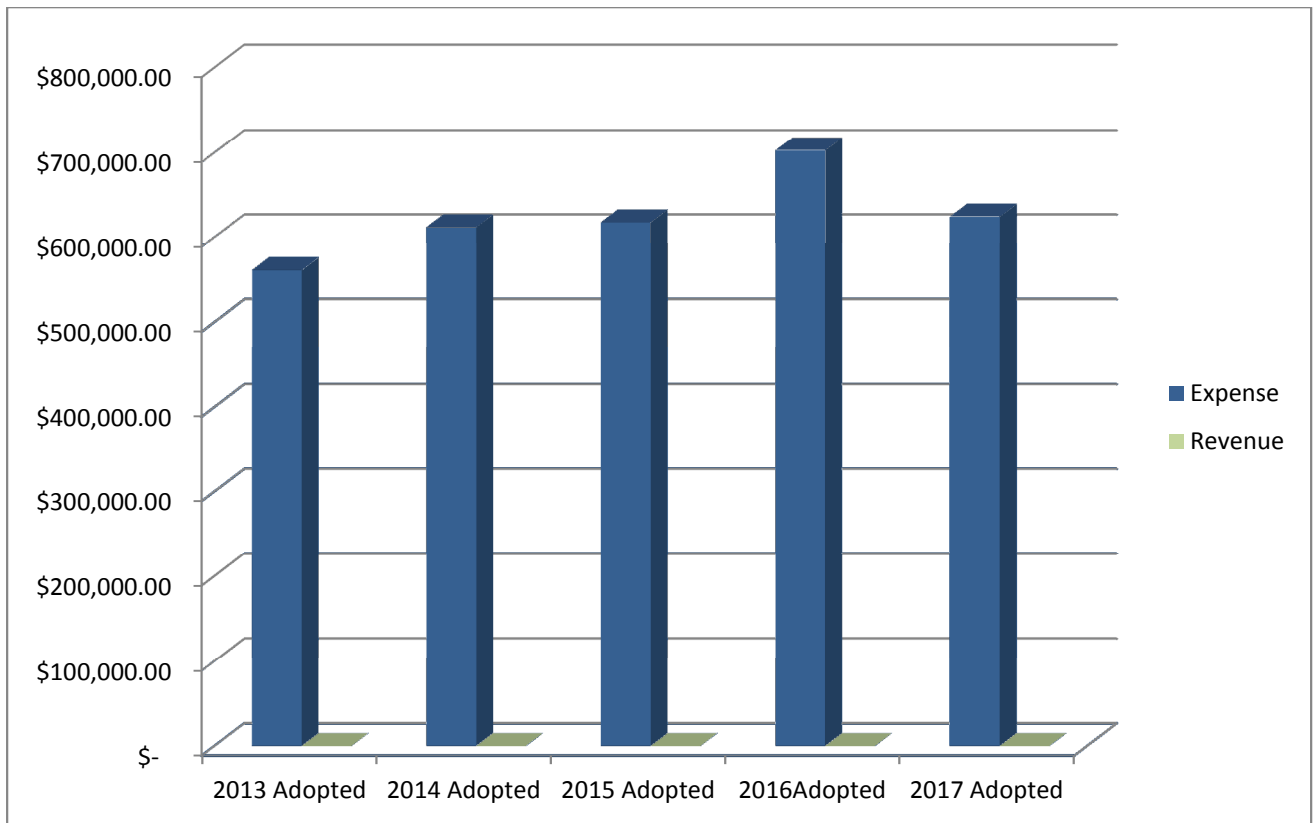
- Establishment of County Policy
- Authorization of resolutions
- Establishment of local laws
- County redistricting as per state law

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.

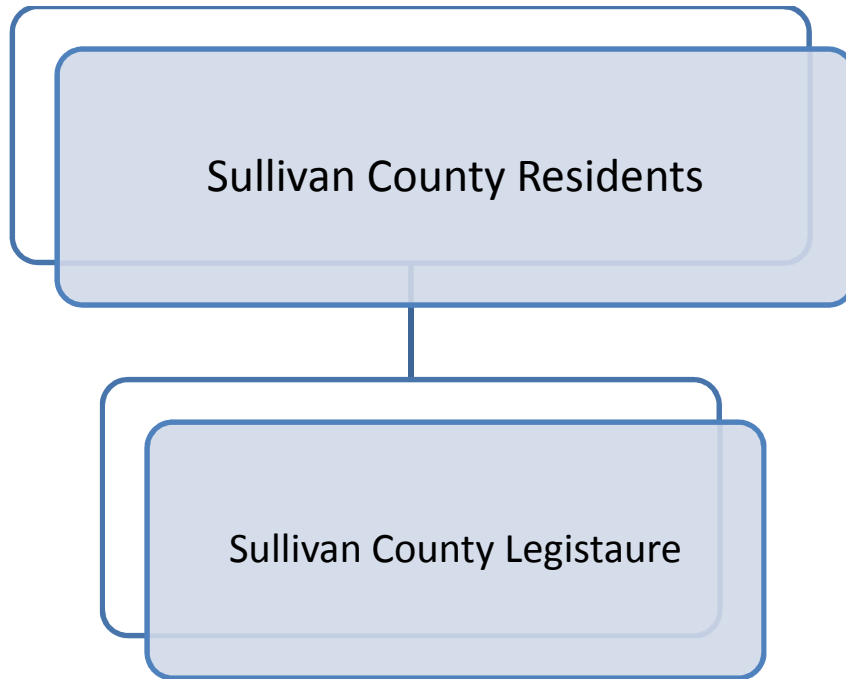
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Recommended</u> |
|--------------------------------|---------------------|-------------------------|
| Budgetary Appropriations       |                     |                         |
| Personal Services              | \$339,464           | \$326,010               |
| Fixed Equipment                | \$0                 | \$0                     |
| Contract Services              | \$43,614            | \$51,900                |
| Employee Benefits              | \$320,232           | \$246,046               |
| Total Budgetary Appropriations | \$703,310           | \$623,956               |
| Budgetary Revenues             |                     |                         |
| Departmental Revenue           | \$0                 | \$0                     |
| Total Budgetary Revenues       | \$0                 | \$0                     |
| County Share                   | \$703,310           | \$623,956               |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                            | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|----------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| 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                       |
|                            | <b>12</b>               | <b>11</b>                 | <b>11</b>                   | <b>11</b>               |

## A1230 County Manager

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

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

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



## 2016 Statistics and Accomplishments

| 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 2016 Tentative 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.               |

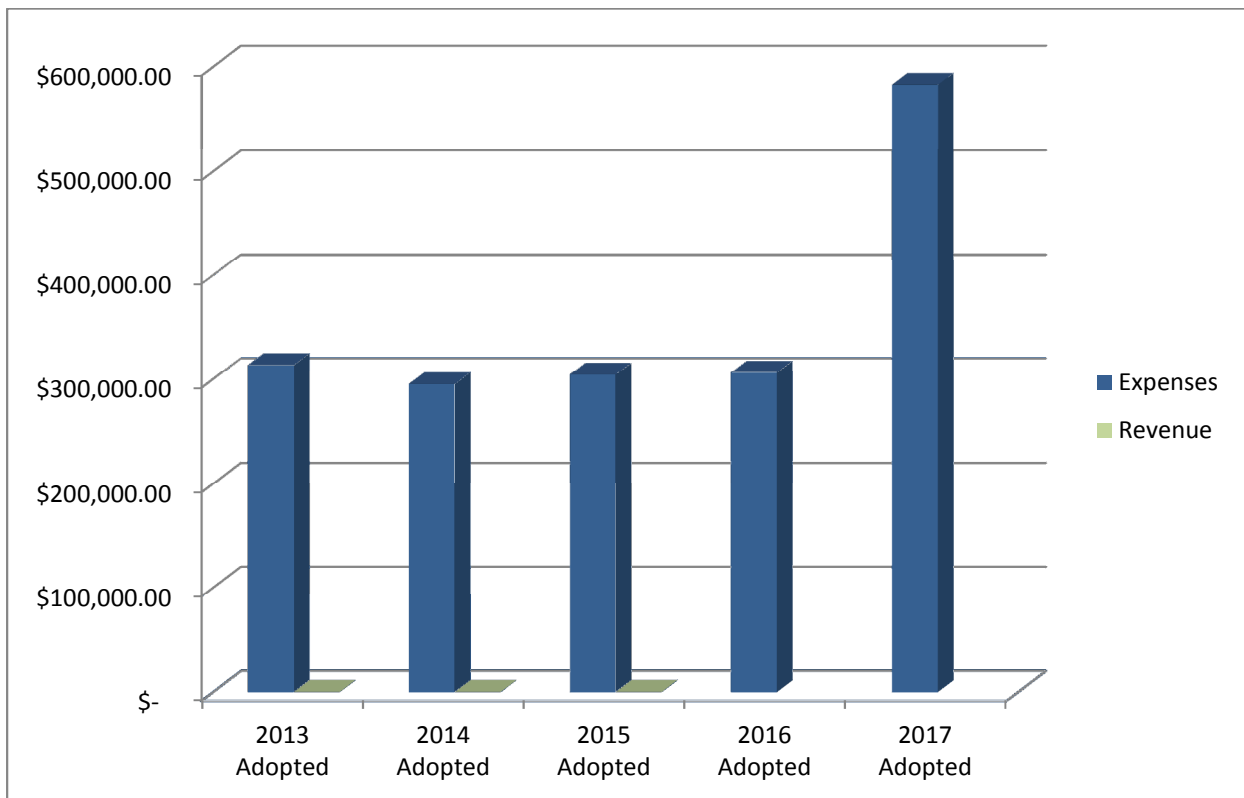
## 2017 Goals

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.

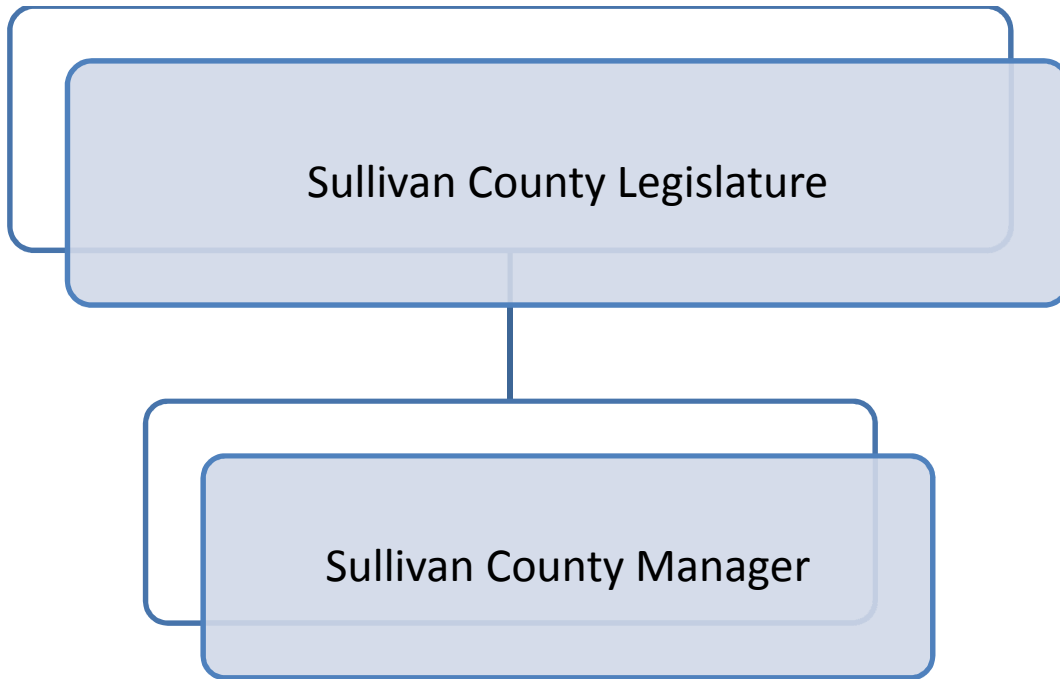
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Recommended</u> |
|--------------------------------|---------------------|-------------------------|
| Budgetary Appropriations       |                     |                         |
| Personal Services              | \$199,924           | \$285,263               |
| Fixed Equipment                | \$0                 | \$0                     |
| Contract Services              | \$23,542            | \$179,561               |
| Employee Benefits              | \$83,255            | \$122,085               |
| Total Budgetary Appropriations | \$306,721           | \$586,909               |
| Budgetary Revenues             |                     |                         |
| Departmental Revenue           | \$0                 | \$0                     |
| Total Budgetary Revenues       | \$0                 | \$0                     |
| County Share                   | \$306,721           | \$586,909               |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                             | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-----------------------------|-----------------|-------------------|---------------------|-----------------|
| COUNTY MANAGER              | 1               | 1                 | 1                   | 1               |
| DEPUTY COUNTY MANAGER       | 0               | 1                 | 1                   | 1               |
| EXEC ASST TO COUNTY MANAGER | 1               | 1                 | 1                   | 1               |
|                             | 2               | 3                 | 3                   | 3               |

## A1420 County Attorney

***The County Attorney is the County's civil counsel. The County Attorney's office represents the County, all of 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.

Functions of the County Attorney's Office include:

- Advising and representing the County Legislature and County Manager
- General legal services to officials, division, departments and employees
- Review of contracts
- Assisting departments with respect to disciplinary matters
- Assistance with real property issues including tax foreclosures, tax certioraris, bankruptcies, environmental and tax exemption claims
- Litigation

## 2016 Statistics and Accomplishments

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. Reviewed, drafted 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 (over 400 new contracts and numerous modifications to existing ones).
7. Attended numerous and regular meetings with the County Manager and County staff to bring to fruition the authorization of a new County Jail. Prepared resolutions, and negotiated, reviewed and approved contracts for the jail project. Collaborated with County officials, local officials and various County vendors.
8. Counseled Department Heads on myriad legal issues.
9. Assisted County Manager and various department heads in an effort to update policies, protocols and programs.
10. Re-structured the County Attorney's legal and administrative staff. Implemented regular staff meetings to discuss administrative and legal issues. Worked with the Management Information Systems department to design a new file management system. Began efforts to "go green" including updating our records management system, shredding numerous outdated case files and implementing a document scanning system.
11. Attended County Charter Revision Commission meetings and assisted the Commission with legal analyses and proposed language for local laws, as requested.

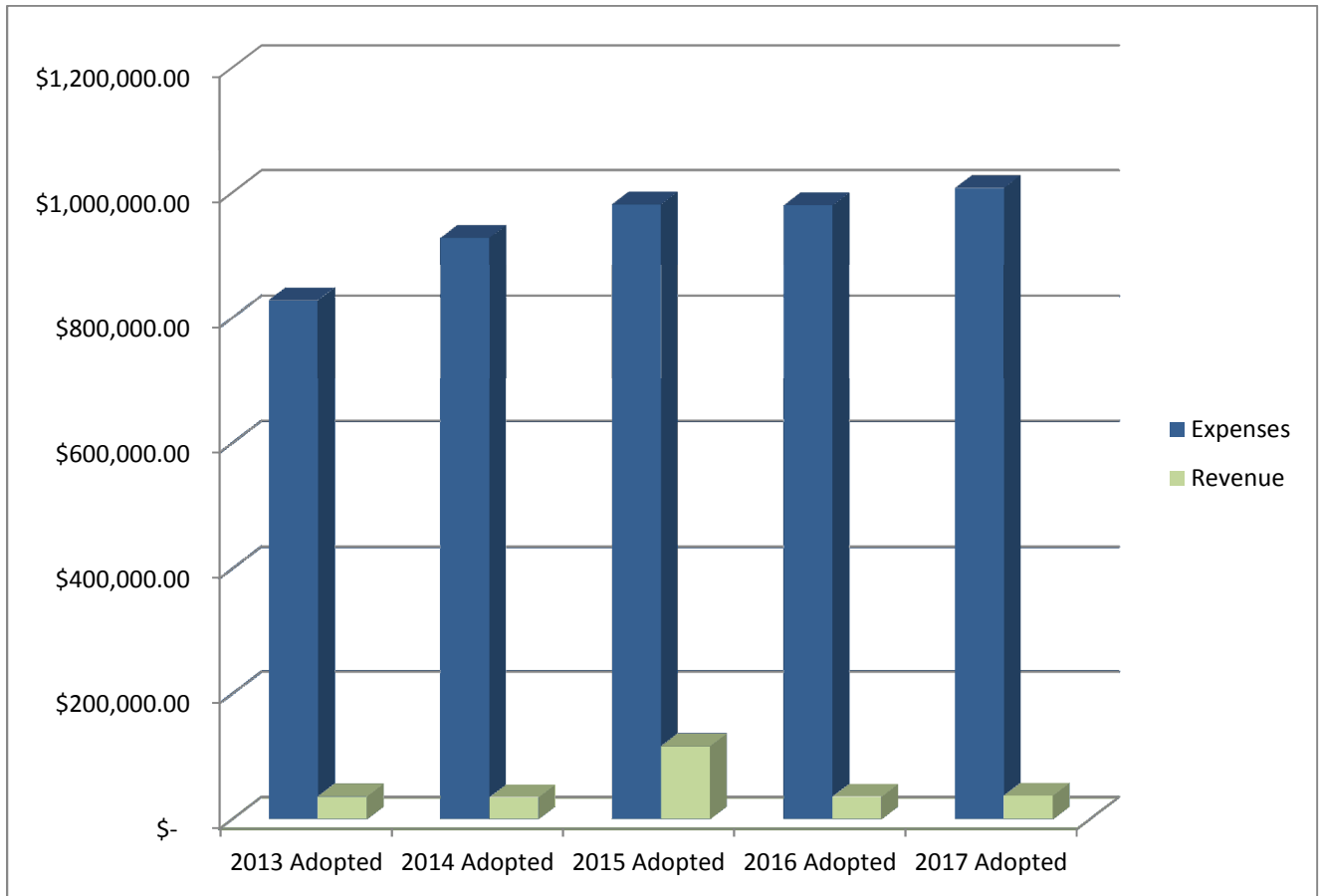
## 2017 Goals

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.

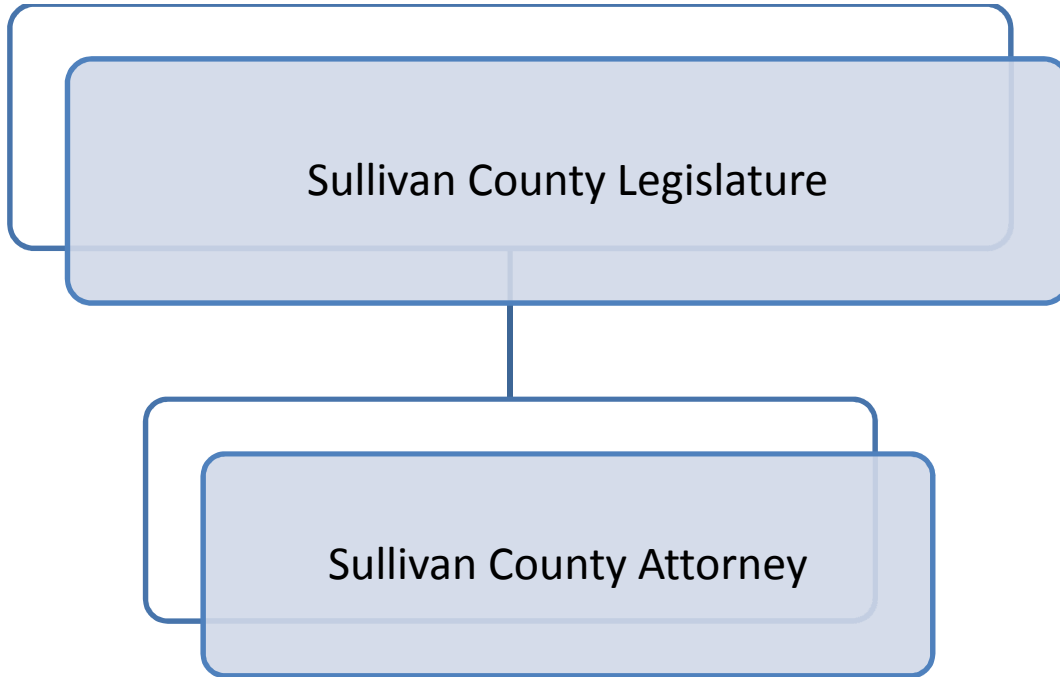
## Budget Summary

|                                | 2016 Amended    | 2017 Recommended |
|--------------------------------|-----------------|------------------|
| Budgetary Appropriations       |                 |                  |
| Personal Services              | \$480,448       | \$493,241        |
| Fixed Equipment                | \$0             | \$0              |
| Contract Services              | \$361,351       | \$258,868        |
| Employee Benefits              | \$247,920       | \$256,094        |
| Total Budgetary Appropriations | \$1,089,719     | \$1,008,203      |
| <br>Budgetary Revenues         |                 |                  |
| Departmental Revenue           | \$35,620        | \$37,436         |
| Total Budgetary Revenues       | \$35,620        | \$37,436         |
| <br>County Share               | <br>\$1,054,099 | <br>\$970,767    |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                                | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|--------------------------------|-----------------|-------------------|---------------------|-----------------|
| ASST COUNTY ATTORNEY II        | 1               | 1                 | 1                   | 1               |
| ASST COUNTY ATTORNEY I         | 2               | 1                 | 1                   | 1               |
| CONF SECY COUNTY ATTORNEY      | 1               | 1                 | 1                   | 1               |
| COUNTY ATTORNEY                | 1               | 1                 | 1                   | 1               |
| DEPUTY COUNTY ATTORNEY         | 0               | 1                 | 1                   | 1               |
| LEGAL SECRETARY                | 1               | 1                 | 1                   | 1               |
| SPECIAL COUNSEL-WORKERS COM PT | 1               | 1                 | 1                   | 1               |
|                                | <b>7</b>        | <b>7</b>          | <b>7</b>            | <b>7</b>        |



# Division of Environmental Sustainability, Beautification and Recreation

## A7110 Parks and Recreation/A7450-7520 Museums

***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.***

The Department of Parks, Recreation and Beautification provides outdoor leisure areas, swimming (guarded beach), hiking, picnic grounds, boating, fishing, hunting, and roadside trash removal. The Sullivan County Parks System includes one state park operated under contract by the County, Lake Superior, and 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 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.

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.

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.

## 2016 Statistics and Accomplishments

| <b>PROGRAM</b>                               | <b>KEY STATISTICS</b>                                | <b>OUTCOME</b>   |
|--|--|--|
| Litter Pluck & Clean Team                    | 950+ bags of roadside litter were plucked            | Reduced roadside litter increases the overall beauty and desirability of the County                                    |
| New Peddle Boats at Lake Superior State Park | 100+ additional boat rentals at a higher rental rate | Increased revenue from new safe peddle boats due to their demand and fact that they justified an increased rental rate |

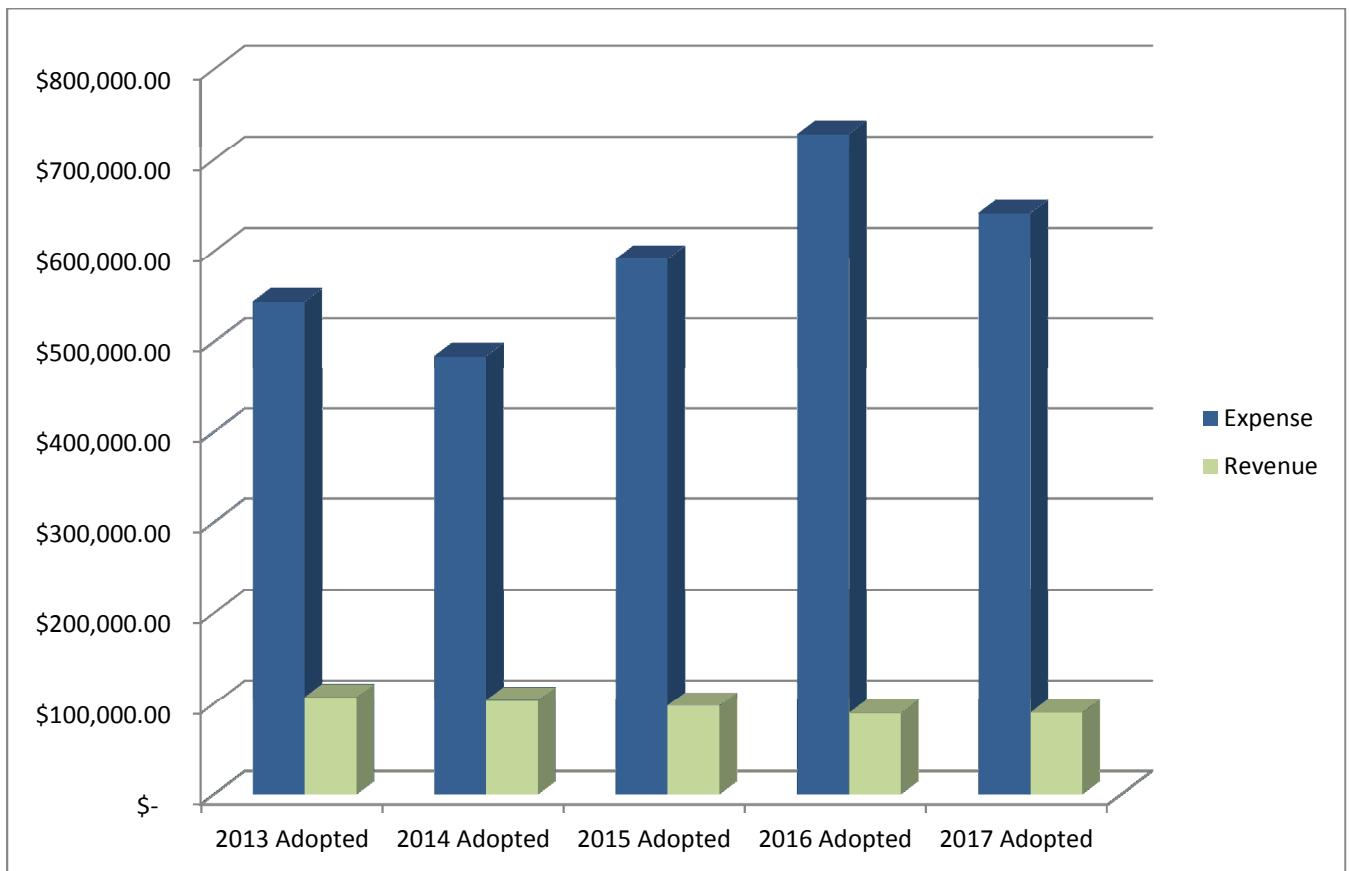
## 2017 Goals

1. The hiring of a professional consulting firm to produce an overall master plan will provide for future direction and management of the department at a county level.
2. The acceptance of credit cards will increase revenue opportunities within the department. Many times once a family or group has paid cash for admissions they do not have additional cash for boat rentals or gift shop purchases. Also, pavilion rentals and season pass sales will increase due to the convenience of credit card acceptance at the office.

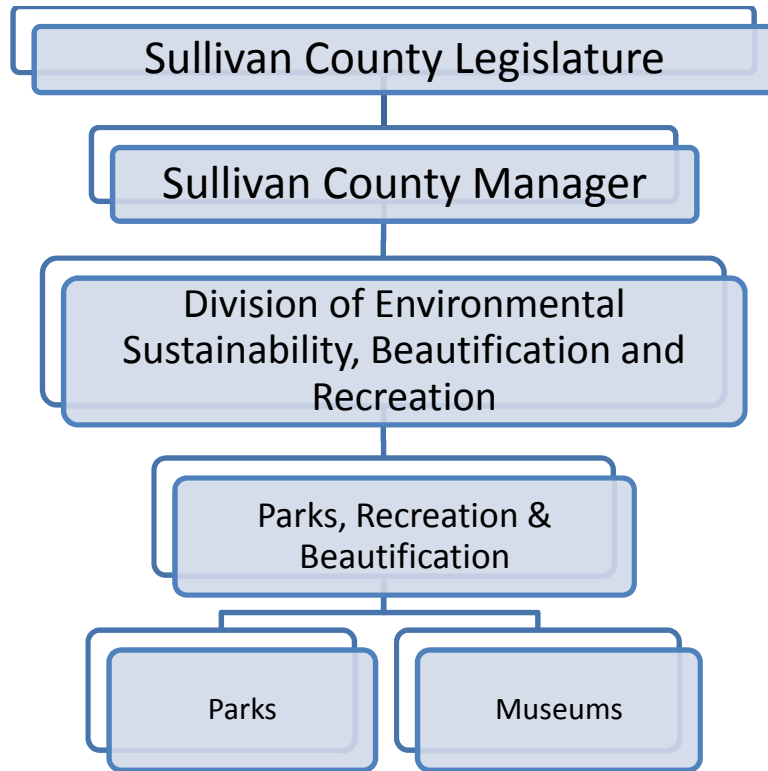
## Budget Summary

|                                | 2016 Amended  | 2017 Adopted  |
|--------------------------------|---------------|---------------|
| Budgetary Appropriations       |               |               |
| Personal Services              | \$290,138     | \$298,207     |
| Fixed Equipment                | \$9,340       | \$100,000     |
| Contract Services              | \$312,396     | \$119,505     |
| Employee Benefits              | \$121,222     | \$124,304     |
| Total Budgetary Appropriations | \$733,096     | \$642,016     |
| <br>Budgetary Revenues         |               |               |
| Departmental Revenue           | \$89,240      | \$89,700      |
| Total Budgetary Revenues       | \$89,240      | \$89,700      |
| <br>County Share               | <br>\$643,856 | <br>\$552,316 |

## Five Year Budget History



## Organizational Structure



## Position Summary

### P/R - ADMIN

|                               | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-------------------------------|-----------------|-------------------|---------------------|-----------------|
| DIR PARKS, REC & BEAUTI PROGS | 1               | 1                 | 1                   | 1               |
| GROUNDS MAINTENANCE WORKER II | 1               | 1                 | 1                   | 1               |
| LABORER I SEAS                | 2               | 2                 | 2                   | 2               |
| STUDENT WORKER SEAS           | 3               | 3                 | 3                   | 3               |
|                               | 7               | 7                 | 7                   | 7               |

### P/R LAKE SUPERIOR PARK

|                      | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------|-----------------|-------------------|---------------------|-----------------|
| 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<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|---------------------|-----------------|-------------------|---------------------|-----------------|
| MUSEUM ATTENDANT PT | 2               | 2                 | 2                   | 2               |
|                     | 2               | 2                 | 2                   | 2               |

D & H CANAL MUSEUM

|                                  | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------------|-----------------|-------------------|---------------------|-----------------|
| SENIOR VISITORS EXPERIENCE ASSOC | 1               | 1                 | 1                   | 1               |
| VISITORS EXPERIENCE ASSOC        | 1               | 1                 | 1                   | 1               |
|                                  | 2               | 2                 | 2                   | 2               |

HISTORIC PROP FORT DELAWARE

|                               | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-------------------------------|-----------------|-------------------|---------------------|-----------------|
| ASST SITE MANAGER             | 1               | 1                 | 1                   | 1               |
| MUSEUM INTERPRETER (SEASONAL) | 7               | 7                 | 7                   | 7               |
| SITE MANAGER                  | 1               | 1                 | 1                   | 1               |
|                               | 9               | 9                 | 9                   | 9               |

**Department Total Position Count:                                34                                34                                34                                34**

## A8090 Office of Sustainable Energy

***The mission of the Sullivan County Office of Sustainable Energy is to develop and implement sustainable practices and projects that reduce the County's impact on our environment, as well as to improve the efficiency of operations and thus reducing associated costs.***

The Sullivan County Office of Sustainable Energy exists to implement sustainable energy policy and goals as set forth by the Sullivan County Legislature. The Office makes recommendations on measures related to energy conservation, generation and efficiency with regard to the County's energy utilization to the County Manager. The Office of Sustainable Energy is also tasked with performing outreach to our local community and 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.

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.

## 2016 Statistics and Accomplishments

| PROGRAM                   | KEY STATISTICS  | OUTCOME   |
|---------------------------|---|---|
| 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. |
| Renewable Energy          | Executed power purchase agreements with solar and hydro-electric providers to receive electric supply from renewable resources  | 65-70% of County electricity anticipated to be provided by zero emissions renewable energy sources.   |
| Solarize Sullivan         | Supported local initiative to connect homeowners with vendors and reduce cost of solar systems through bulk procurement   | Increased program participation – an estimated 31% of participants were generated by direct mailing from the County.  |
| Grant Readiness           | Compiled and submitted documentation for certification as Clean Energy Community to become eligible for grant opportunities through this program.   | Achieved 2 of required 4 high impact actions required to date.  |
| Climate Smart Communities | Compiled and submitted documentation for certification as a Climate Smart Community   | Certification not yet achieved, however, the County is positioned to receive at least minimum certification in 2017.  |



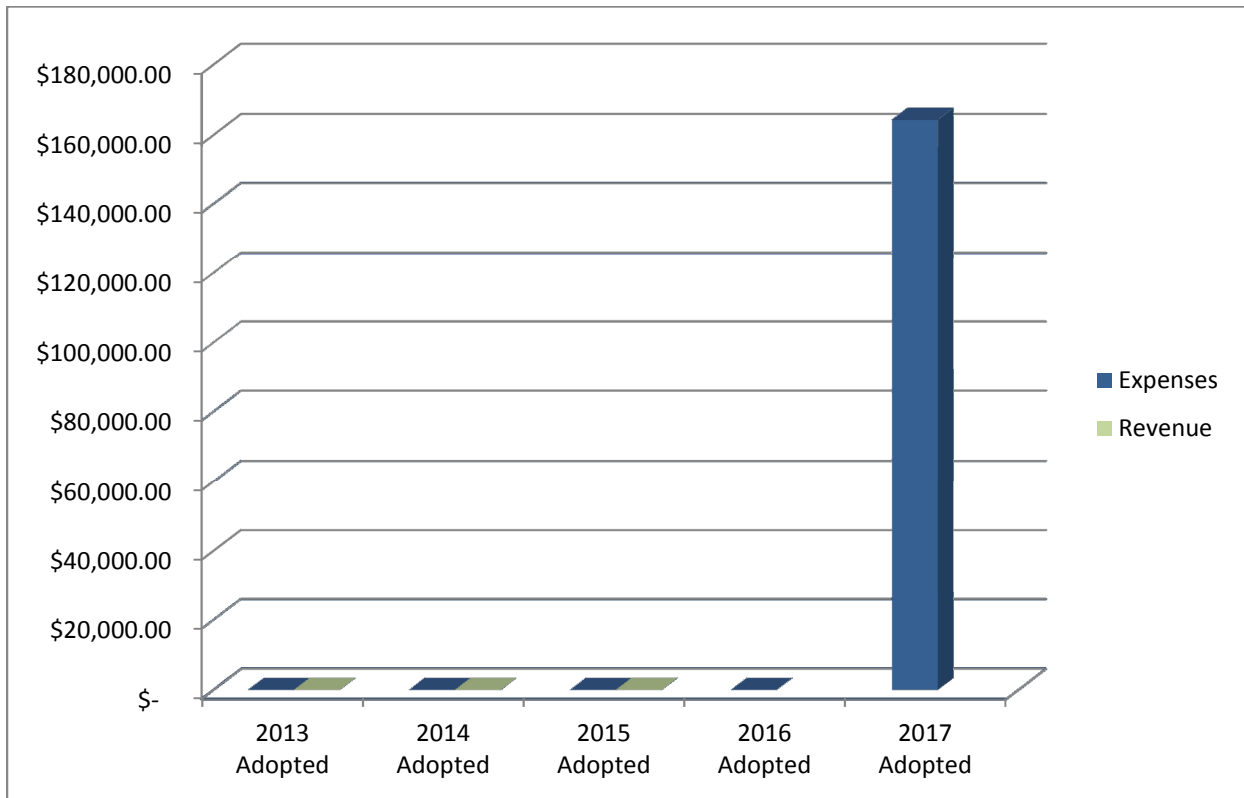
## 2017 Goals

1. Achieve certification as a Clean Energy Community and take advantage of funding opportunities available through this program.
2. Achieve Bronze Certification as a Climate Smart Community.
3. Complete interconnection of both the solar project in Liberty, NY and the hydro-electric project to begin receiving electricity from renewable resources.
4. Establish baseline data of greenhouse gas emissions for Sullivan County operations.
5. Implement benchmarking of facility performance to track improvements and efficiency of all County buildings in excess of 1,000 square feet (certain exemptions may apply).
6. Further reduce operational expenses and greenhouse gas emissions as opportunities present themselves through reduction of energy usage.
7. 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.
8. Begin update of Sullivan County Climate Action Plan.

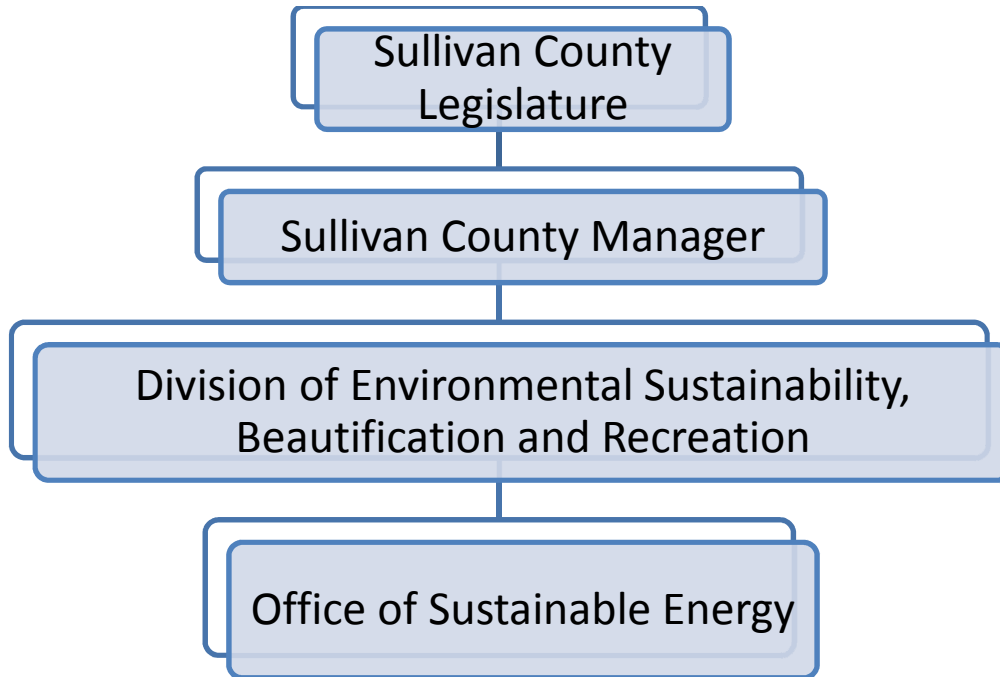
## Budget Summary

|                                | 2016 Amended | 2017 Adopted |
|--------------------------------|--------------|--------------|
| Budgetary Appropriations       |              |              |
| Personal Services              | \$0          | \$95,892     |
| Fixed Equipment                | \$0          | \$0          |
| Contract Services              | \$0          | \$40,000     |
| Employee Benefits              | \$0          | \$28,528     |
| Total Budgetary Appropriations | \$0          | \$164,420    |
| Budgetary Revenues             |              |              |
| Departmental Revenue           | \$0          | \$0          |
| Total Budgetary Revenues       | \$0          | \$0          |
| County Share                   | \$0          | \$164,420    |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                            | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------|-----------------|-------------------|---------------------|-----------------|
| SUSTAINABILITY ANALYST     | 0               | 2                 | 2                   | 2               |
| SUSTAINABILITY COORDINATOR | 0               | 1                 | 1                   | 1               |
|                            | 0               | 3                 | 3                   | 3               |

# Division of Health and Family Services

## A4010-4082 Public Health

***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.

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 Services 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

## 2016 Statistics and Accomplishments

| <b>PROGRAM</b>   | <b>KEY STATISTICS</b>  | <b>OUTCOME</b>   |
|--|--|--|
| Registered Opioid Overdose Prevention Training Program                     | More than 100 responders were trained and provided with naloxone kits to reverse overdoses due to heroin or narcotic overdose throughout Sullivan County.  | From inception of the program through December 2016, 33 overdose reversals were performed, resulting in 32 lives saved and one death.  |
| Communicable Disease Control (Epidemiology)                                | Staff investigated over 80 cases of Pertussis during the summer of 2016  | Communication with the Sullivan County health care providers serving summer residents, school districts and special populations improved, resulting in control of additional cases during this outbreak  |
| Childhood Immunization Vaccine Preventable Program (Epidemiology)          | Childhood immunization rates for Sullivan county children increased by 66% due to community outreach and multiple visits with area health care providers.  | New York State Health Department recognized our program for achieving the best improvement in immunization coverage statistics for children. Increased vaccination coverage will help reduce vaccine preventable disease in the county.                        |
| Billing department - Certified Home Care Agency and Long Term Care Program | Due to changes in long term care statewide to managed long term care, our payer sources significantly changed, resulting in problems with authorizations and significant denial of payments for services in 2015 | As a result of quality improvement process implementation, staff cross-training in billing procedures and follow up, and negotiation with managed care organizations, we received close to 100% of the revenue owed to us for Long Term Care nursing services. |
| Early Intervention and Preschool Special Education Programs                | Coordinator remained an active member on the NYSAC's Standing Committee for Children with Special Health Care Needs  | Provides the County with a voice at the state planning and policy table  |



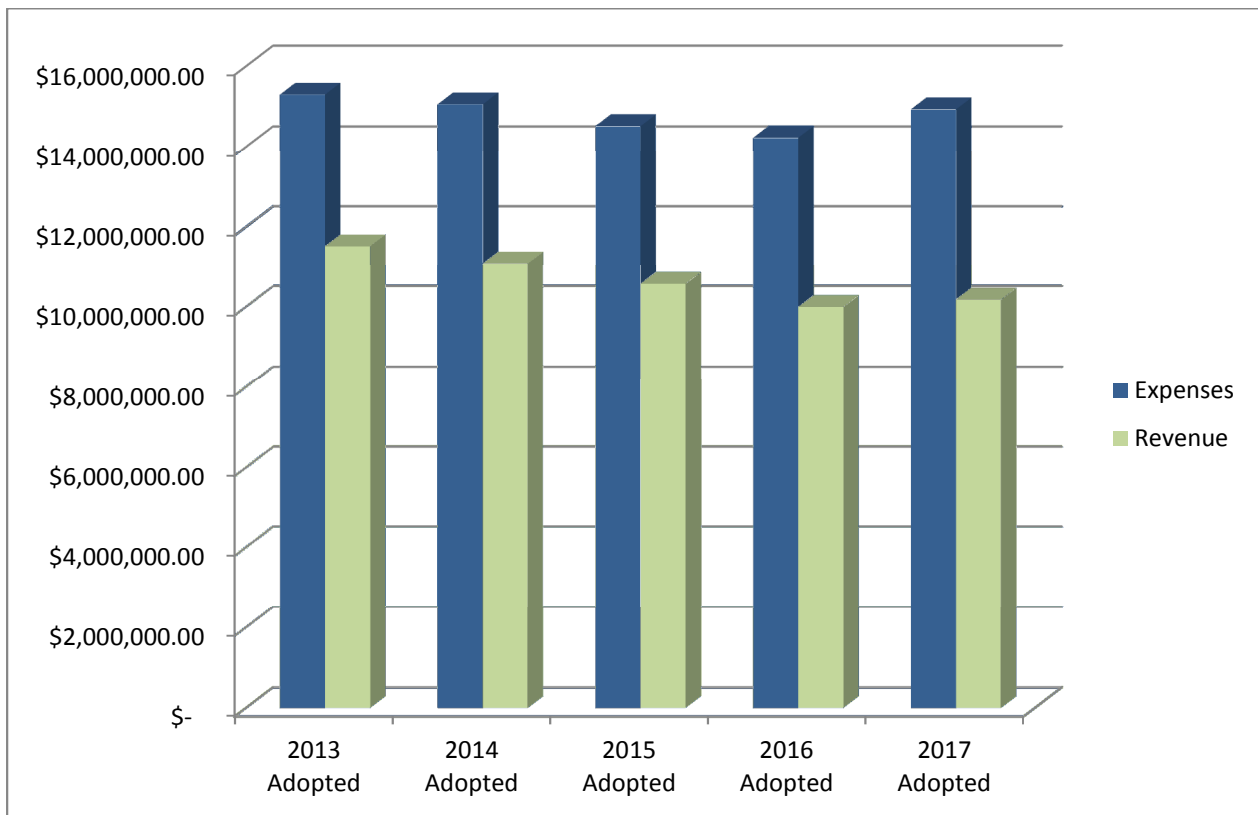
## 2017 Goals

1. 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. Home Care Agency staff and two of its contractors began transitioning from paper to fully electronic medical record documentation in 2016. This will decrease the workload of clerical staff, processing and filing papers, and improve timely communications and coordination of services. Our Quality of Care Star Rating (from OASIS) will improve from 2 to at least 3 by the end of 2017. This will protect Medicare revenue.
2. Increase and enhance public education for communicable disease prevention, rabies exposure prevention, preventable vaccine diseases and community emergency preparedness. Existing efforts with public health education involve press releases, media collaborations, in person meetings and presentations with various groups and at risk populations. While effective, current efforts are limited in scope due to staff resources and time. We want to enhance our reach and the timeliness of public health education and prevention messages through the implementation and use of a dedicated social media page. This is an effective, evidence-based platform used by local health departments throughout New York State.
3. Increase awareness and prevention of tick borne illness and diseases including Lyme Disease. Lyme Disease and other tick borne illnesses continue to be a public health concern in Sullivan County, with 715 total cases reported from January to October 2016. Tick bite and Lyme Disease prevention outreach is an important tool in reducing the incidence of Lyme Disease in the county. We want to enhance our reach and the timeliness of public health education and prevention messages through the implementation and use of a dedicated social media page. This is an effective, evidence-based platform used by local health departments throughout New York.
4. Complete Department's Strategic Plan in 2017. The Community Health Assessment Update will be complete in December 2016. Quality Improvement processes were implemented in 2015 and continued through 2016 with the addition of a QI Coordinator position. These activities involve a lengthy process that involves input and evaluation of programs and policies for all programs and services as well as health statistics and outcomes. These processes will continue in 2017 and prepare the department for readiness to complete its Strategic Plan, which is a requirement for Public Health Accreditation status. With the addition of a Deputy Public Health Director position in 2017, the department will be in a better position to complete required work and Quality Improvement processes in collaboration with the QI Coordinator and management and administrative staff to complete the Strategic Plan and continue Quality Improvement activities necessary for accreditation.
5. Work with School Districts to obtain the Medicaid Consent Forms at the time students are registered or found eligible for the CPSE, thus ensuring Medicaid Consents are on file.

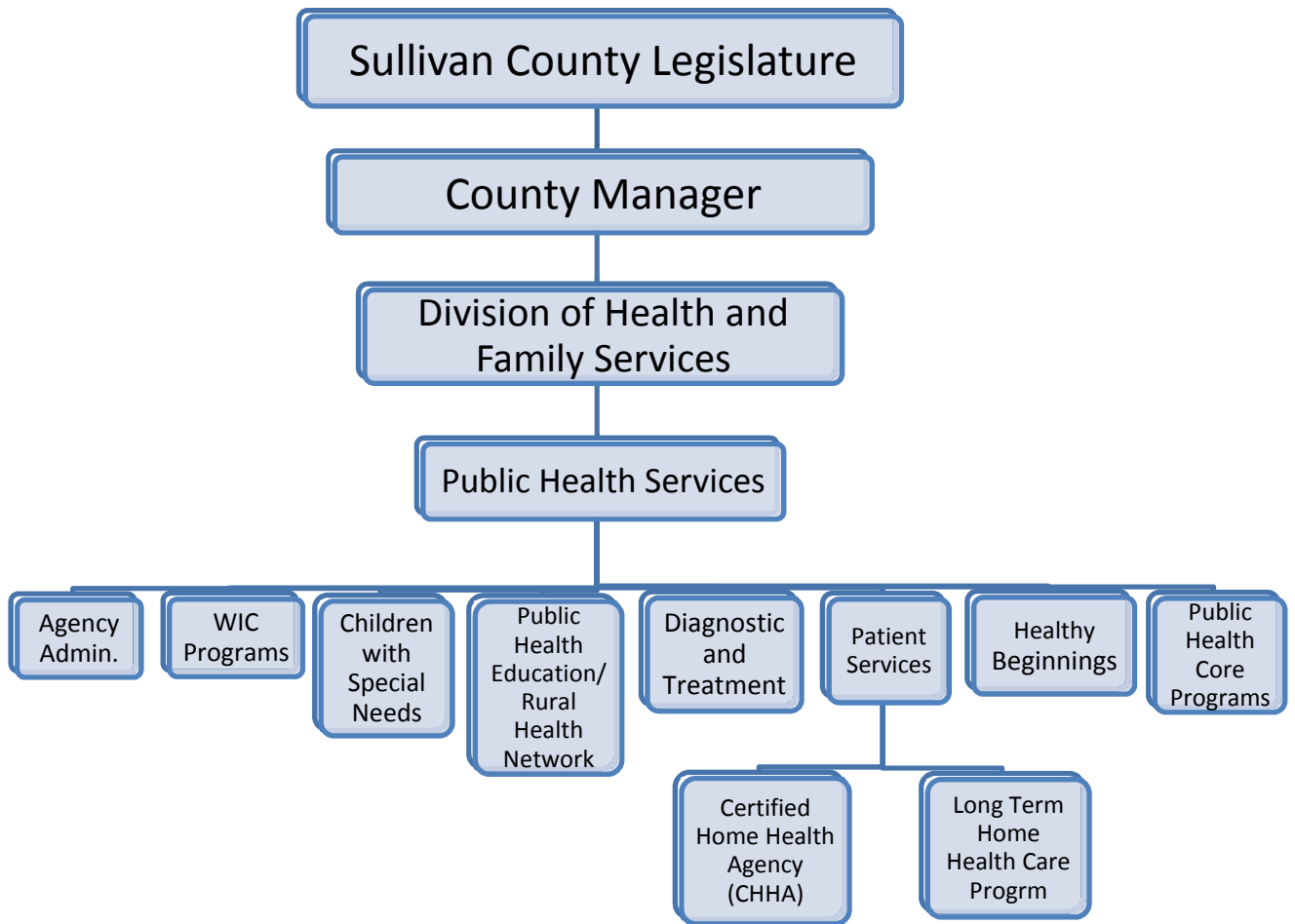
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$4,056,232         | \$4,169,490         |
| Fixed Equipment                | \$0                 | \$0                 |
| Contract Services              | \$7,792,772         | \$8,217,375         |
| Employee Benefits              | \$2,395,570         | \$2,543,384         |
| Total Budgetary Appropriations | \$14,244,574        | \$14,930,249        |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$4,865,328         | \$4,409,506         |
| State Aid                      | \$4,398,446         | \$4,778,532         |
| Federal Aid                    | \$743,097           | \$990,221           |
| Total Budgetary Revenues       | \$10,006,871        | \$10,178,259        |
| County Share                   | \$4,237,703         | \$4,751,990         |

## Five Year Budget History



## Organizational Structure



## Position Summary

### PH - AGENCY ADMIN

|                               | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-------------------------------|-----------------|-------------------|---------------------|-----------------|
| ADMINISTRATIVE ASSISTANT      | 1               | 1                 | 1                   | 1               |
| DEPUTY PUBLIC HEALTH DIRECTOR | 0               | 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               |
| RECEPTIONIST                  | 1               | 1                 | 1                   | 1               |
|                               | <b>5</b>        | <b>6</b>          | <b>6</b>            | <b>6</b>        |

### PH - CORE PROGRAMS

|                                 | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|---------------------------------|-----------------|-------------------|---------------------|-----------------|
| BILINGUAL OUTREACH WORKER       | 1               | 1                 | 1                   | 1               |
| COMMUNITY HEALTH NURSE (PUB HE) | 2               | 2                 | 2                   | 2               |
| REGISTERED PROFESSIONAL NURSE   | 1               | 1                 | 1                   | 1               |
|                                 | <b>4</b>        | <b>4</b>          | <b>4</b>            | <b>4</b>        |

### PH - CHHA

|                                  | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------------|-----------------|-------------------|---------------------|-----------------|
| COMMUNITY HEALTH NURSE (PHS) RPT | 1               | 1                 | 1                   | 1               |
| COMMUNITY HEALTH NURSE (PUB HE)  | 3               | 3                 | 3                   | 3               |
| HOME CARE MEDICAL SOCIAL WORKER  | 1               | 1                 | 1                   | 1               |
| HOME HEALTH AIDE                 | 4               | 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 PROF NURSE PD         | 3               | 3                 | 2                   | 2               |
| REGISTERED PROF NURSE RPT        | 1               | 1                 | 1                   | 1               |
| REGISTERED PROFESSIONAL NURSE    | 10              | 10                | 10                  | 10              |
| SENIOR ACCOUNT CLERK             | 1               | 1                 | 1                   | 1               |
| SENIOR TYPIST                    | 1               | 1                 | 1                   | 1               |
| SUPERVISING COMM HEALTH NURSE    | 1               | 1                 | 1                   | 1               |
| SUPERVISING PUBLIC HEALTH NRSE   | 3               | 3                 | 3                   | 3               |
|                                  | <b>35</b>       | <b>34</b>         | <b>33</b>           | <b>33</b>       |

### PH - LT HEALTH CARE

|                               | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-------------------------------|-----------------|-------------------|---------------------|-----------------|
| 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               |
|                               | <b>5</b>        | <b>5</b>          | <b>5</b>            | <b>5</b>        |

**PH - HEALTHY BEGINNINGS**

|                                 | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|---------------------------------|-----------------|-------------------|---------------------|-----------------|
| 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               |
|                                 | <b>8</b>        | <b>8</b>          | <b>8</b>            | <b>8</b>        |

**PH - RURAL HEALTH NETWORK**

|                        | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|------------------------|-----------------|-------------------|---------------------|-----------------|
| PUBLIC HEALTH EDUCATOR | 1               | 1                 | 1                   | 1               |
|                        | <b>1</b>        | <b>1</b>          | <b>1</b>            | <b>1</b>        |

**DIAGNOSTIC AND TREATMENT**

|                                | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|--------------------------------|-----------------|-------------------|---------------------|-----------------|
| ACCOUNT CLERK/DATA BASE        | 1               | 1                 | 1                   | 1               |
| COMMUNITY HEALTH NURSE (PUB HE | 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 PD       | 1               | 1                 | 1                   | 1               |
| SUPERVISING COMM HEALTH NURSE  | 1               | 1                 | 1                   | 1               |
|                                | <b>9</b>        | <b>9</b>          | <b>9</b>            | <b>9</b>        |

**EARLY CARE/INTERVENTION CHILDREN**

|                                  | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------------|-----------------|-------------------|---------------------|-----------------|
| COORD CHILDRED WITH SPEC NEEDS   | 1               | 1                 | 1                   | 1               |
| EARLY INTERVENTION SERVICE COORD | 2               | 2                 | 2                   | 2               |
|                                  | <b>3</b>        | <b>3</b>          | <b>3</b>            | <b>3</b>        |

**WIC**

|                                 | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|---------------------------------|-----------------|-------------------|---------------------|-----------------|
| 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               |
|                                 | <b>10</b>       | <b>10</b>         | <b>10</b>           | <b>10</b>       |

**Department Total: 80 80 79 79**

## A4220-4322 Community Services

***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 also provides mental health and chemical dependency services and planning locally for the provision of services to persons who are developmentally disabled, chemically dependent, or mentally ill, and by collaborating with families and other service providers who are licensed and regulated by the Office of Mental Health, the Office of Mental Retardation and Developmental Disabilities, and the Office of Alcoholism and Substance Abuse Services. The Department and Board will promote the inclusion, independence, participation, and personal choice of individuals with disabilities of all ages in all environments through the development and enhancement of culturally sensitive and responsive services and supports, technical assistance, interdisciplinary training, exemplary service models, dissemination of information, and advocacy for the legal and civil rights of individuals with disabilities. The Department of Community Services ensures that no one, regardless of ability to pay, race, creed, color, religion, ethnicity, gender, sexual orientation or place of origin, will be denied services for which they otherwise qualify.

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.

Functions of the Department of Community Services 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

## 2016 Statistics and Accomplishments

| <b>PROGRAM</b>     | <b>KEY STATISTICS</b>                              | <b>OUTCOME</b>   |
|--------------------|--|--|
| Community Services | Awarded a Suicide Prevention Grant                 | Allowed the development of a Suicide Prevention Coalition and flood the community with information cards and posters |
| Community Services | Awarded Vital Access Provider (VAP) Grant          | Enabled the hiring of two coordinators, a consultant, and purchase some technical enhancements to our software.      |
| Community Services | Staff in clinic attended multiple public functions | Provided education to the community regarding Substance Abuse and Mental Health issues                               |

## 2017 Goals

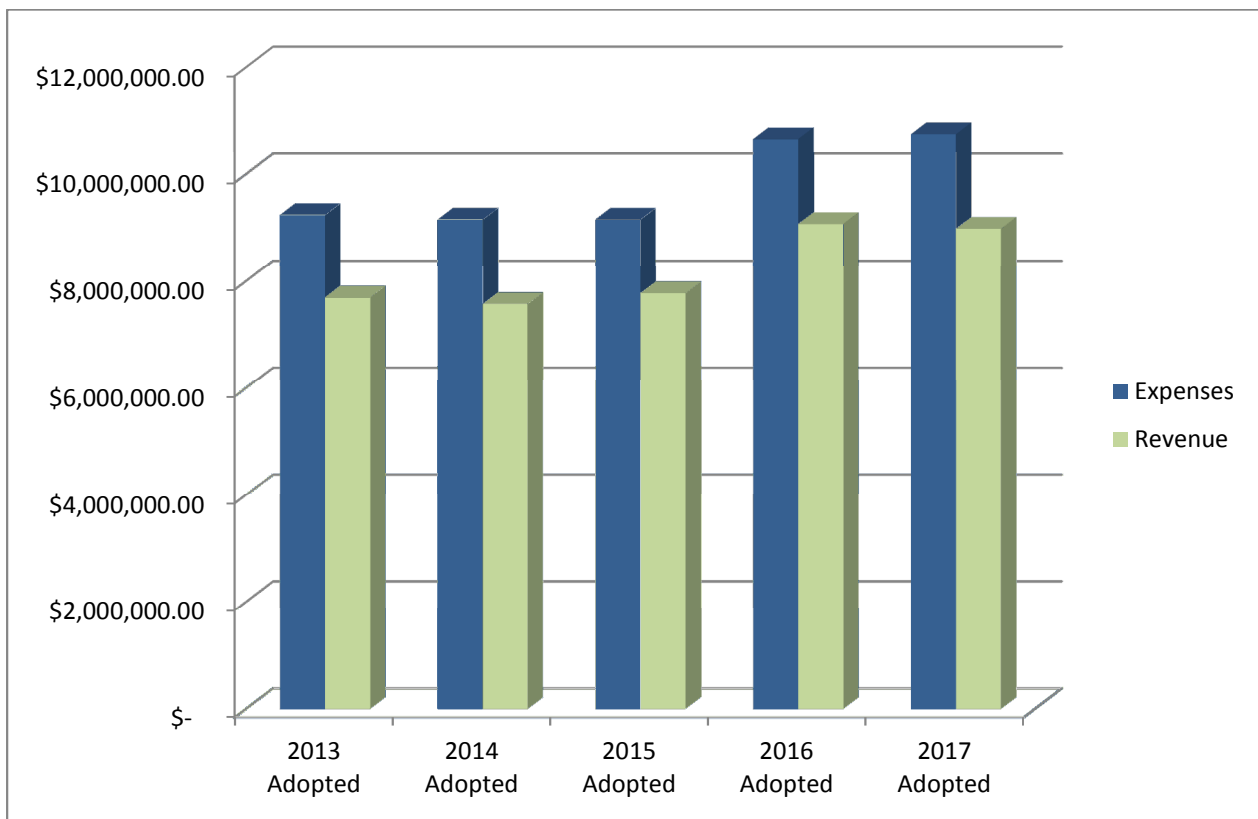
1. Restructure the Mental Health clinic and SCADAS clinic as a single certified clinic providing mental health and substance abuse services in a more streamlined and effective format.
2. Continue our Open Access process and “just in time” scheduling.
3. Provide training to staff to enhance their skill sets and wellness initiatives to enhance their knowledge and physical health.
4. Contract with Touro College to bring on Psychiatric/Medical Residents.



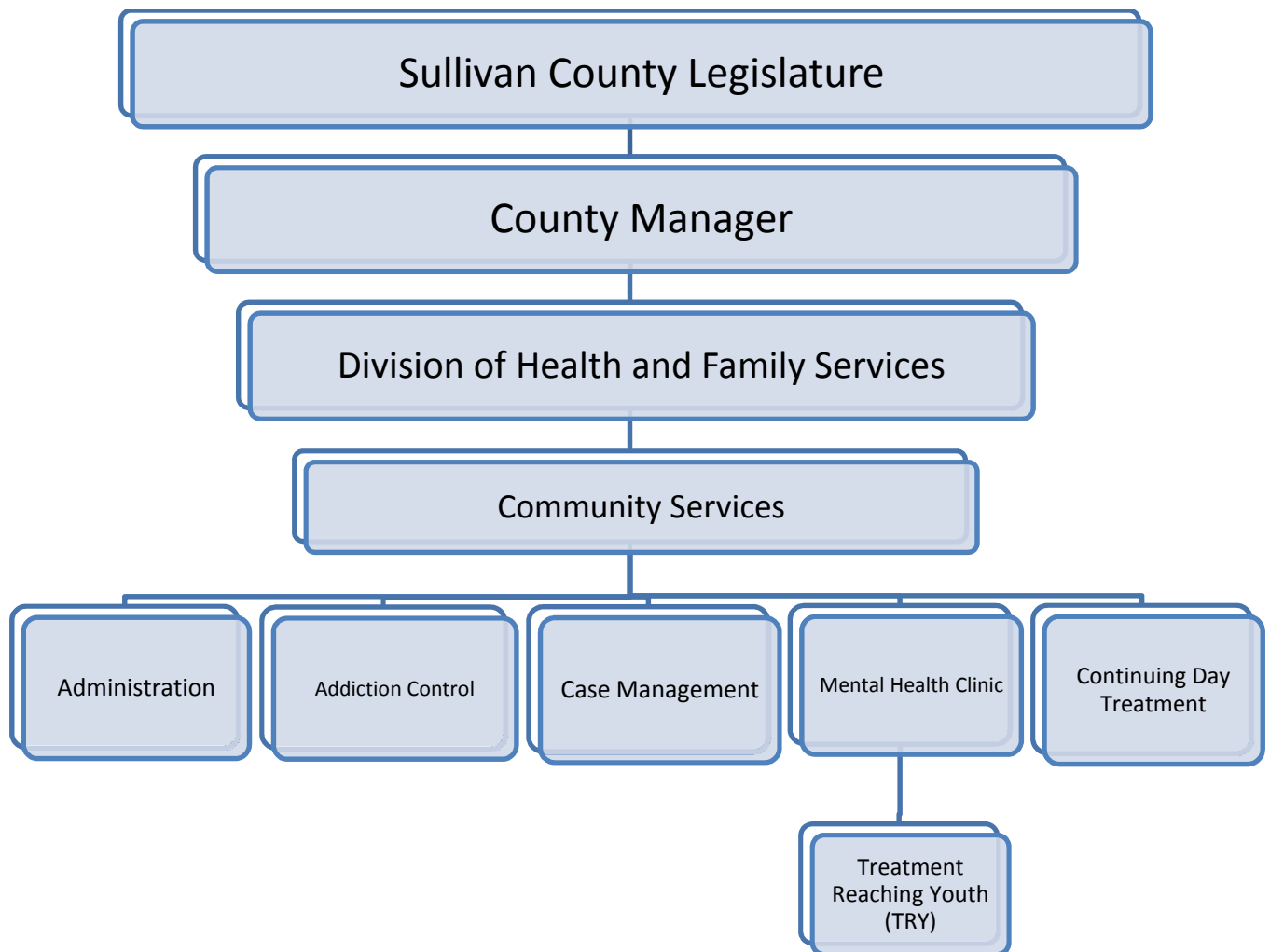
## Budget Summary

|                                       | 2016 Amended        | 2017 Adopted        |
|---------------------------------------|---------------------|---------------------|
| <b>Budgetary Appropriations</b>       |                     |                     |
| Personal Services                     | \$2,698,389         | \$2,747,649         |
| Fixed Equipment                       | \$0                 | \$0                 |
| Contract Services                     | \$6,590,621         | \$6,195,693         |
| Employee Benefits                     | \$1,746,981         | \$1,811,860         |
| <b>Total Budgetary Appropriations</b> | <b>\$11,035,991</b> | <b>\$10,755,202</b> |
| <b>Budgetary Revenues</b>             |                     |                     |
| Departmental Revenue                  | \$3,552,659         | \$3,345,087         |
| State Aid                             | \$5,589,221         | \$5,356,049         |
| Federal Aid                           | \$300,000           | \$280,000           |
| <b>Total Budgetary Revenues</b>       | <b>\$9,441,880</b>  | <b>\$8,981,136</b>  |
| <b>County Share</b>                   | <b>\$1,594,111</b>  | <b>\$1,774,066</b>  |

## Five Year Budget History



## Organizational Structure



# Position Summary

## ADDICTION CONTROL

|                             | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-----------------------------|-----------------|-------------------|---------------------|-----------------|
| 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               |
|                             | <b>10</b>       | <b>10</b>         | <b>10</b>           | <b>10</b>       |

## DRINKING DRIVER PROGRAM

|                               | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-------------------------------|-----------------|-------------------|---------------------|-----------------|
| DRINKING DRIVER DIRECTOR PT   | 1               | 1                 | 1                   | 1               |
| DRINKING DRIVER PROG COUNS PT | 1               | 1                 | 1                   | 1               |
|                               | <b>2</b>        | <b>2</b>          | <b>2</b>            | <b>2</b>        |

## COMMUNITY SERVICES ADMINISTRATIO

|                               | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-------------------------------|-----------------|-------------------|---------------------|-----------------|
| 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               |
|                               | <b>19</b>       | <b>19</b>         | <b>19</b>           | <b>19</b>       |

## CS - MENTAL HEALTH CLINIC

|                               | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-------------------------------|-----------------|-------------------|---------------------|-----------------|
| 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               |
|                               | <b>14</b>       | <b>14</b>         | <b>14</b>           | <b>14</b>       |

**CS - TREATMENT REACHING YOUTH**

|                        | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| STAFF SOCIAL WORKER    | 2                       | 2                         | 2                           | 2                       |
| STAFF SOCIAL WORKER II | 1                       | 1                         | 1                           | 1                       |
|                        | <b>3</b>                | <b>3</b>                  | <b>3</b>                    | <b>3</b>                |

**CS - CASE MANAGEMENT**

|                           | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|---------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| 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                       |
|                           | <b>14</b>               | <b>14</b>                 | <b>14</b>                   | <b>14</b>               |

**CS - MH CONTIN DAY/PSYCH TREAT**

|                               | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|-------------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| ADMINISTRATOR OF REHAB. SVCS. | 1                       | 1                         | 1                           | 1                       |
| ASST SOCIAL WORKER II         | 1                       | 1                         | 1                           | 1                       |
| STAFF SOCIAL WORKER II        | 1                       | 1                         | 1                           | 1                       |
|                               | <b>3</b>                | <b>3</b>                  | <b>3</b>                    | <b>3</b>                |

**Department Total Position Count:                      65                      65                      65                      65**

## A6010-6142 Family Services

***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.

Functions of the Department of Family Services 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



## 2016 Statistics and Accomplishments

| <b>PROGRAM</b>                    | <b>KEY STATISTICS</b>  | <b>OUTCOME</b>   |
|-----------------------------------|--|--|
| Child Support Enforcement Unit    | The paternity establishment percentage (PEP) is 96.39% and the support establishment percentage (SEP) is 92.13%.                   | Both of these statistics exceed the Federal Mandated requirements of 80%.  |
| Children and Family Services Unit | There were 9 adoptions in 2016 (3 will be completed within the next 2 weeks).  | With 4 adoptions in 2015, 4 in 2014 and 8 in 2013 the total adoptions for 2016 is the highest it's been in the last 3 years.                   |
| Human Resources                   | As of November 22nd 236 training opportunities offered locally and state-wide are up 88.8% from 2015.                              | Training hours have risen 6.5% from 2015 to 5103.4 hours.  |
| Family Services Legal             | Family Court appearances by Docket for all cases totaled 2,760   | 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       | The unit has reduced the pending case load by approximately 44% (1037 pending cases on 10/31/15 to 579 pending cases on 10/31/16). | Reduced case load will allow staff to focus on cases still pending.  |
| Temporary Assistance              | 154 homeless cases transitioned to permanent housing from the motels used for emergency housing.                                   | These cases accounted for 286 individuals, including 107 children who are now living in a more permanent setting.                              |

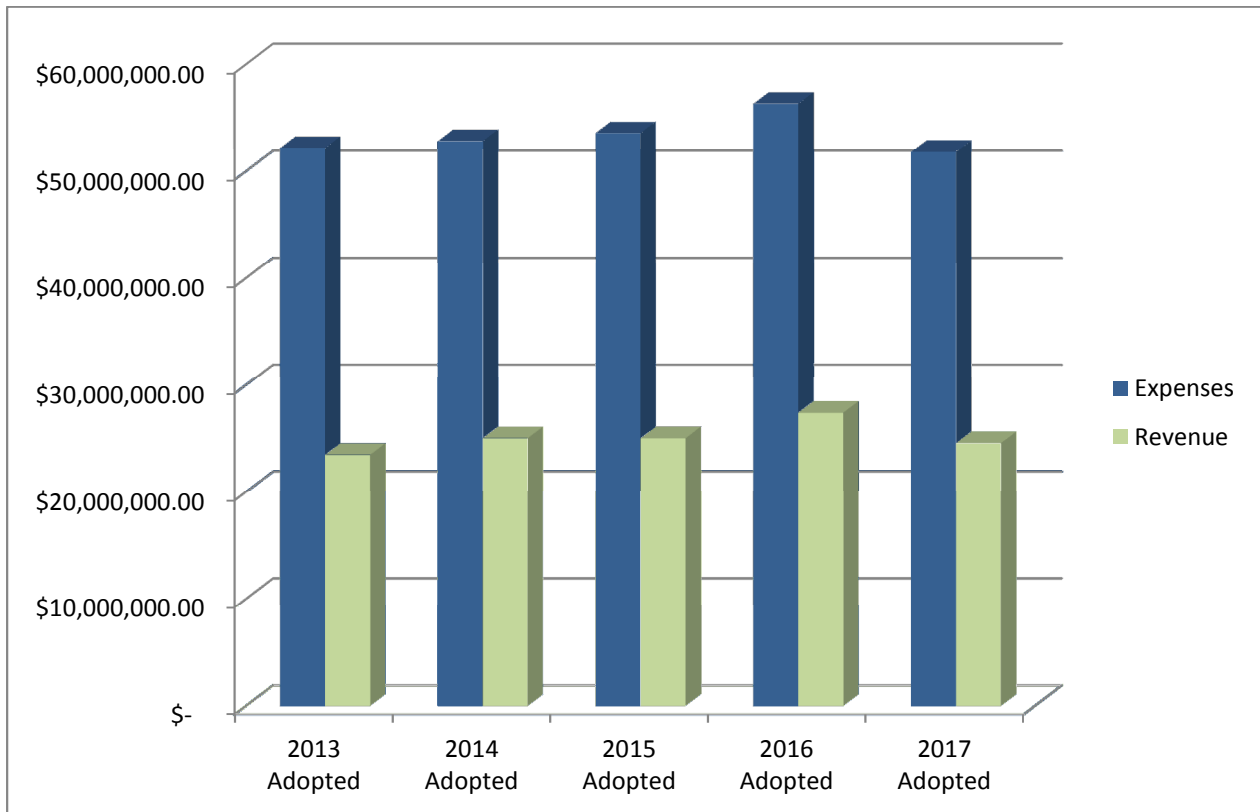
## 2017 Goals

6. Reduce the Investigator caseload for the Child Support Enforcement Unit from 1500 per investigator to under a 1000 per investigator so our focus can become proactive instead of reactive. This may be achieved through the hiring of additional staff members.
7. Work closely with foster care agencies to increase the number of therapeutic foster homes in Sullivan County in an effort to keep more of our foster children local.
8. Continue collaboration with representatives and trainers from New York State Bureau of Training Development (BTD), Office of Children and Family Services (OCFS), and Office Temporary Disability Assistance (OTDA), Buffalo State College, SUNY Albany, Rockefeller College, Hunter College and private contractors to delivered various training in 2017.
9. Identify and establish alternate temporary emergency housing.
10. Continue to monitor Expedited benefits for SNAP to ensure that benefits are issued in a timely manner to those who are eligible.

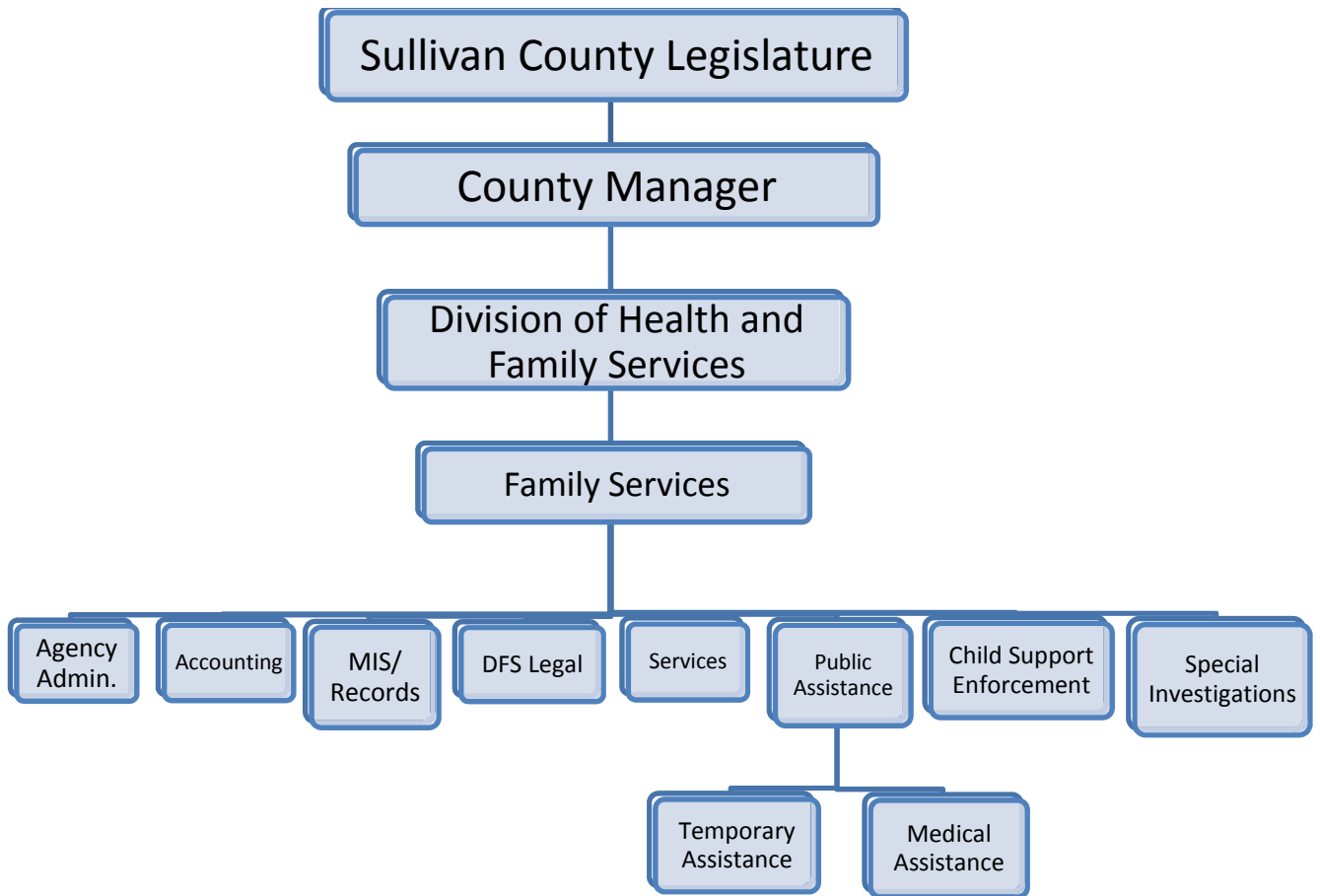
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$7,934,265         | \$8,127,131         |
| Fixed Equipment                | \$0                 | \$0                 |
| Contract Services              | \$43,130,281        | \$42,261,276        |
| Employee Benefits              | \$5,240,720         | \$5,119,764         |
| Total Budgetary Appropriations | \$56,305,266        | \$55,508,171        |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$2,336,648         | \$2,295,850         |
| State Aid                      | \$9,445,730         | \$8,789,388         |
| Federal Aid                    | \$15,604,725        | \$15,059,180        |
| Total Budgetary Revenues       | \$27,387,103        | \$26,144,418        |
| County Share                   | \$28,918,163        | \$29,363,753        |

## Five Year Budget History



## Organizational Structure



# Position Summary

## DFS GENERAL ADMINISTRATION

|                                  | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------------|-----------------|-------------------|---------------------|-----------------|
| ADMINISTRATIVE SECRETARY         | 1               | 1                 | 1                   | 1               |
| 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               |
|                                  | <b>8</b>        | <b>8</b>          | <b>8</b>            | <b>8</b>        |

## DFS - ACCOUNTING

|                                  | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------------|-----------------|-------------------|---------------------|-----------------|
| ACCOUNT CLERK/DATABASE           | 1               | 1                 | 1                   | 1               |
| CONTRACT MONITOR                 | 1               | 1                 | 1                   | 1               |
| FISCAL ADMINISTRATIVE OFFICER    | 0               | 1                 | 0                   | 0               |
| FULL CHARGE BOOKKEEPER           | 1               | 1                 | 1                   | 1               |
| SENIOR ACCOUNT CLERK/DATABASE    | 4               | 4                 | 4                   | 4               |
| SR FISCAL ADMINISTRATIVE OFFICER | 1               | 1                 | 1                   | 1               |
|                                  | <b>8</b>        | <b>9</b>          | <b>8</b>            | <b>8</b>        |

## DFS - MIS/RECORDS

|                               | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-------------------------------|-----------------|-------------------|---------------------|-----------------|
| ACCOUNT CLERK                 | 1               | 1                 | 1                   | 1               |
| ACCOUNT CLERK/DATABASE        | 2               | 1                 | 2                   | 2               |
| HELP DESK/DOCUMENTATION COORD | 1               | 1                 | 1                   | 1               |
| RECORDS MANAGEMENT CLERK      | 2               | 2                 | 2                   | 2               |
| SENIOR ACCOUNT CLERK          | 0               | 1                 | 0                   | 0               |
| SENIOR DATABASE CLERK         | 1               | 1                 | 1                   | 1               |
| SYSTEMS OPERATOR              | 1               | 1                 | 1                   | 1               |
| WMS COORDINATOR               | 1               | 1                 | 1                   | 1               |
|                               | <b>9</b>        | <b>9</b>          | <b>9</b>            | <b>9</b>        |

**DFS - TEMPORARY ASSISTANCE**

|                                  | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|----------------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| ACCOUNT CLERK                    | 4                       | 4                         | 4                           | 4                       |
| ACCOUNT CLERK TFT                | 1                       | 1                         | 1                           | 1                       |
| ACCOUNT CLERK/DATABASE           | 3                       | 3                         | 3                           | 3                       |
| ACCOUNT CLERK/TYPIST             | 1                       | 1                         | 1                           | 1                       |
| CLERK TFT                        | 4                       | 4                         | 4                           | 4                       |
| 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   | 7                       | 7                         | 7                           | 7                       |
| SOCIAL WELFARE EXAMINER          | 19                      | 19                        | 19                          | 19                      |
|                                  | <b>48</b>               | <b>48</b>                 | <b>48</b>                   | <b>48</b>               |

**DFS - MEDICAL ASSISTANCE**

|                                  | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|----------------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| ACCOUNT CLERK                    | 2                       | 2                         | 2                           | 2                       |
| PRINCIPAL ACCOUNT CLERK          | 1                       | 1                         | 1                           | 1                       |
| PRINCIPAL SOCIAL WELFARE EXAMINE | 2                       | 3                         | 2                           | 2                       |
| SENIOR ACCOUNT CLERK             | 1                       | 0                         | 1                           | 1                       |
| SENIOR ACCOUNT CLERK/DATABASE    | 0                       | 1                         | 0                           | 0                       |
| SENIOR SOCIAL WELFARE EXAMINER   | 4                       | 3                         | 4                           | 4                       |
| SOCIAL WELFARE EXAMINER          | 9                       | 9                         | 9                           | 9                       |
|                                  | <b>19</b>               | <b>19</b>                 | <b>19</b>                   | <b>19</b>               |

**DFS - LEGAL**

|                            | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|----------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| 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                       |
|                            | <b>6</b>                | <b>6</b>                  | <b>6</b>                    | <b>6</b>                |

**DFS - SPECIAL INVESTIGATIONS**

|                                  | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|----------------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| COORD SPEC INVESTIG & RESOURCE   | 1                       | 1                         | 1                           | 1                       |
| FAMILY SVCS INVESTIGATOR         | 2                       | 2                         | 2                           | 2                       |
| FAMILY SVCS INVESTIGATOR TRAINEE | 1                       | 1                         | 1                           | 1                       |
| 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 INVESTIGATOR  | 1                       | 1                         | 1                           | 1                       |
| SOCIAL WELFARE EXAMINER          | 1                       | 1                         | 1                           | 1                       |
| SR. SOCIAL WELFARE EXAMINER      | 1                       | 1                         | 1                           | 1                       |
|                                  | <b>10</b>               | <b>10</b>                 | <b>10</b>                   | <b>10</b>               |

**DFS - CHILD SUPPORT**

|                                 | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|---------------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| ACCOUNT CLERK                   | 1                       | 1                         | 1                           | 1                       |
| COORD CHILD SUPPORT ENFORCEMENT | 1                       | 1                         | 1                           | 1                       |
| COURT LIAISON                   | 1                       | 1                         | 1                           | 1                       |
| FAMILY SERVICES INVESTIGATOR    | 5                       | 7                         | 7                           | 7                       |
| PRINCIPAL ACCOUNT CLERK         | 1                       | 1                         | 1                           | 1                       |
| SENIOR ACCOUNT CLERK            | 2                       | 2                         | 2                           | 2                       |
|                                 | <b>11</b>               | <b>13</b>                 | <b>13</b>                   | <b>13</b>               |

**DFS-SERVICES**

|                               | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|-------------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| ADMINISTRATIVE SECRETARY      | 1                       | 1                         | 1                           | 1                       |
| CASE SERVICE AIDE             | 5                       | 5                         | 5                           | 5                       |
| CASE SUPERVISOR               | 8                       | 8                         | 8                           | 8                       |
| CASEWORKER                    | 24                      | 24                        | 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                       |
|                               | <b>65</b>               | <b>65</b>                 | <b>67</b>                   | <b>67</b>               |

**Department Total Position Count: 184 187 188 188**

## A7310 Youth Programs

***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.

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 includes:
  - 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.



## 2016 Statistics and Accomplishments

| <b>PROGRAM</b> | <b>KEY STATISTICS</b>   | <b>OUTCOME</b>   |
|----------------|---|--|
| Youth Programs | 25 youth programs received funding, monitoring, and extensive technical support.  | An estimated 6,500 children participated in recreational, educational, and preventive activities.  |
| Youth Programs | 2 new youth programs were developed with Youth Bureau assistance and funding: NACL's Artist in the Schools Residency, and the Town of Fallsburg Police Juvenile Assistance Bureau.                          | Opportunities for youth were expanded to develop creativity and improve community relations between police and youth.                      |
| Youth Programs | Through our sharing network and in-person outreach, over 1,000 recipients 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.   |
| Youth Programs | Collaborated with Fallsburg Communities That Care and the Fallsburg Police Department to host National Night Out in Fallsburg in August 2016. The event was a success, with approximately 800 participants. | Sullivan County families accessed a community-wide event in a setting that fostered socialization and improved community/police relations. |

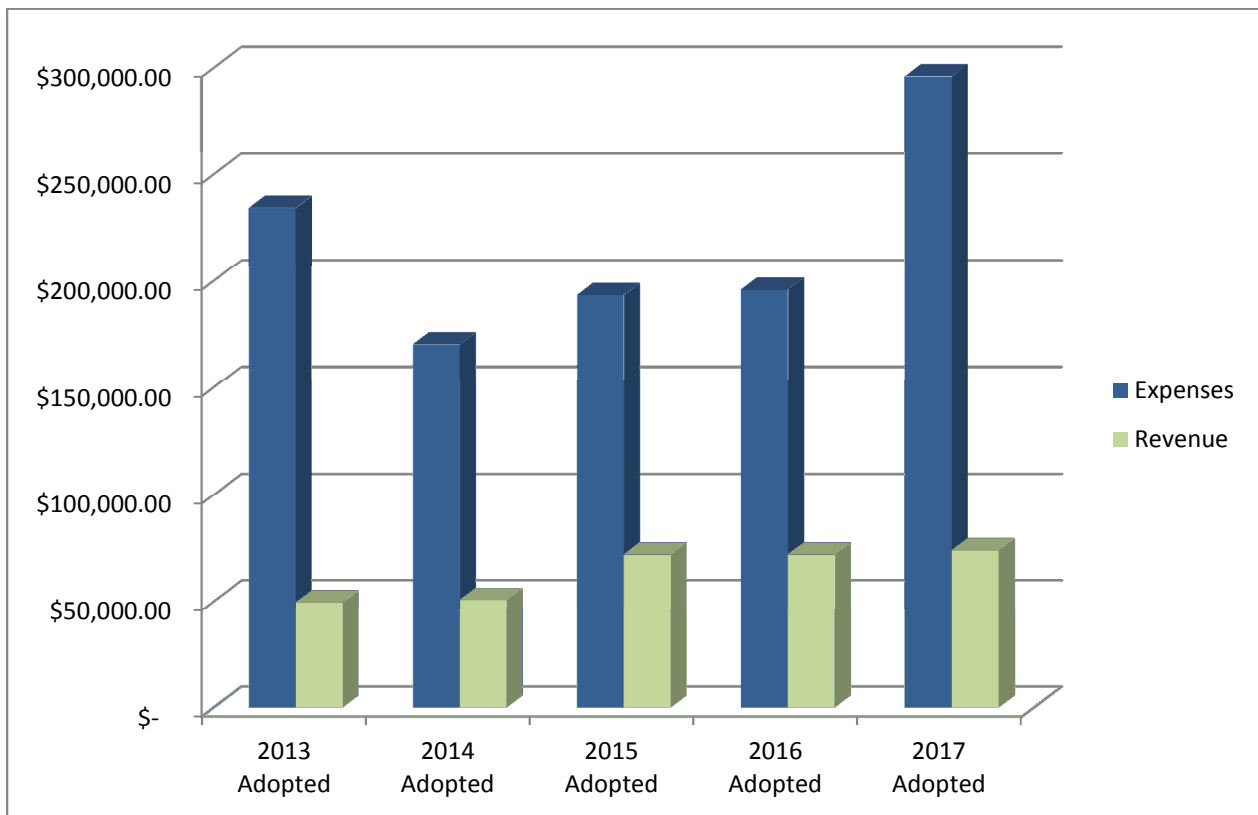
## 2017 Goals

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

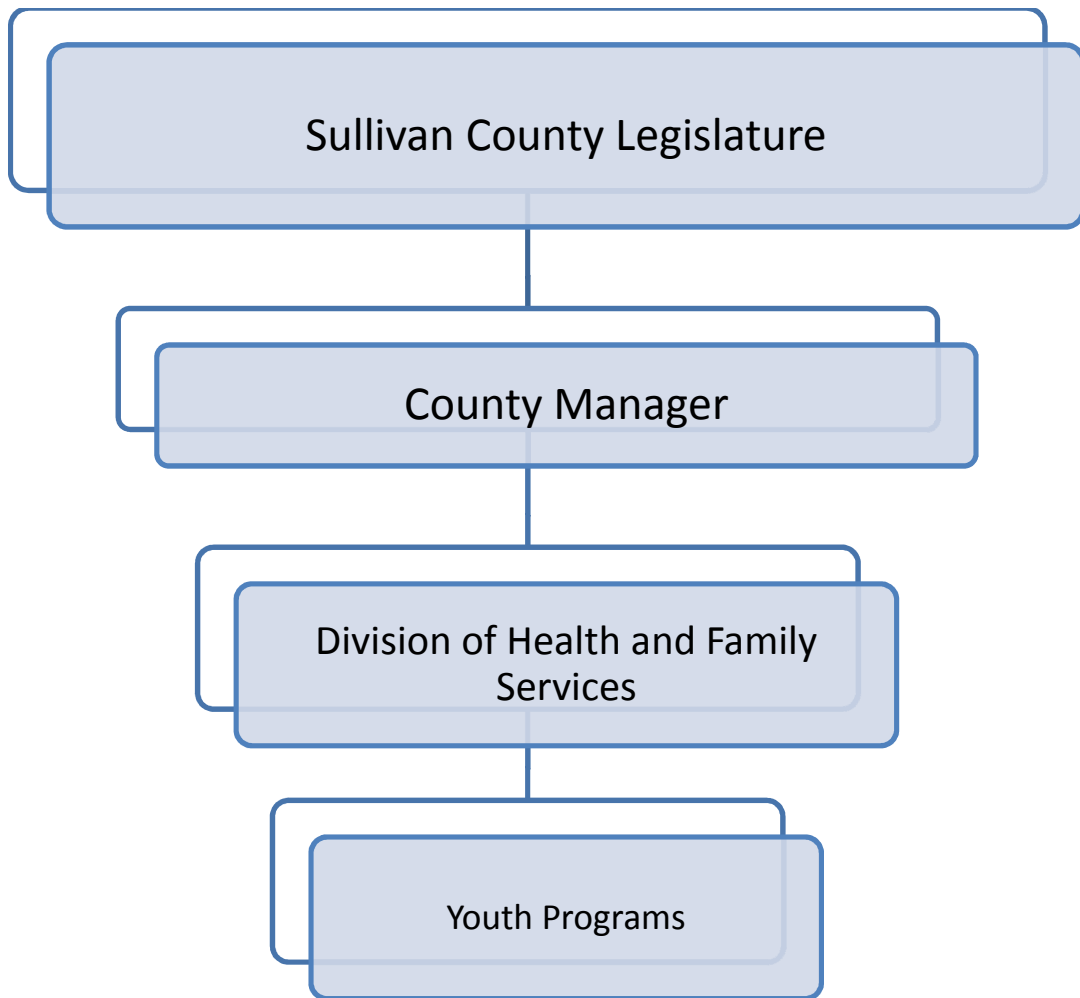
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$59,544            | \$81,927            |
| Fixed Equipment                | \$0                 | \$0                 |
| Contract Services              | \$97,680            | \$149,455           |
| Employee Benefits              | \$40,662            | \$64,737            |
| Total Budgetary Appropriations | \$197,886           | \$296,119           |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$0                 | \$0                 |
| State Aid                      | \$73,922            | \$73,922            |
| Total Budgetary Revenues       | \$73,922            | \$73,922            |
| County Share                   | \$123,964           | \$222,197           |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                          | YOUTH PROGRAMS  |                   |                     |                 |
|--------------------------|-----------------|-------------------|---------------------|-----------------|
|                          | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
| ADMINISTRATIVE ASSISTANT | 0               | 0                 | 0                   | 0.5             |
| CONTRACT MONITOR         | 0               | 1                 | 0                   | 0               |
| DIR YOUTH SVS            | 1               | 1                 | 1                   | 1               |
|                          | 1               | 2                 | 1                   | 1.5             |

## A7610 Office for the Aging

***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).

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

## 2016 Statistics and Accomplishments

| PROGRAM                                 | KEY STATISTICS   | OUTCOME   |
|---|--|---|
| Main Unit                               | Expanded mandate for evidence based programs to include Tai Chi for Arthritis at senior centers and Cornell Cooperative Extension    | Approximately 40 individuals completed this program.  |
| Nutrition                               | Provided 42,083 meals to home bound clients and 12,543 congregate meals.   | Serves seniors balanced meals and social activities.  |
| Retired Senior Volunteer Program (RSVP) | 283 volunteers provided over 40,000 hours of service for various RSVP programs. Value of hours of service is estimated at \$900,000. | Services and programs provided to senior population that would not have been possible in absence of volunteers. |
| Sullivan NY Connects                    | 45% increase in yearly contacts (647 in 2014-15 to 935 in 2015-16)   | Information provided to those in need of long term care services or supports, or long term care providers.      |

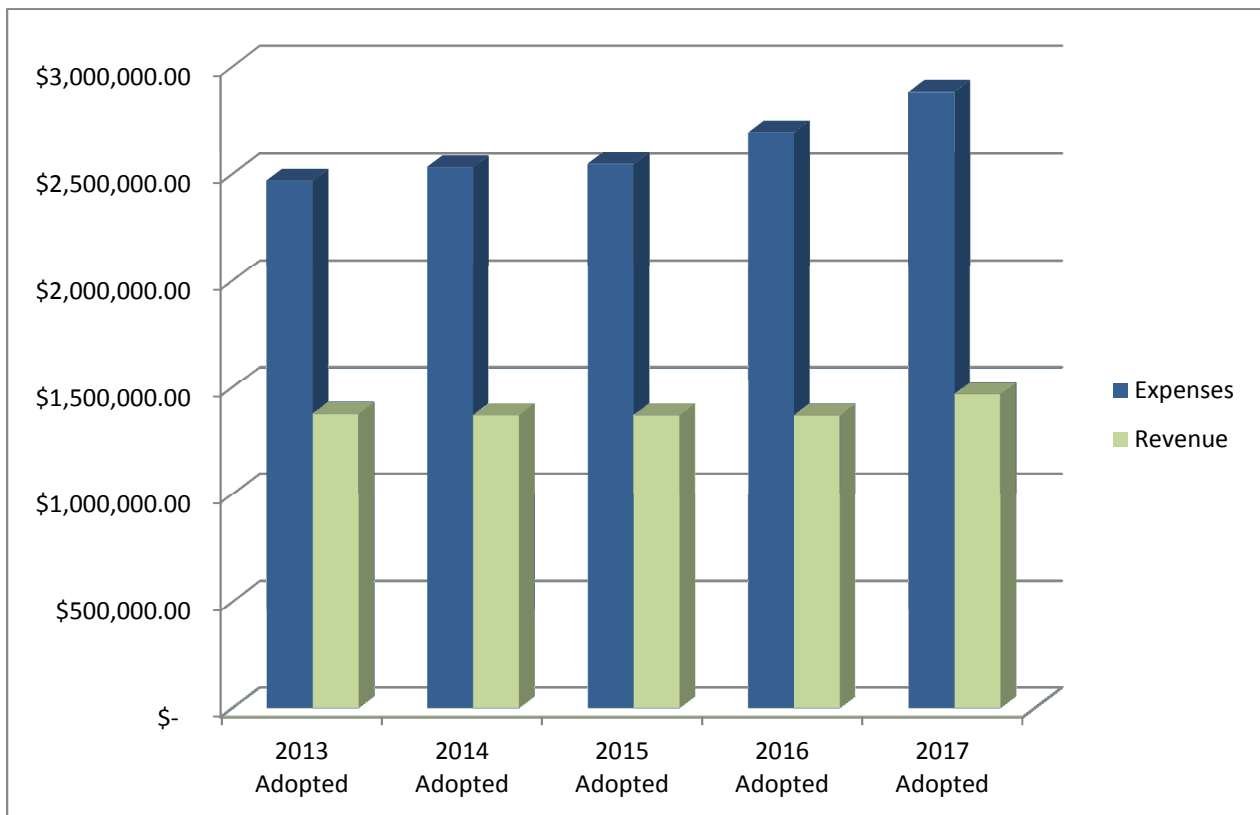
## 2017 Goals

1. Continue to strengthen our leadership and advocacy role, and recognition in the community as the primary source for information on programs and services, major trends, problems and causes, best practices, and funding sources relating to older adults in the County.
2. Continue to develop and support preventive health and wellness activities to promote healthy older adults.
3. Continue community and county partnerships with agencies to provide services to all Sullivan County senior citizens thereby enabling to remain in their own communities and age in place.
4. Continue to serve seniors in need of nutritional support through home bound delivered meals and senior dining centers keeping them home, out of nursing homes, and saving taxpayers thousands of dollars.
5. Increase the number of medical transport and homebound meal drivers to serve the growing senior need in the county.
6. Expand the capacity and enhance the functionality of the existing NY Connects program, and meet the challenge of serving an increasing population of individuals who are in need of long term care services and supports.

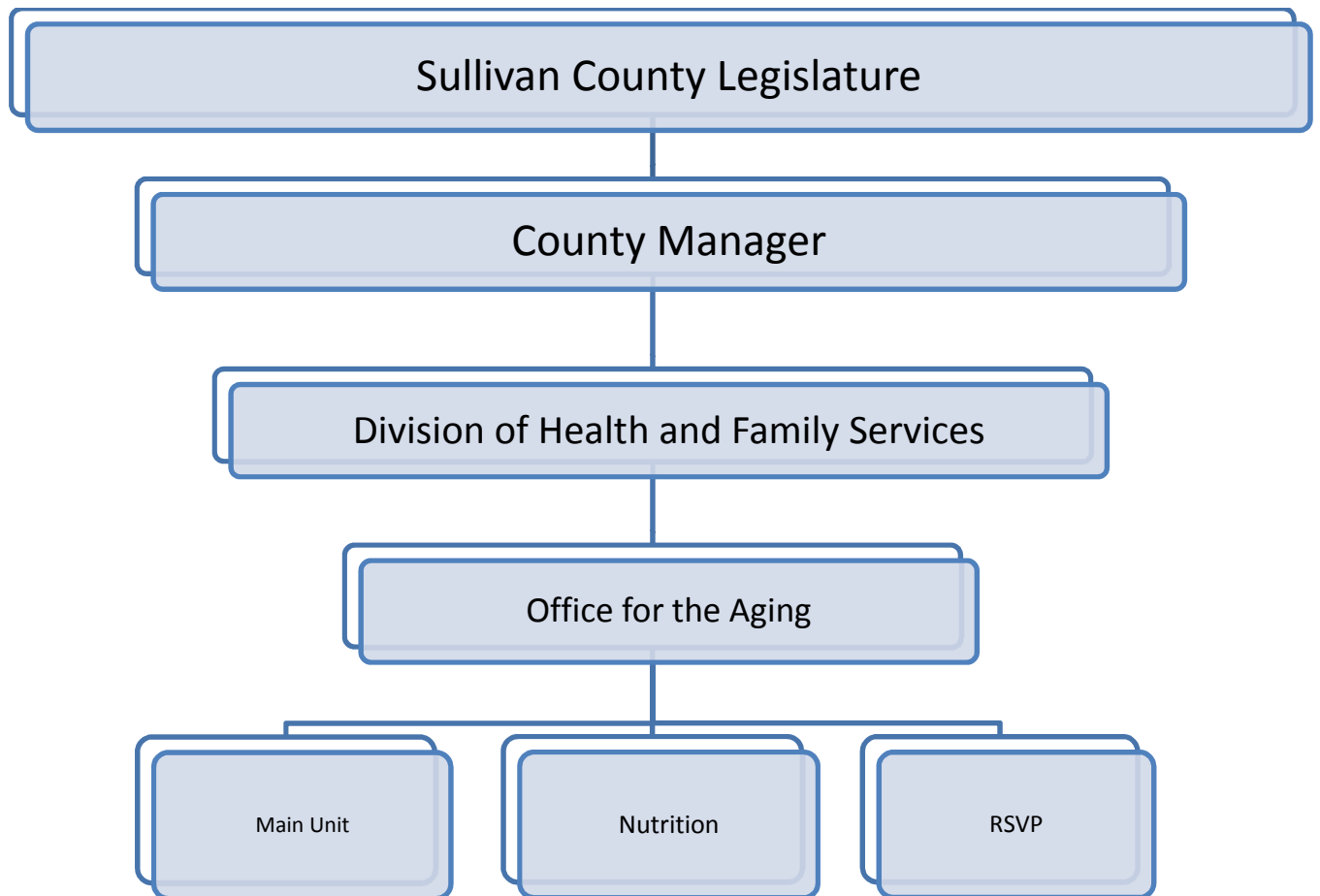
## Budget Summary

|                                | 2016 Amended | 2017 Adopted |
|--------------------------------|--------------|--------------|
| Budgetary Appropriations       |              |              |
| Personal Services              | \$832,756    | \$946,448    |
| Fixed Equipment                | \$0          | \$0          |
| Contract Services              | \$1,536,388  | \$1,383,202  |
| Employee Benefits              | \$517,348    | \$554,333    |
| Total Budgetary Appropriations | \$2,886,492  | \$2,883,983  |
| Budgetary Revenues             |              |              |
| Departmental Revenue           | \$267,475    | \$148,956    |
| State Aid                      | \$620,021    | \$855,839    |
| Federal Aid                    | \$668,619    | \$461,961    |
| Total Budgetary Revenues       | \$1,556,115  | \$1,466,756  |
| County Share                   | \$1,330,377  | \$1,417,227  |

## Five Year Budget History



## Organizational Structure





## Position Summary

### AG - MAIN UNIT

|                                  | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------------|-----------------|-------------------|---------------------|-----------------|
| AGING SERVICES AIDE              | 2               | 2                 | 2                   | 2               |
| AGING SERVICES SPECIALIST        | 3               | 3                 | 3                   | 3               |
| 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         | 1               | 2                 | 2                   | 2               |
| POINT OF ENTRY COORDINATOR       | 1               | 1                 | 1                   | 1               |
| RSVP SPECIALIST SPL              | 0.4             | 0.4               | 0.4                 | 0.4             |
|                                  | <b>10.4</b>     | <b>11.4</b>       | <b>11.4</b>         | <b>11.4</b>     |

### AG - NUTRITION

|                             | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-----------------------------|-----------------|-------------------|---------------------|-----------------|
| AGING SERVICES AIDE         | 1               | 1                 | 1                   | 1               |
| AGING SERVICES ASSISTANT    | 1               | 1                 | 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               |
|                             | <b>18</b>       | <b>18</b>         | <b>18</b>           | <b>18</b>       |

### AG - RSVP

|                          | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|--------------------------|-----------------|-------------------|---------------------|-----------------|
| RSVP PROGRAM COORDINATOR | 1               | 1                 | 1                   | 1               |
| RSVP SPECIALIST SPL      | 0.6             | 0.6               | 0.6                 | 0.6             |
|                          | <b>1.6</b>      | <b>1.6</b>        | <b>1.6</b>          | <b>1.6</b>      |

|   |           |           |           |           |
|---|-----------|-----------|-----------|-----------|
| <b>Department Total Position Count:</b> | <b>30</b> | <b>31</b> | <b>31</b> | <b>31</b> |
|---|-----------|-----------|-----------|-----------|

## EI6020 Adult Care Center

***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.

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/registrants of the facility and the ADHP
  - Plans diets based on the physical and medical needs of each individual
- Nursing Administration
  - Director of Nursing & Assistant Director of Nursing direct all phases of the nursing services
  - Work with the Administrator & Department Heads to establish policies/procedures to insure that competent care is being provided

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

- Fiscal/General Accounting
  - Develop, oversee, and audit fiscal policies
  - Perform accounting, auditing, budget maintenance, and other fiscal related duties
  - Prepare and present reports with respect to the facility's operations and budget
  - Conducts cost analysis
  - Maintain an accounts receivable system involving resident billing
  - Maintain system of records on employee payroll
  - Process, sort, and index bills and receipts and maintain resident personal needs accounts
  - Work closely with other departments and vendors to obtain supplies and services
  - Participate in paperwork necessary to 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

## 2016 Statistics and Accomplishments

| <b>PROGRAM</b>                    | <b>KEY STATISTICS</b>   | <b>OUTCOME</b>   |
|-----------------------------------|---|--|
| Adult Day Health Services Program | Increase of 9.4% in the total percentage of occupancy this period in comparison to the same period in 2015.   | Increased visits have led to growth in revenue for the program.  |
| Adult Care Center                 | Increase in Medicare payer days of 14.25% and an overall increase in Occupancy for Inpatient of 1.10% from 2015 to 2016.  | Both increases lead to additional non county revenue for the facility.   |
| Adult Care Center                 | Received grant funding in the amount of \$131,000 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. |
| Adult Care Center                 | The American College of Health Care Administrators (ACHCA) honored the ACC Administrator with the 2016 Eli Pick Facility Leadership Award, which is based on 3 years of skilled nursing facility survey data. | Award is an indication of overall good performance by the facility.  |

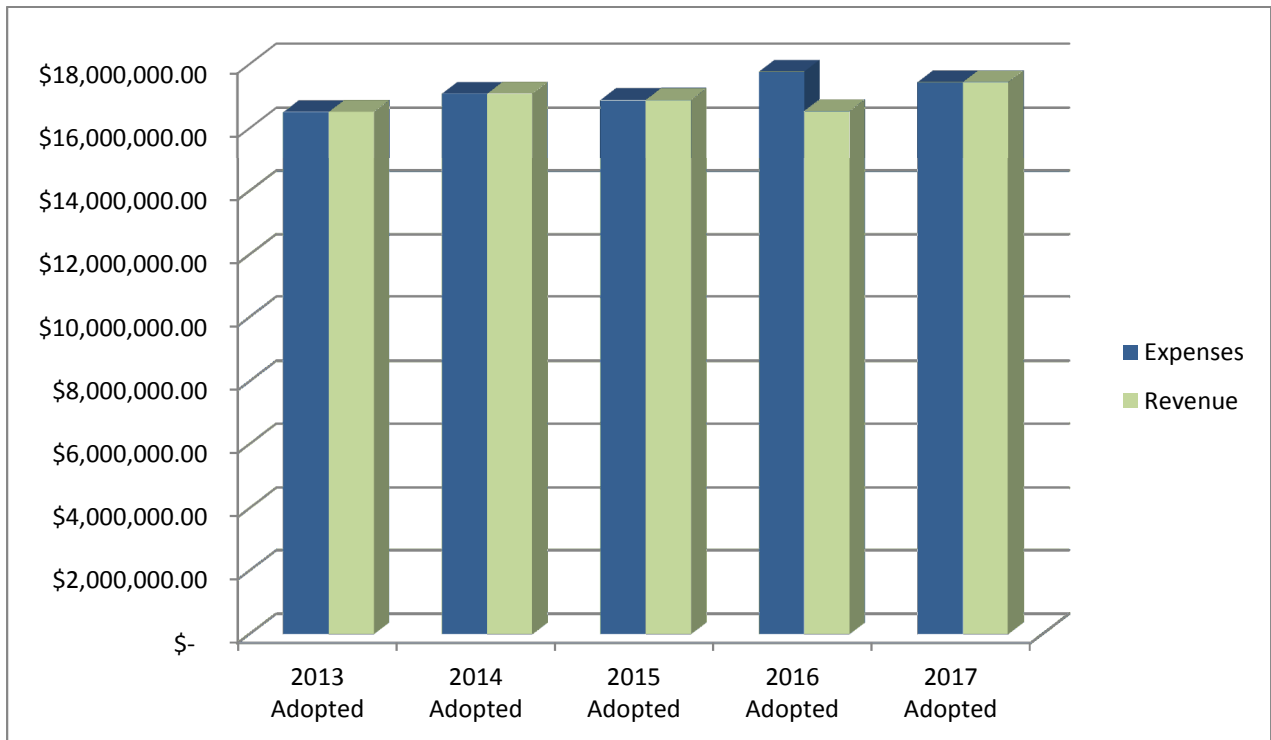
## 2017 Goals

7. Increase revenues by improving the Revenue Utilization Group (RUG) through quality initiatives and audits; improving the facility overall Quality Measures, Case Mix Index and five star rating through Quality Assurance Performance Improvement (QAPI) projects and staff training; increasing nursing home occupancy, Adult Day Health Services Program visits and percentage of occupancy; and increasing the number of Insurance and Managed Long Term Care (MLTC) providers' that the facility contracts with. A rise in providers will improve the facility's ability to admit a higher number of residents. Increased admission will lead to rise in revenues for both the Adult Day Health and the Nursing Home programs.
8. Decrease expenses associated with overtime and excessive use of facility's resources, by establishing systems to avoid waste and improve efficiencies.
9. Install fully integrated Electronic Medical Record (EMR) system that will improve tracking, audits, improve communication among all disciplines and regulatory agencies and decrease human resource time spent on paper documentation and opportunities for errors.
10. Improve and increase clinical programs offered.

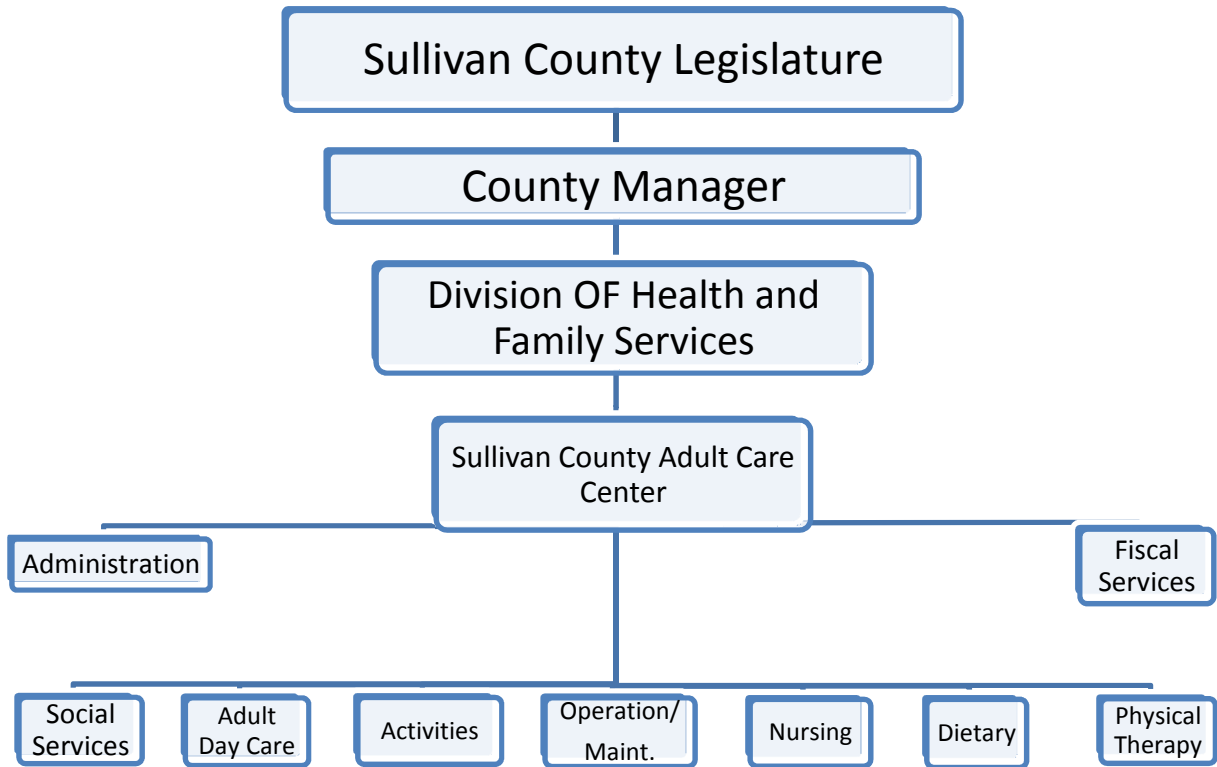
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$7,038,641         | \$7,207,367         |
| Fixed Equipment                | \$330,000           | \$0                 |
| Contract Services              | \$5,460,076         | \$5,461,746         |
| Debt Service                   | \$212,659           | \$590,292           |
| Employee Benefits              | \$4,925,698         | \$4,757,609         |
| Total Budgetary Appropriations | \$17,967,074        | \$18,017,014        |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$16,539,005        | \$17,443,264        |
| State Aid                      | \$0                 | \$0                 |
| Federal Aid                    | \$0                 | \$0                 |
| Interfund Transfer             | \$0                 | \$0                 |
| Total Budgetary Revenues       | \$16,539,005        | \$17,443,264        |
| County Share                   | \$1,428,069         | \$573,750           |

## Five Year Budget History



## Organizational Structure



*Note: Fiscal Services includes Central Supply and Laundry Services; Dietary include the Sullivan County Meals on Wheels Program in addition to dietary services at the ACC; Nursing includes In-service Training.*



# Position Summary

## ACC - NURSING ADMINISTRATION

|                      | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------|-----------------|-------------------|---------------------|-----------------|
| ASST DIR NURSING SVS | 1               | 1                 | 1                   | 1               |
| DIR NURSING SVS      | 1               | 1                 | 1                   | 1               |
|                      | 2               | 2                 | 2                   | 2               |

## ACC - INSERVICE TRAINING

|                               | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-------------------------------|-----------------|-------------------|---------------------|-----------------|
| REGISTERED PROFESSIONAL NURSE | 1               | 1                 | 1                   | 1               |
|                               | 1               | 1                 | 1                   | 1               |

## ACC - NURSING

|                               | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-------------------------------|-----------------|-------------------|---------------------|-----------------|
| 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 | 9               | 9                 | 10                  | 10              |
|                               | 113             | 113               | 114                 | 114             |

## ACC - ADULT DAY CARE

|                          | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|--------------------------|-----------------|-------------------|---------------------|-----------------|
| 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<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|--------------------------------|-----------------|-------------------|---------------------|-----------------|
| COORD SUPPLY & INVENTORY CONTR | 1               | 1                 | 1                   | 1               |
| SUPPLY & INVENT CONTROL CLERK  | 1               | 1                 | 1                   | 1               |
|                                | 2               | 2                 | 2                   | 2               |

**ACC - ACTIVITIES**

|                              | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|------------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| ACTIVITIES DIRECTOR          | 1                       | 1                         | 1                           | 1                       |
| LEISURE TIME ACTIVITIES AIDE | 5                       | 5                         | 5                           | 5                       |
|                              | <b>6</b>                | <b>6</b>                  | <b>6</b>                    | <b>6</b>                |

**ACC - PHYSICAL THERAPY**

|                        | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| DIR REHABILITATION SVS | 1                       | 1                         | 1                           | 1                       |
|                        | <b>1</b>                | <b>1</b>                  | <b>1</b>                    | <b>1</b>                |

**ACC - SOCIAL SERVICES**

|                                | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|--------------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| CASEWORKER                     | 2                       | 2                         | 2                           | 2                       |
| MARKETING OUTREACH COORDINATOR | 1                       | 1                         | 1                           | 1                       |
| SUPERV. SOCIAL WKR (ACC)       | 1                       | 1                         | 1                           | 1                       |
|                                | <b>4</b>                | <b>4</b>                  | <b>4</b>                    | <b>4</b>                |

**ACC - DIETARY SERVICES - SUPV**

|                             | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|-----------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| DIETETIC SERVICES ASSISTANT | 1                       | 1                         | 1                           | 1                       |
| DIETETIC SVS SUPERVISOR     | 1                       | 1                         | 1                           | 1                       |
| DIETICIAN                   | 1                       | 1                         | 1                           | 1                       |
|                             | <b>3</b>                | <b>3</b>                  | <b>3</b>                    | <b>3</b>                |

**ACC - DIETARY SERVICES**

|                             | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|-----------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| ASST COOK                   | 3                       | 3                         | 3                           | 3                       |
| ASST COOK - TEMP            | 1                       | 1                         | 1                           | 1                       |
| COOK                        | 1                       | 1                         | 1                           | 1                       |
| FOOD SERVICE HELPER ACC     | 17                      | 17                        | 17                          | 17                      |
| FOOD SERVICE HELPER RPT ACC | 1                       | 1                         | 1                           | 1                       |
|                             | <b>23</b>               | <b>23</b>                 | <b>23</b>                   | <b>23</b>               |

**ACC - MEALS ON WHEELS**

|                         | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|-------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| ASST COOK               | 1                       | 1                         | 1                           | 1                       |
| FOOD SERVICE HELPER ACC | 1                       | 1                         | 1                           | 1                       |
|                         | <b>2</b>                | <b>2</b>                  | <b>2</b>                    | <b>2</b>                |

**ACC - OPERATION & MAINTENANCE**

|                              | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|------------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| 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                       |
|                              | <b>6</b>                | <b>6</b>                  | <b>6</b>                    | <b>6</b>                |

**ACC - LAUNDRY & LINEN**

|                    | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|--------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| LAUNDRY WORKER     | 3                       | 3                         | 3                           | 3                       |
| LAUNDRY WORKER RPT | 1                       | 1                         | 1                           | 1                       |
|                    | <b>4</b>                | <b>4</b>                  | <b>4</b>                    | <b>4</b>                |

**ACC - FISCAL SERVICES**

|                               | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|-------------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| FISCAL ADMINISTRATIVE OFFICER | 1                       | 1                         | 1                           | 1                       |
|                               | <b>1</b>                | <b>1</b>                  | <b>1</b>                    | <b>1</b>                |

**ACC - GENERAL ACCOUNTING**

|                               | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|-------------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| MEDICAL CODING & BILLING SPEC | 1                       | 1                         | 1                           | 1                       |
| SENIOR ACCOUNT CLERK          | 1                       | 1                         | 1                           | 1                       |
|                               | <b>2</b>                | <b>2</b>                  | <b>2</b>                    | <b>2</b>                |

ACC - ADMINISTRATIVE OFFICES

|   | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|---|-----------------|-------------------|---------------------|-----------------|
| ACC STAFFING SVCS PROG COORD            | 1               | 1                 | 1                   | 1               |
| ADMINISTRATIVE ASSISTANT                | 0               | 1                 | 0                   | 1               |
| ADMINISTRATIVE SECRETARY                | 1               | 0                 | 1                   | 0               |
| ADMINISTRATOR ADULT CARE CTR            | 1               | 1                 | 1                   | 1               |
| WARD CLERK                              | 4               | 4                 | 4                   | 4               |
|   | 7               | 7                 | 7                   | 7               |
| <b>Department Total Position Count:</b> | <b>180</b>      | <b>180</b>        | <b>181</b>          | <b>181</b>      |

# Division of Management and Budget

## A1320 Audit and Control

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

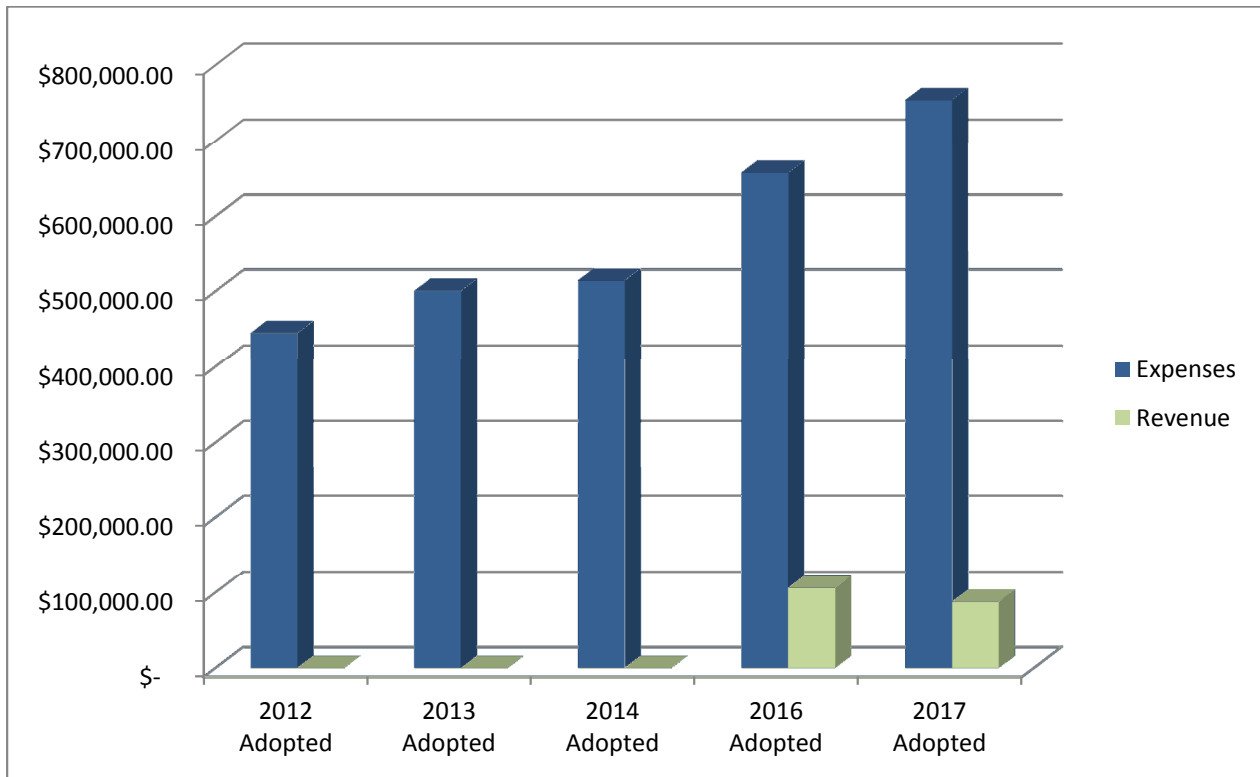
One of the major responsibilities is to audit and process all lawful claims or charges against the County or against funds for which the County is responsible. It is also to promote accountability throughout the County government. Audit provides and will continue to provide various types of audit functions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

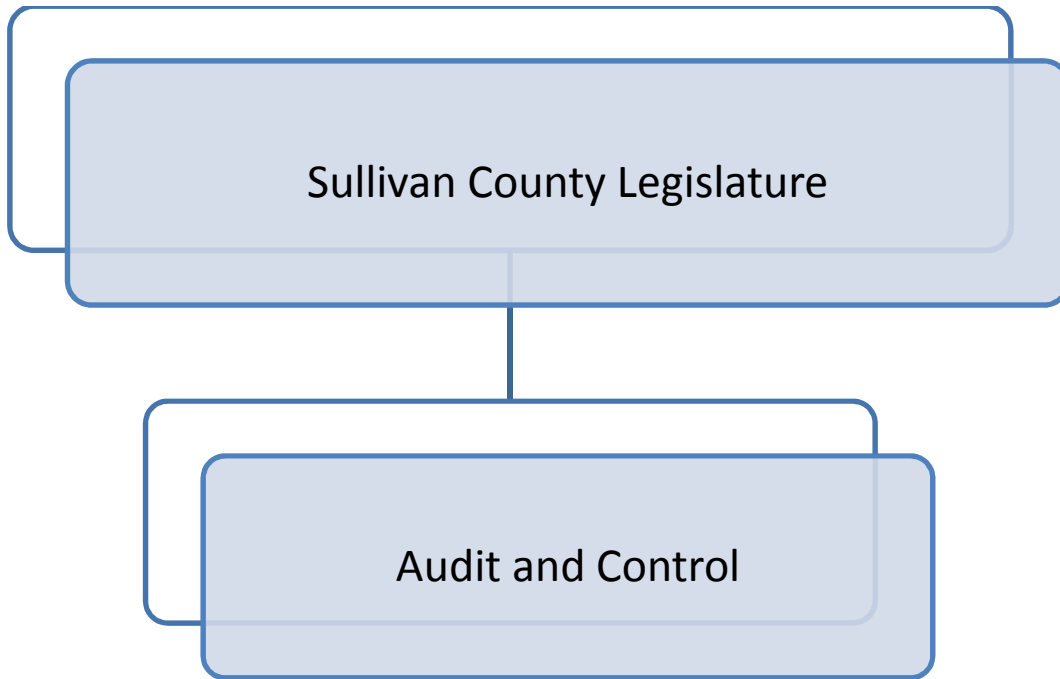
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$294,841           | \$332,529           |
| Fixed Equipment                | \$0                 | \$0                 |
| Contract Services              | \$166,454           | \$180,675           |
| Employee Benefits              | \$209,829           | \$240,934           |
| Total Budgetary Appropriations | \$671,124           | \$754,138           |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$106,028           | \$87,489            |
| Total Budgetary Revenues       | \$106,028           | \$87,489            |
| County Share                   | \$565,096           | \$666,649           |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                              | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|------------------------------|-----------------|-------------------|---------------------|-----------------|
| 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

***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.

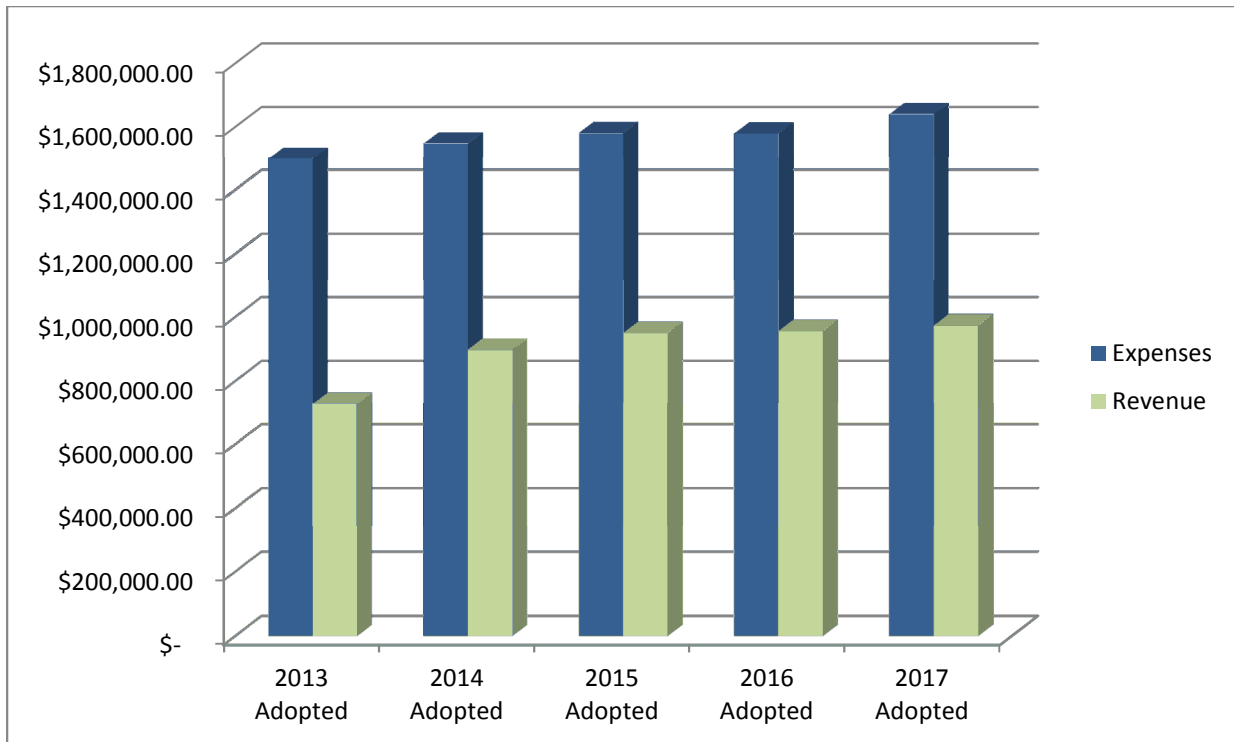
Functions of the Sullivan County Treasurer's Office include:

- 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

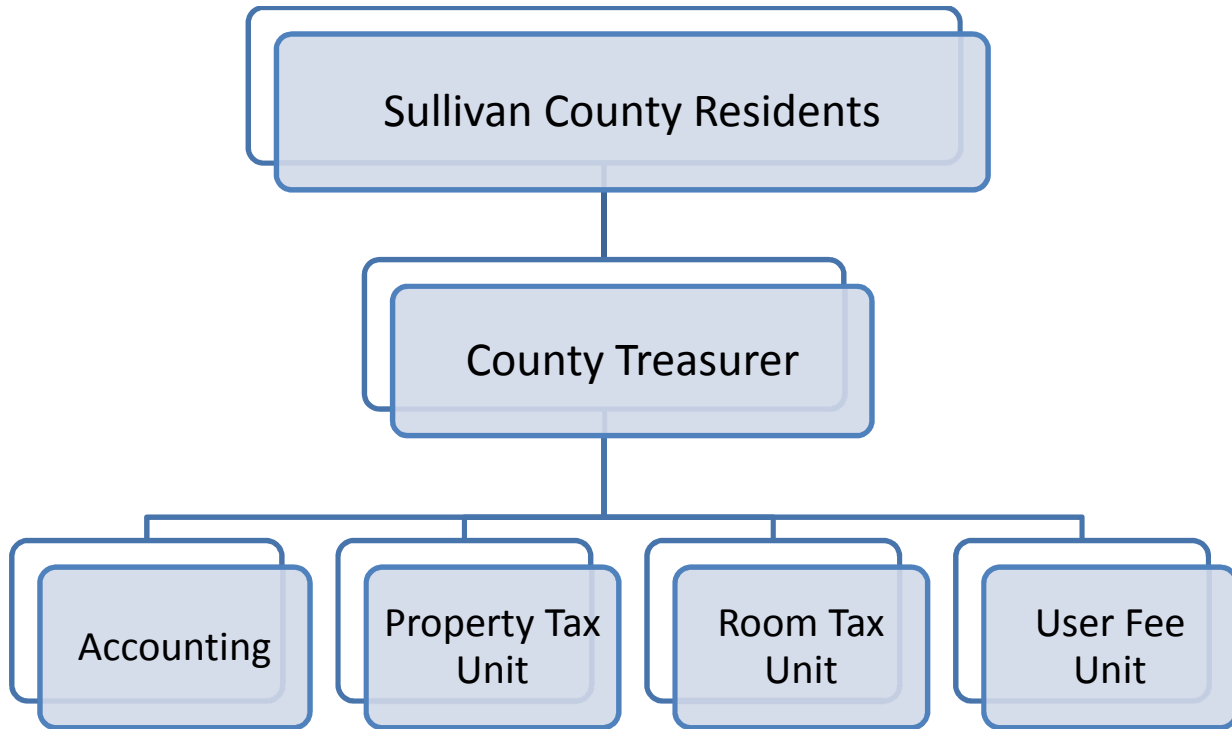
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$629,021           | \$688,647           |
| Fixed Equipment                | \$0                 | \$0                 |
| Contract Services              | \$630,181           | \$488,703           |
| Employee Benefits              | \$457,419           | \$462,768           |
| Total Budgetary Appropriations | \$1,716,621         | \$1,640,118         |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$1,088,238         | \$973,240           |
| State Aid                      | \$0                 | \$0                 |
| Total Budgetary Revenues       | \$1,088,238         | \$973,240           |
| County Share                   | \$628,383           | \$666,878           |

## Five Year Budget History



## Organizational Structure



## Position Summary

### TR - ACCOUNTING

|                             | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-----------------------------|-----------------|-------------------|---------------------|-----------------|
| 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               |
|                             | <b>2.8</b>      | <b>2.8</b>        | <b>3.8</b>          | <b>3.8</b>      |

### TR - ROOM TAX COLLECTION

|                         | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-------------------------|-----------------|-------------------|---------------------|-----------------|
| 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               |
|                         | <b>1.2</b>      | <b>1.2</b>        | <b>1.2</b>          | <b>1.2</b>      |

**PROPERTY TAX UNIT**

|                                  | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|----------------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| ABTRACTOR                        | 1                       | 1                         | 1                           | 1                       |
| COUNTY TREASURER                 | 0.4                     | 0.4                       | 0.4                         | 0.4                     |
| DEPUTY COUNTY TREASURER          | 0.4                     | 0.4                       | 0.4                         | 0.4                     |
| PROP TAX SUPV/TAX ENFOR COORD    | 1                       | 1                         | 1                           | 1                       |
| REAL PROPERTY EXAMINER/APPRAS    | 1                       | 1                         | 1                           | 1                       |
| REAL PROPERTY TAX SVC SPECIALIST | 1                       | 1                         | 1                           | 1                       |
| TAX CLERK II                     | 1                       | 1                         | 1                           | 1                       |
| TAX CLERK III                    | 1                       | 1                         | 1                           | 1                       |
|                                  | <b>6.8</b>              | <b>6.8</b>                | <b>6.8</b>                  | <b>6.8</b>              |

**USER FEE UNIT**

|                         | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|-------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| 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                       |
|                         | <b>1.2</b>              | <b>1.2</b>                | <b>1.2</b>                  | <b>1.2</b>              |

|   |           |           |           |           |
|---|-----------|-----------|-----------|-----------|
| <b>Department Total Position Count:</b> | <b>12</b> | <b>12</b> | <b>13</b> | <b>13</b> |
|---|-----------|-----------|-----------|-----------|

## A1340 Management and Budget

***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.

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

## 2016 Statistics and Accomplishments

| <b>PROGRAM</b>   | <b>KEY STATISTICS</b>   | <b>OUTCOME</b>   |
|------------------|---|--|
| Operating Budget | Submitted improved 2016 Tentative 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 2016 Adopted Budget                                   | We are projecting an increase to the County's year end fund balance.   |

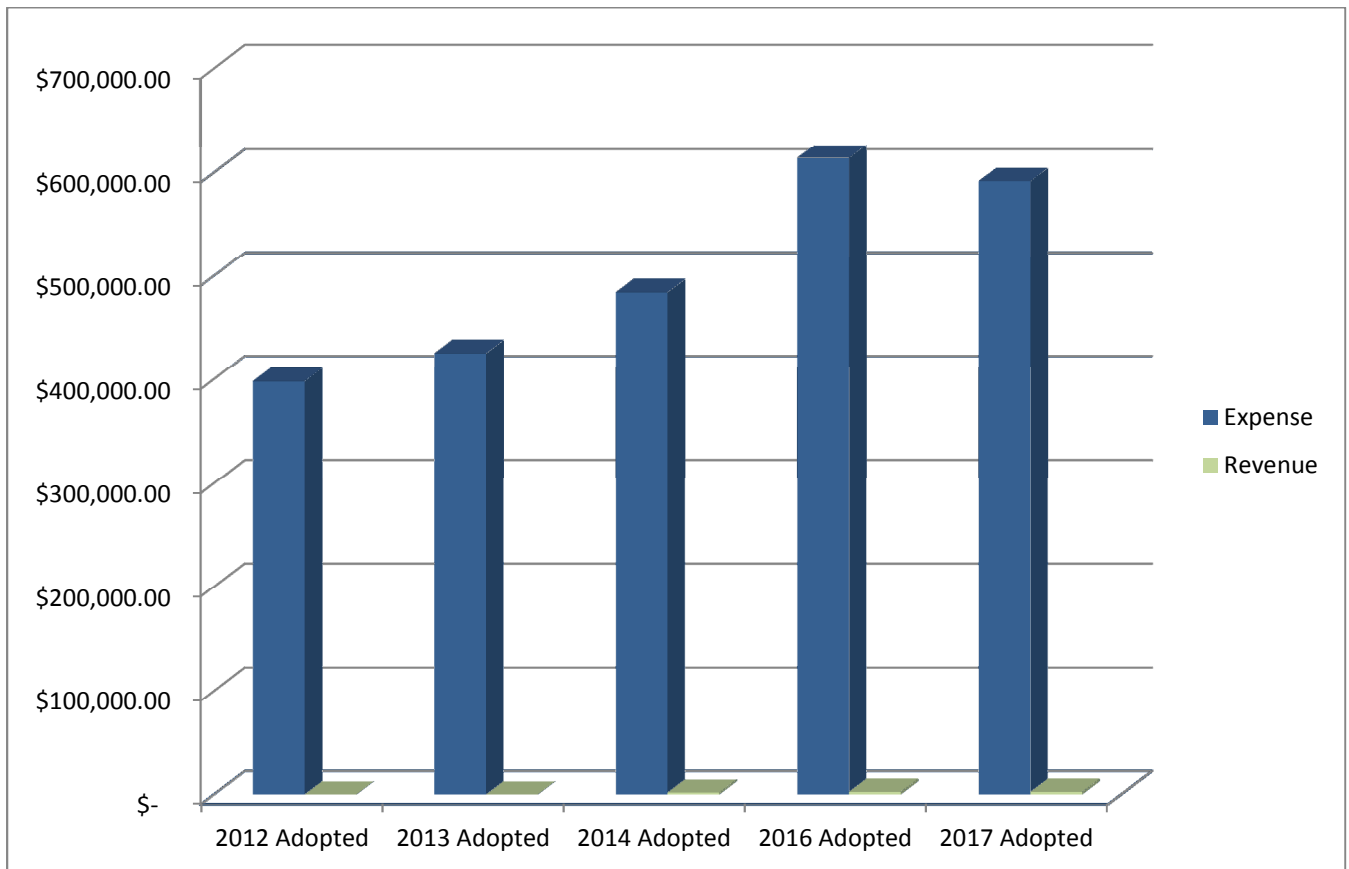
## 2017 Goals

1. Develop a 2018 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.

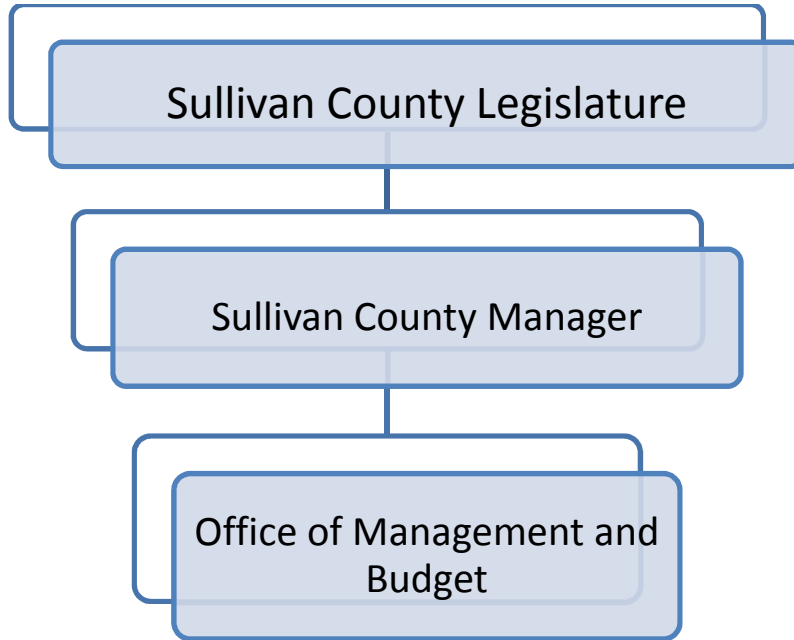
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$290,021           | \$341,292           |
| Fixed Equipment                | \$0                 | \$0                 |
| Contract Services              | \$162,963           | \$31,550            |
| Employee Benefits              | \$163,295           | \$218,720           |
| Total Budgetary Appropriations | \$616,279           | \$591,562           |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$4,100             | \$2,500             |
| Total Budgetary Revenues       | \$4,100             | \$2,500             |
| County Share                   | \$612,179           | \$589,062           |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                                | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|--------------------------------|-----------------|-------------------|---------------------|-----------------|
| COMM MANAGEMENT & BUDGET       | 1               | 1                 | 1                   | 1               |
| DEPUTY COMM MGT&BUDGET         | 0.5             | 0.5               | 0.5                 | 0.5             |
| EXEC SEC TO COMM MGMT & BUDGET | 1               | 1                 | 1                   | 1               |
| FINANCIAL ANALYST              | 1               | 1                 | 2                   | 2               |
| FISCAL ADMINISTRATIVE OFFICER  | 1               | 1                 | 1                   | 1               |
| RESEARCH ANALYST               | 1               | 1                 | 1                   | 1               |
|                                | <b>5.5</b>      | <b>5.5</b>        | <b>6.5</b>          | <b>6.5</b>      |



## Grants Administration

***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.

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

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.

## 2016 Statistics and Accomplishments

| 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   |

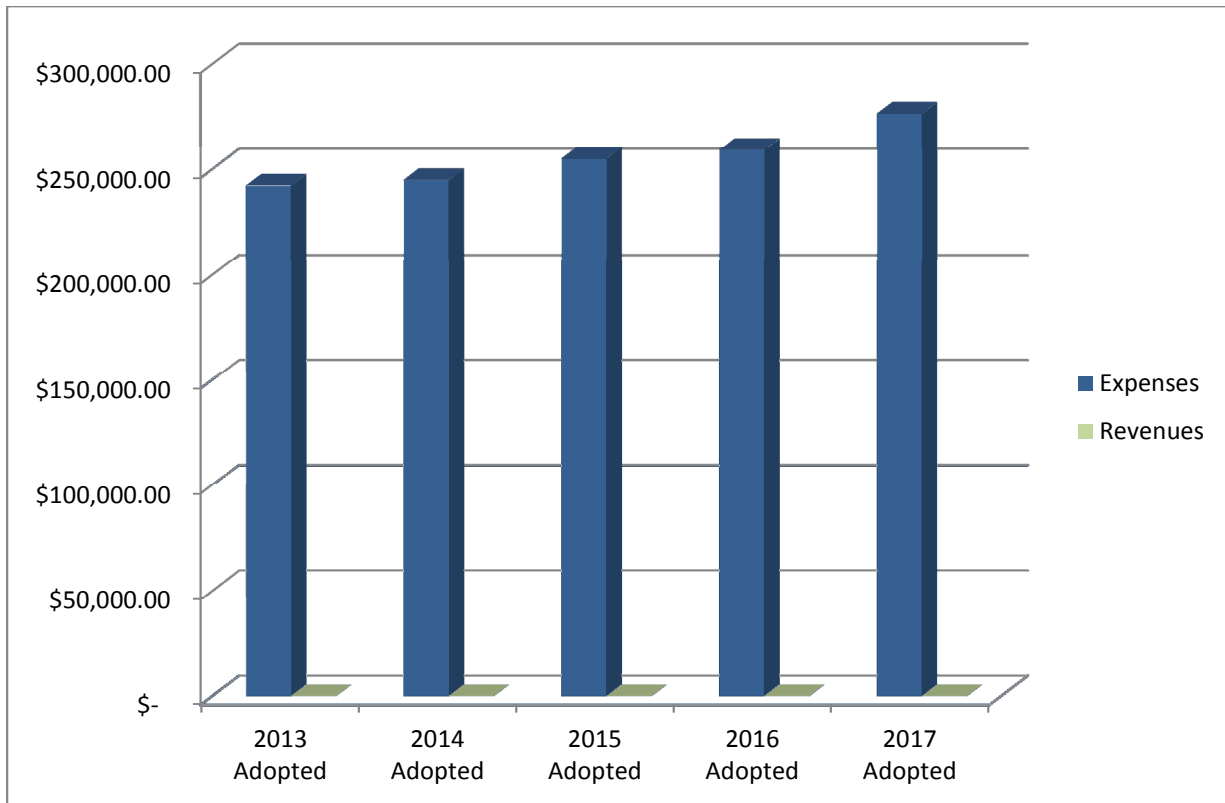
## 2017 Goals

1. Conduct grant research in a timely and efficient manner, focusing efforts on priority projects and isolating high-probability opportunities while eliminating redundant sources and duplicate search efforts. Share research findings in a concise and timely manner;
2. Assist potential grant applicants with the decision process, and facilitate involvement of key players when a collaborative effort strengthens an application or improves a program;
3. Prioritize applications so that grant writing and coordinating assistance is provided in a thoughtful, planned and efficient manner while maximizing the ability of departments to benefit from grant opportunities;
4. Minimize and eventually eliminate deficient audit findings that pertain to grant reimbursements, and avoid the return of funds for lack of reporting, lack of management oversight, or any other reason. Each department shall be responsible for compliance and reporting requirements as it pertains to their specific grant;
5. Evaluate previous successful and non-successful grant applications in order to determine ways to improve grant management, as well as to make educated recommendations for improvements to programs funded by the grant; and
6. Clarify the role of the Department of Grants Administration to all Co. Govt. division, department, and office heads to ensure proper and efficient use of DGA staff.

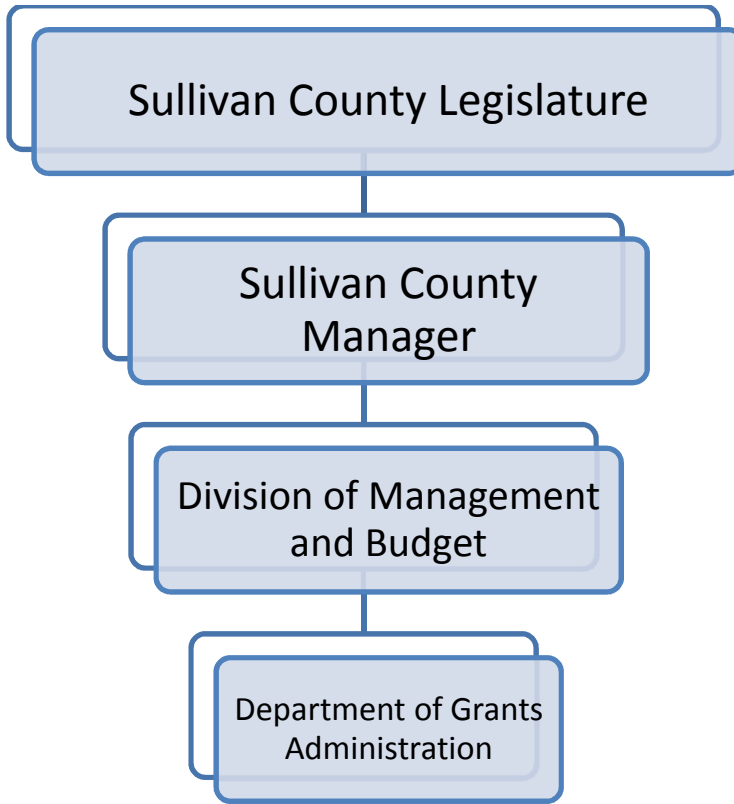
## Budget Summary

|                                | 2016 Amended  | 2017 Adopted  |
|--------------------------------|---------------|---------------|
| Budgetary Appropriations       |               |               |
| Personal Services              | \$165,706     | \$169,131     |
| Fixed Equipment                | \$0           | \$0           |
| Contract Services              | \$10,570      | \$10,566      |
| Employee Benefits              | \$83,077      | \$97,035      |
| Total Budgetary Appropriations | \$259,353     | \$276,732     |
| <br>Budgetary Revenues         |               |               |
| Departmental Revenue           | \$0           | \$0           |
| State Aid                      | \$0           | \$0           |
| Total Budgetary Revenues       | \$0           | \$0           |
| <br>County Share               | <br>\$259,353 | <br>\$276,732 |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                                  | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------------|-----------------|-------------------|---------------------|-----------------|
| GRANTS ADMIN SUPERVISORY ASSIST  | 1               | 1                 | 1                   | 1               |
| GRANTS ADMINISTRATION SUPERVISOR | 1               | 1                 | 1                   | 1               |
|                                  | 2               | 2                 | 2                   | 2               |

## A1342 Risk Management

***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.

Functions of the Office of Risk Management and Insurance include:

- Administration/coordination of Health, Dental, Vision, AFLAC, Retiree Benefits, COBRA
- Administration of dental and vision benefits for SCCC employees
- 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
- 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 RMSCO check register; coordination of pre-employment physicals for all entities; preparing WC apportionment

## 2016 Statistics and Accomplishments

| <b>PROGRAM</b>           | <b>KEY STATISTICS</b>  | <b>OUTCOME</b>   |
|--------------------------|--|--|
| Employee Benefits        | Average annual premium cost per employee with individual coverage was \$10,188.12; family coverage was \$23,114.52 | Benefits provided to approximately 800 active employees and 400 retirees.                    |
| Risk Management          | \$686,905 in insurance premiums paid in 2016   | Approximate value of assets protected is \$124,000,000                                       |
| Self-Insured Dental Plan | Proper administration and oversight of the plan resulted in an increased fund balance                              | The County was able to offer employees a more comprehensive plan without increased premiums. |

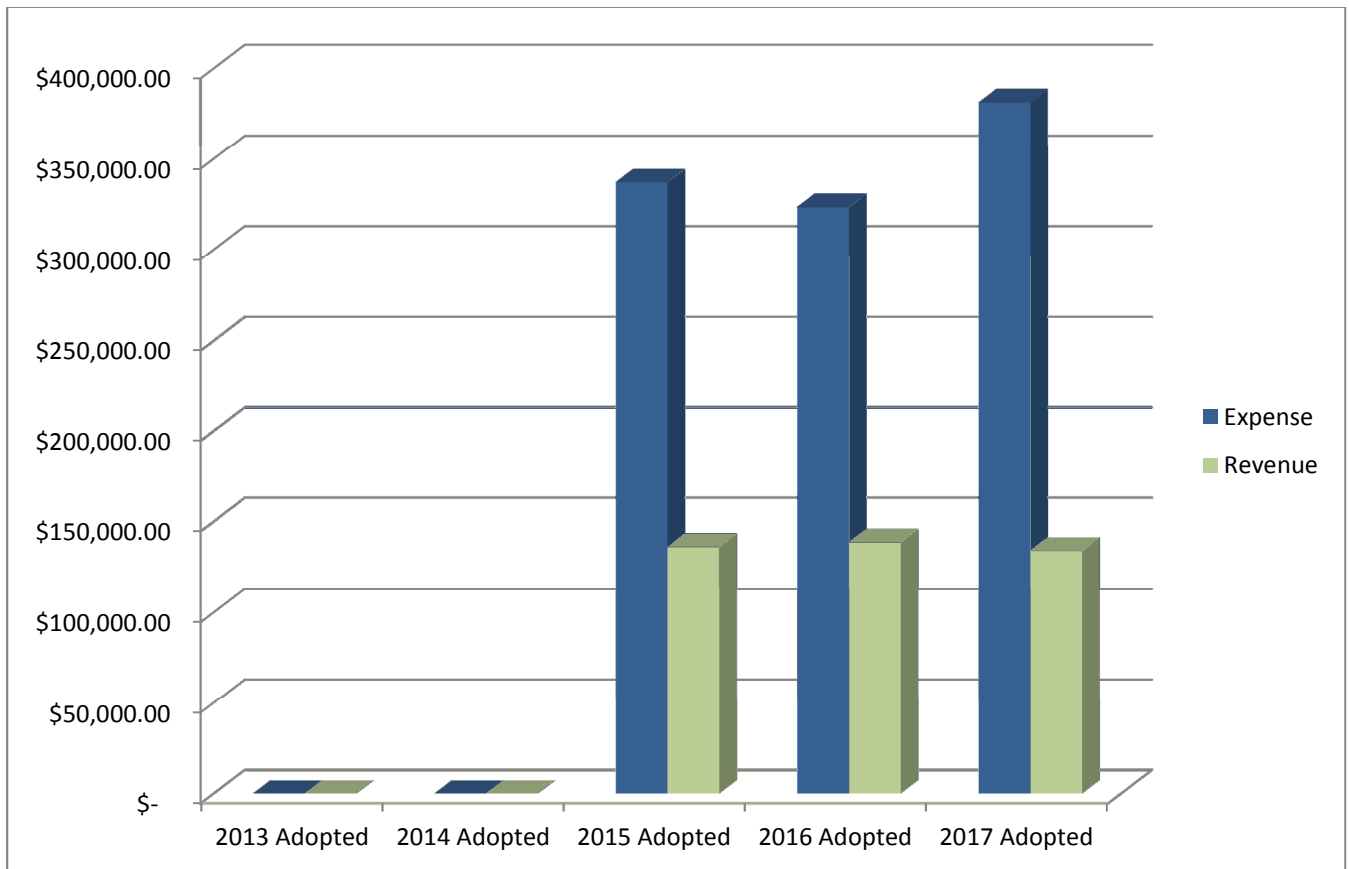
## 2017 Goals

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. Complete conversion of Benefits Administration from current software to countywide Enterprise Resource Planning (ERP) software.

## Budget Summary

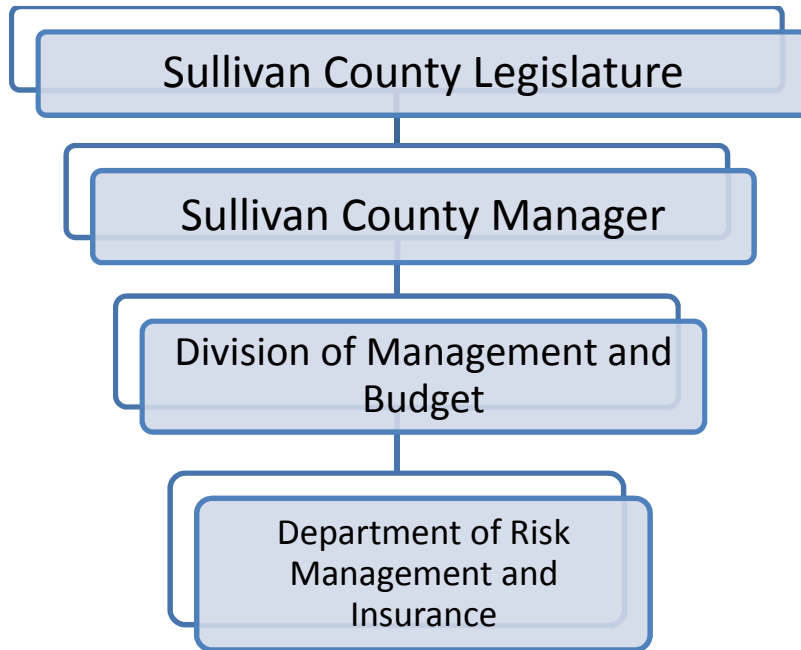
|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$189,642           | \$230,104           |
| Fixed Equipment                | \$0                 | \$0                 |
| Contract Services              | \$44,389            | \$44,519            |
| Employee Benefits              | \$89,545            | \$107,231           |
| Total Budgetary Appropriations | \$323,576           | \$381,854           |
| <br>Budgetary Revenues         |                     |                     |
| Departmental Revenue           | \$138,500           | \$134,000           |
| Total Budgetary Revenues       | \$138,500           | \$134,000           |
| <br>County Share               | \$185,076           | \$247,854           |

## Five Year Budget History



*\*Note: The Department of Human Resources was previously combined with Risk Management. The departments were split into separate organizations in 2015.*

## Organizational Structure



## Position Summary

|                                | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|--------------------------------|-----------------|-------------------|---------------------|-----------------|
| 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    | 0               | 0                 | 1                   | 1               |
| RISK MGMT & INS. PROG COORD    | 1               | 1                 | 1                   | 1               |
|                                | 4               | 4                 | 5                   | 5               |



## A1343 Payroll

***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.

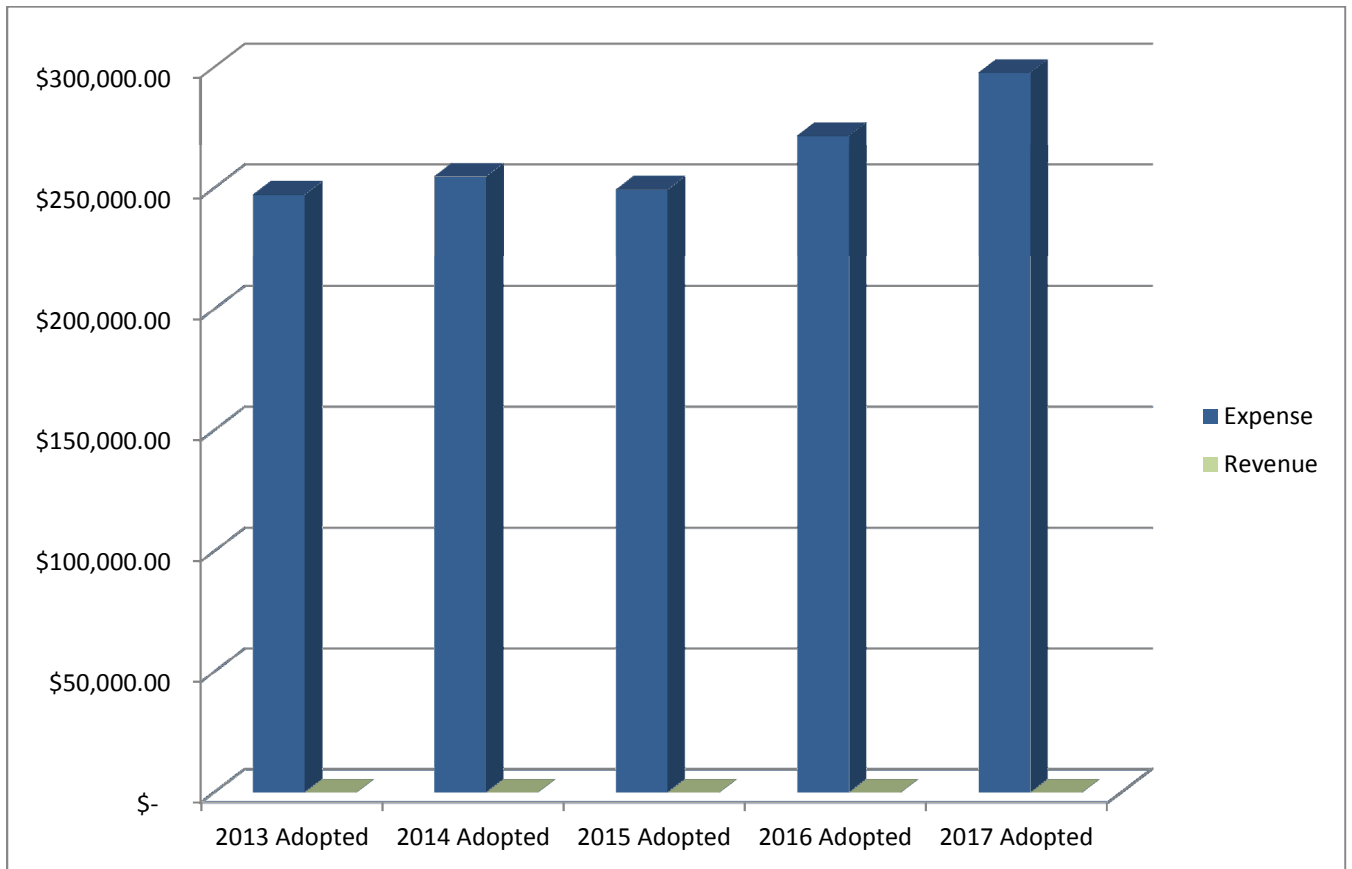
Functions of the Payroll Department include:

- 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 (Smartlinx), 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.

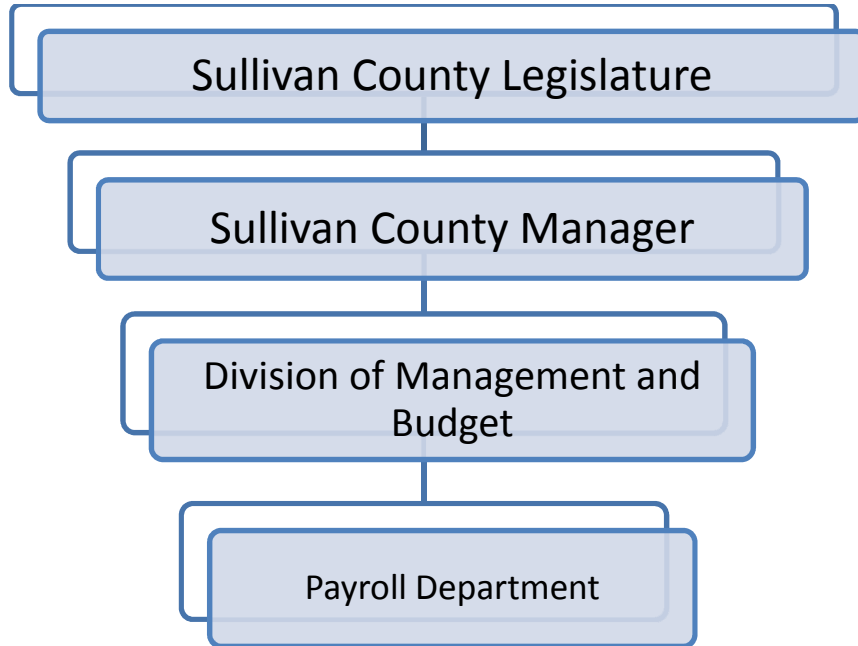
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$167,419           | \$184,365           |
| Fixed Equipment                | \$0                 | \$0                 |
| Contract Services              | \$14,231            | \$6,728             |
| Employee Benefits              | \$90,268            | \$106,719           |
| Total Budgetary Appropriations | \$271,918           | \$297,812           |
| <br>County Share               | <br>\$271,918       | <br>\$97,812        |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                                  | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------------|-----------------|-------------------|---------------------|-----------------|
| DEPUTY COMM MGT&BUDGET           | 0.5             | 0.5               | 0.5                 | 0.5             |
| PAYROLL COORD/SOFTWARE SUPP TECH | 1               | 1                 | 1                   | 1               |
| PRINCIPAL PAYROLL CLERK          | 0               | 2                 | 1                   | 1               |
| SENIOR PAYROLL CLERK             | 2               | 0                 | 1                   | 1               |
|                                  | <b>3.5</b>      | <b>3.5</b>        | <b>3.5</b>          | <b>3.5</b>      |

## A1344 Health Finance

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

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

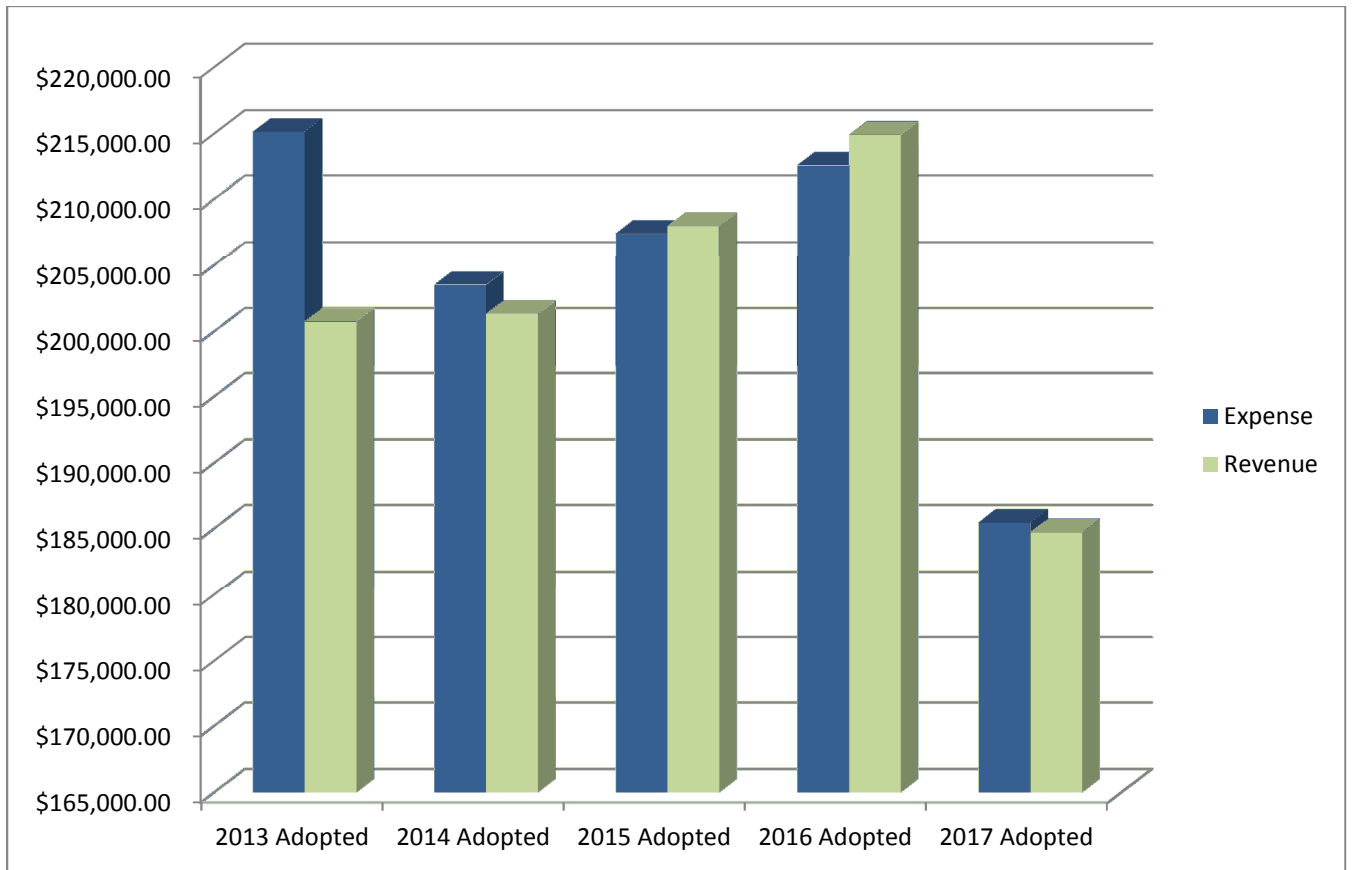
Functions of the Health Finance Department include:

- 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.

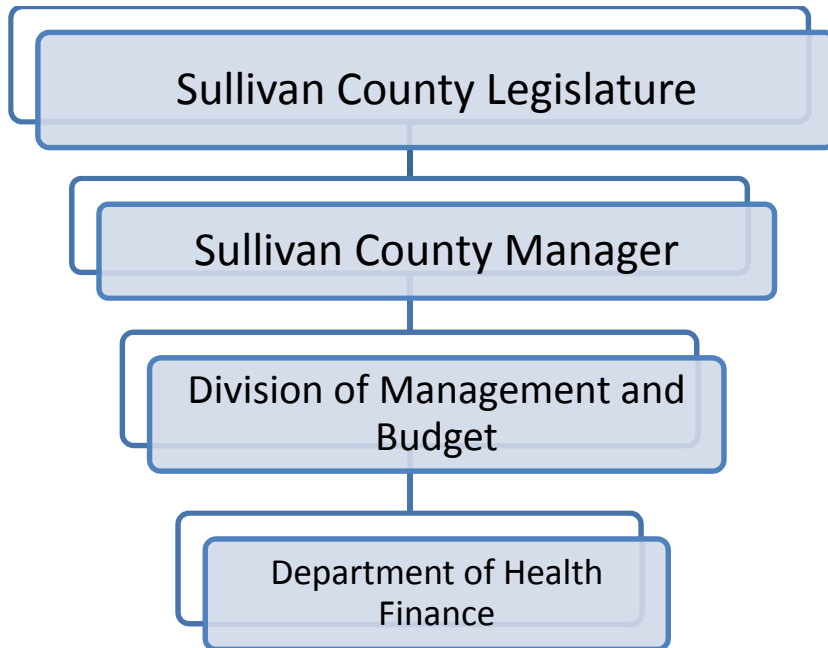
## Budget Summary

|                                | 2016 Amended  | 2017 Adopted |
|--------------------------------|---------------|--------------|
| Budgetary Appropriations       |               |              |
| Personal Services              | \$130,025     | \$107,888    |
| Fixed Equipment                | \$0           | \$0          |
| Contract Services              | \$0           | \$0          |
| Employee Benefits              | \$82,512      | \$77,580     |
| Total Budgetary Appropriations | \$212,537     | \$185,468    |
| <br>Budgetary Revenues         |               |              |
| Departmental Revenue           | \$214,912     | \$184,719    |
| Total Budgetary Revenues       | \$214,912     | \$184,719    |
| <br>County Share               | <br>\$(2,375) | <br>\$749    |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                               | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-------------------------------|-----------------|-------------------|---------------------|-----------------|
| 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               |
|                               | <b>13</b>       | <b>13</b>         | <b>13</b>           | <b>13</b>       |

## A1345-1610 Purchasing and Central Services

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

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

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

Functions of the Office of Purchasing include:

- Provide a procurement process that includes research, development, writing, executing 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

## 2016 Statistics and Accomplishments

| <b>PROGRAM</b>   | <b>KEY STATISTICS</b>  | <b>OUTCOME</b>   |
|------------------|--|--|
| Purchasing       | Completed 67 bids, 46 Request for Proposals, and 33 formal quotes for goods and services | Maintained compliance with NYS procurement requirements and ensured competitive pricing  |
| Purchasing       | Processed 2,952 purchase orders and 55 contracts for various goods and services          | Maintained compliance with the County purchasing policy; provided opportunities to realize savings through “piggybacking” on other municipal contracts statewide for savings |
| Purchasing       | Outsourced collection of recyclable materials for the Solid Waste System                 | Received \$123,901.65 for these commodities, offsetting County cost of the solid waste system  |
| Central Services | Mail and courier services provided to County offices                                     | Supports County operations   |

## 2017 Goals

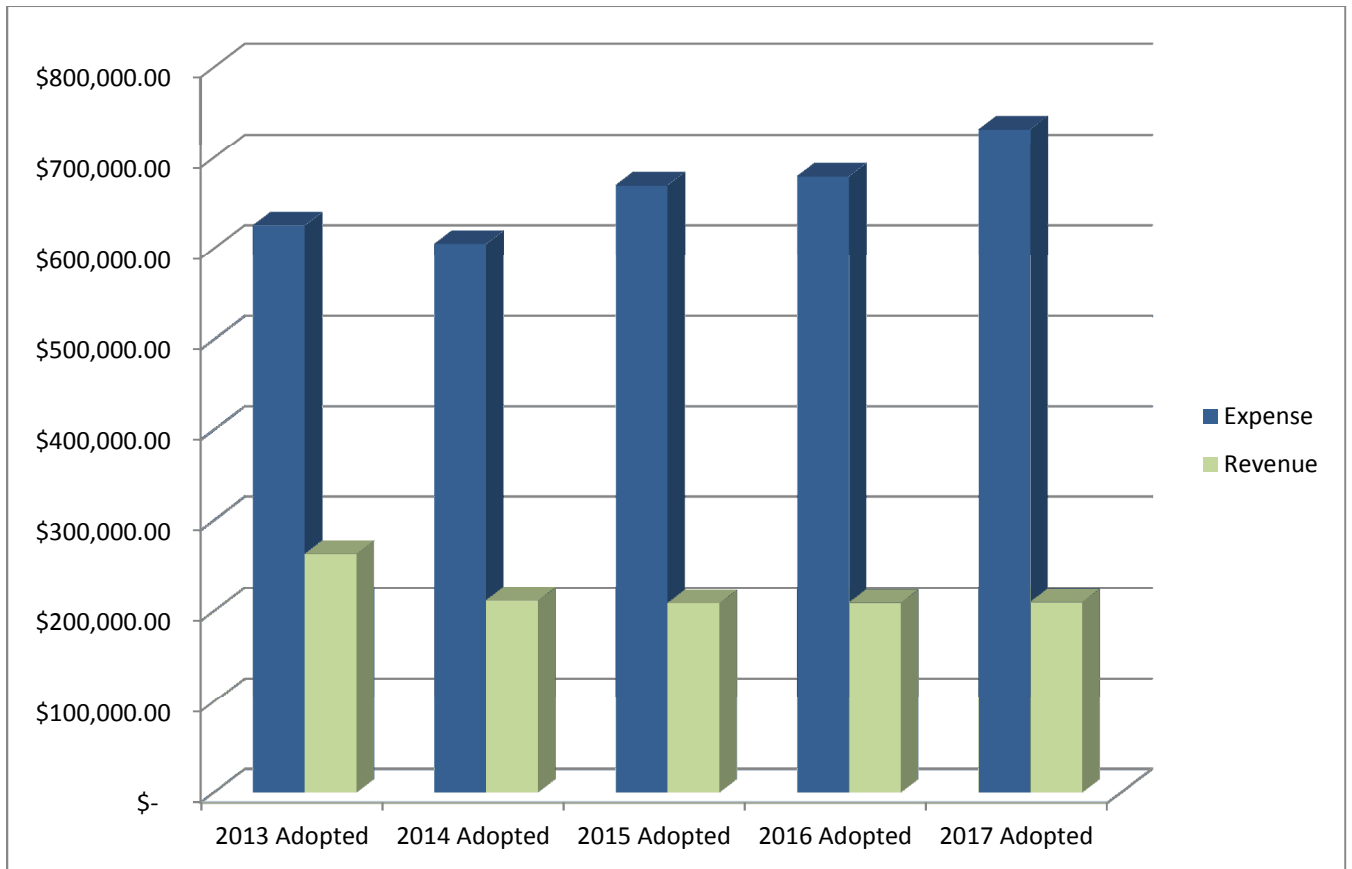
5. Continue processing bids, requests for proposals, quotes, contracts and purchase orders for all County departments.
6. Join the Empire State Purchasing Group – Hudson Valley Purchasing Group. This will allow this office to reach vendors, promote competition, have the ability to utilize specifications from other counties, further explore “piggybacking” options with other counties, and streamline the process for bids and results to be published publicly.
7. Meet with towns and villages and provide education on the utilization of our county bids and contracts as political subdivisions, including providing information on using NYS and other preferred sources.
8. Explore possibility and process for adding the Adult Care Center to the New World System (County’s financial software). This would streamline the process to access and review all orders submitted on their behalf.



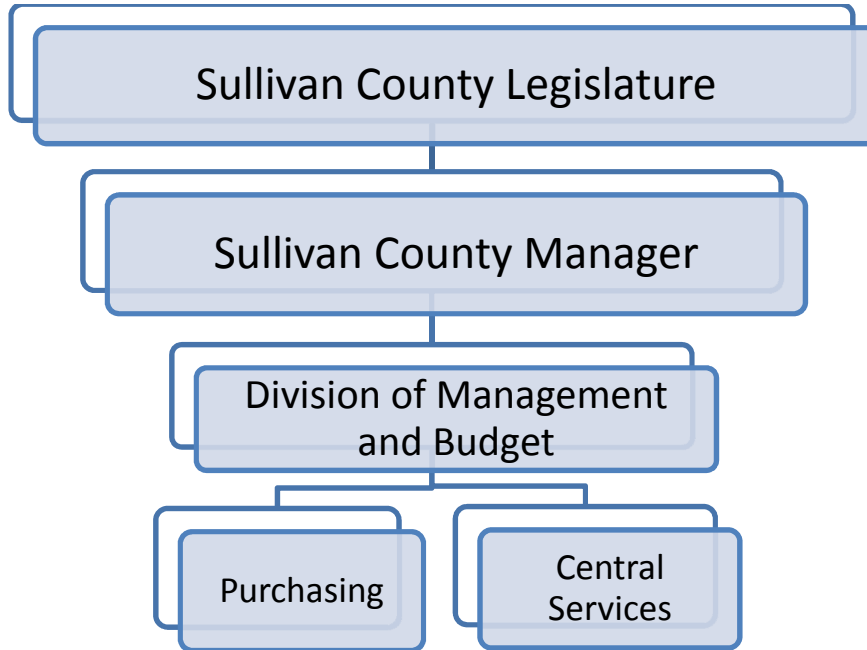
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$261,195           | \$287,936           |
| Fixed Equipment                | \$0                 | \$0                 |
| Contract Services              | \$277,121           | \$279,190           |
| Employee Benefits              | \$141,635           | \$164,960           |
| Total Budgetary Appropriations | \$679,951           | \$732,086           |
| <br>Budgetary Revenues         |                     |                     |
| Departmental Revenue           | \$209,654           | \$209,925           |
| Total Budgetary Revenues       | \$209,654           | \$209,925           |
| <br>County Share               | <br>\$470,297       | <br>\$522,161       |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                               | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-------------------------------|-----------------|-------------------|---------------------|-----------------|
| ADMINISTRATIVE ASSISTANT      | 0               | 0                 | 0                   | 0.5             |
| ASST DIR PURCHASING & CEN SVC | 1               | 1                 | 1                   | 1               |
| DIR PURCHASING & CENTRAL SVS  | 1               | 1                 | 1                   | 1               |
| PURCHASING COORD              | 2               | 2                 | 2                   | 2               |
| SENIOR ACCOUNT CLERK/DATABASE | 1               | 1                 | 1                   | 1               |
|                               | <b>5</b>        | <b>5</b>          | <b>5</b>            | <b>5.5</b>      |

## A1410 County Clerk's Office/A1460 Records Management

***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 provides 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.

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.

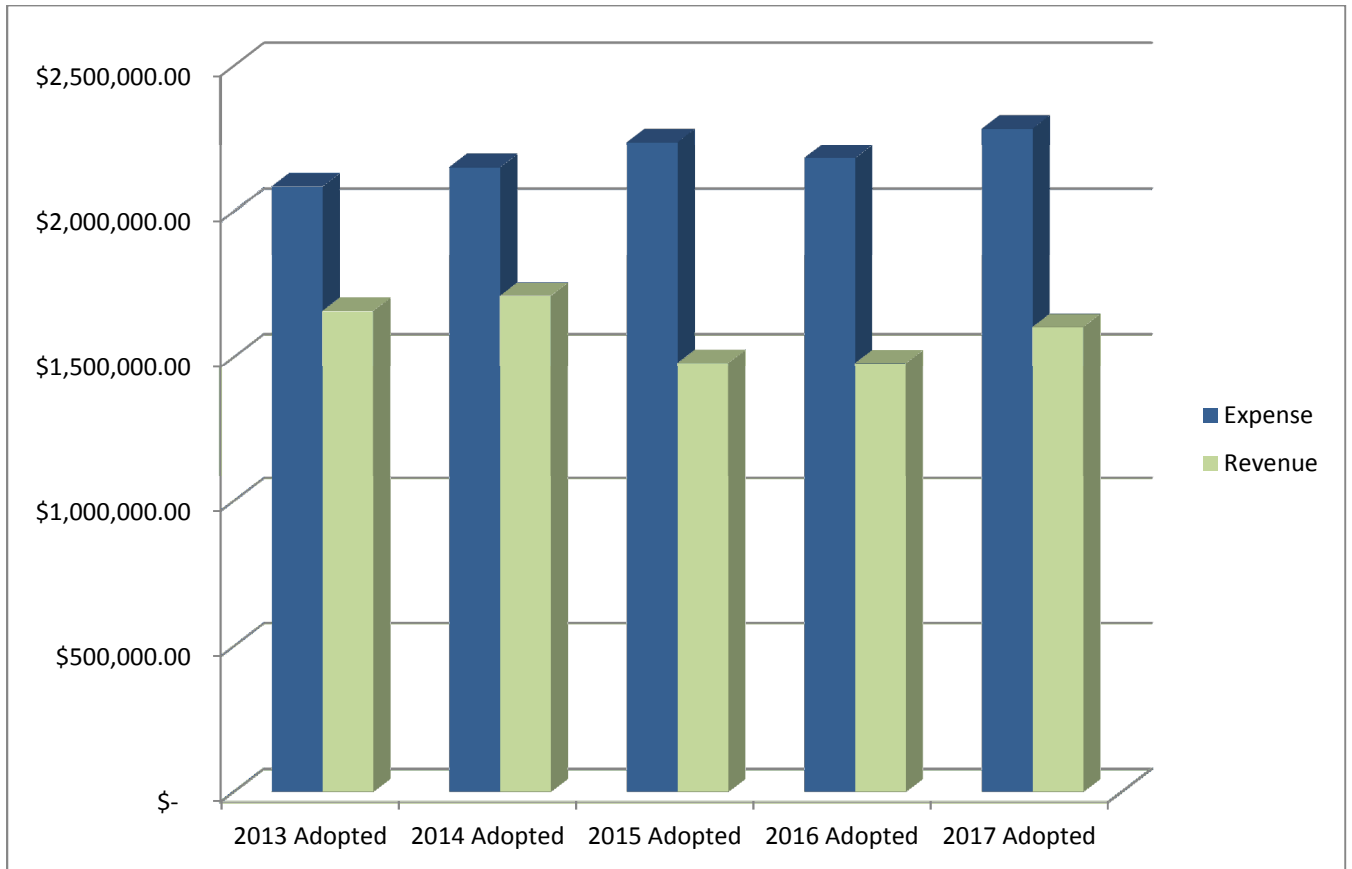
Functions of the Records Management Department include:

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

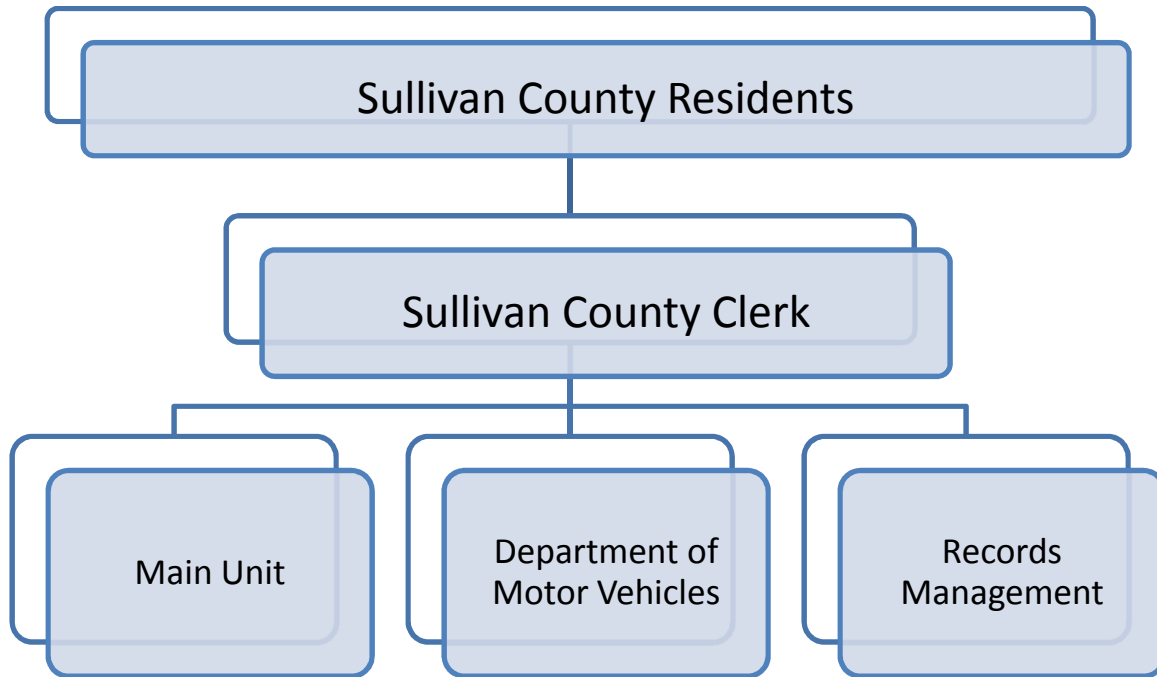
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$1,145,732         | \$1,170,852         |
| Fixed Equipment                | \$0                 | \$0                 |
| Contract Services              | \$264,539           | \$331,077           |
| Employee Benefits              | \$773,425           | \$786,146           |
| Total Budgetary Appropriations | \$2,183,696         | \$2,288,075         |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$1,478,116         | \$1,601,396         |
| State Aid                      | \$0                 | \$0                 |
| Total Budgetary Revenues       | \$1,478,116         | \$1,601,396         |
| County Share                   | \$705,580           | \$686,679           |

## Five Year Budget History



## Organizational Structure



## Position Summary

### CC MAIN UNIT

|                               | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-------------------------------|-----------------|-------------------|---------------------|-----------------|
| CORONER/COUNTY CLERK'S AIDE   | 0.5             | 0.5               | 0.5                 | 0.5             |
| COUNTY CLERK                  | 1               | 1                 | 1                   | 1               |
| COUNTY CLERK WORKER I         | 4               | 4                 | 4                   | 4               |
| 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               |
|                               | <b>15.5</b>     | <b>15.5</b>       | <b>15.5</b>         | <b>15.5</b>     |

### CC - DMV

|                                  | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------------|-----------------|-------------------|---------------------|-----------------|
| 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               |
|                                  | <b>10</b>       | <b>10</b>         | <b>10</b>           | <b>10</b>       |

RECORDS MANAGEMENT

|   | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|---|-----------------|-------------------|---------------------|-----------------|
| RECORDS MGMT SURVEY TECHNICIAN          | 2               | 2                 | 2                   | 2               |
|   | 2               | 2                 | 2                   | 2               |
| <b>Department Total Position Count:</b> | <b>27.5</b>     | <b>27.5</b>       | <b>27.5</b>         | <b>27.5</b>     |

## A1430 Human Resources

***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.

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.

## 2016 Statistics and Accomplishments

| <b>PROGRAM</b>               | <b>KEY STATISTICS</b>  | <b>OUTCOME</b>  |
|------------------------------|--|---|
| Civil Service Administration | Administered 57 state prepared civil service exams and 196 decentralized exams   | Maintained compliance with Civil Service regulations for hiring of government employees                     |
| Collective Bargaining        | Updated and finalized 2 Collective Bargaining Agreements with the outcome of negotiations with 2 of the County's employee unions | Employees of Teamsters Supervisory Unit and LIU are now working within the structure of a current contract. |

## 2017 Goals

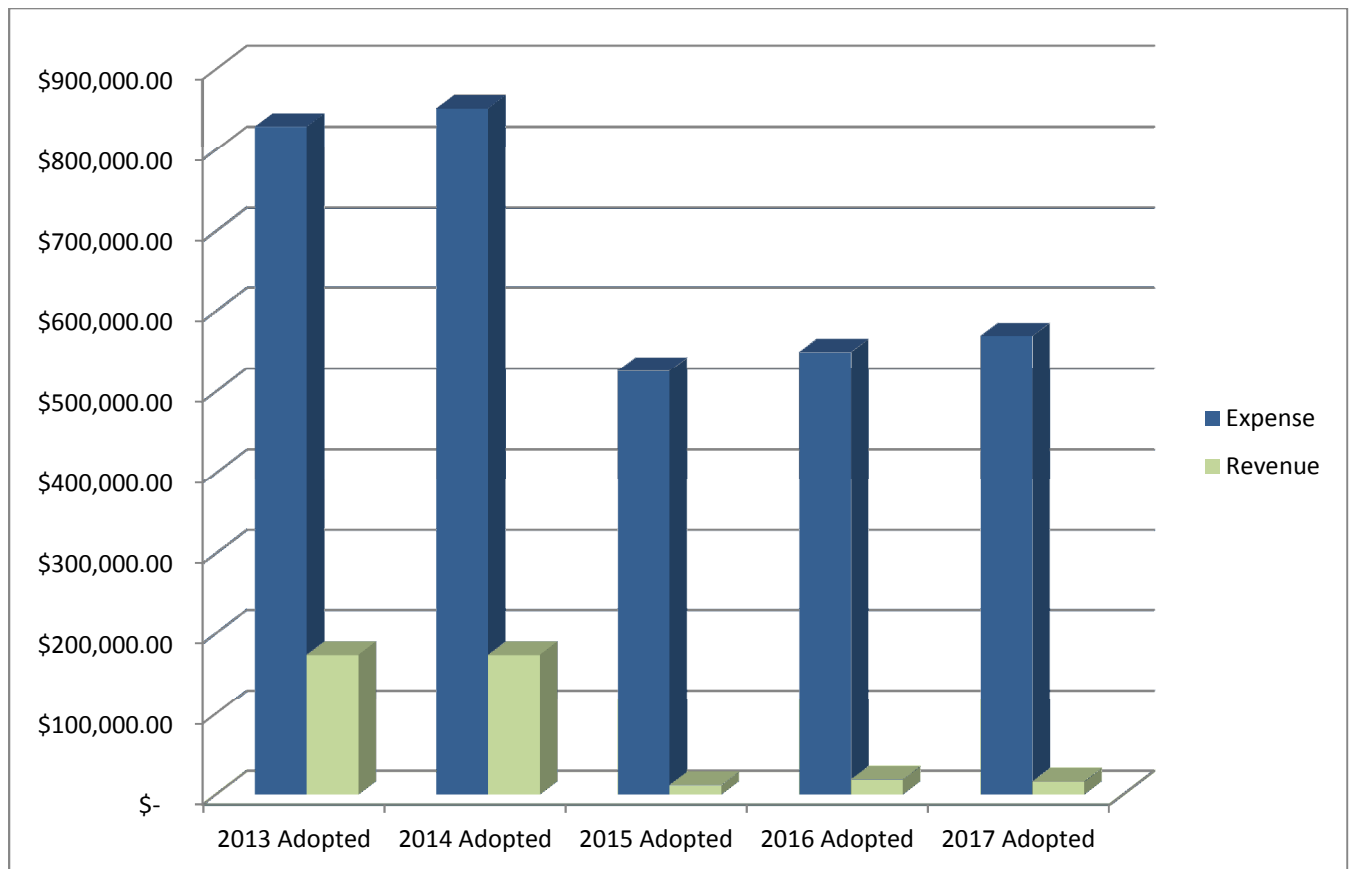
9. Improve office functionality by acquiring updated Civil Service software that meets the needs of the office and exceeds the capabilities of the current software system.
10. Update Library titles in various Library Districts to meet the changing needs of the districts.
11. Update the County Rules of Classified Service to reflect the multiple title changes that have occurred in recent history. There is a need to update those titles that should be in the Exempt, Non-Competitive and Labor classes.



## Budget Summary

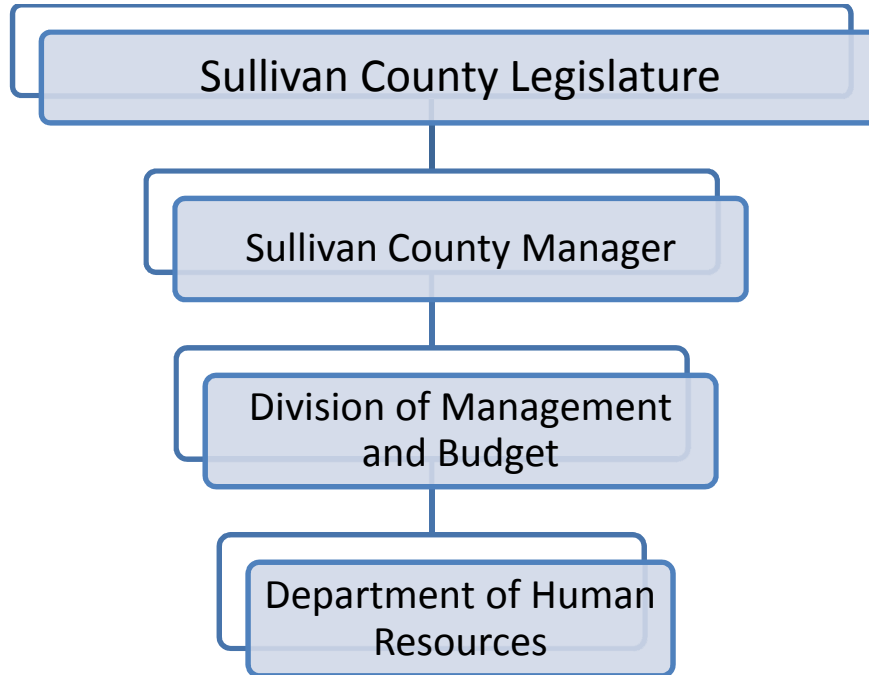
|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$276,438           | \$296,368           |
| Fixed Equipment                | \$0                 | \$0                 |
| Contract Services              | \$106,922           | \$113,950           |
| Employee Benefits              | \$169,165           | \$159,203           |
| Total Budgetary Appropriations | \$552,525           | \$569,521           |
| <br>                           |                     |                     |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$18,500            | \$16,000            |
| Total Budgetary Revenues       | \$18,500            | \$16,000            |
| <br>                           |                     |                     |
| County Share                   | \$534,025           | \$553,521           |

## Five Year Budget History



*\*Note: The Department of Human Resources was previously combined with Risk Management. The departments were split into separate organizations in 2015.*

## Organizational Structure



## Position Summary

|                                  | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------------|-----------------|-------------------|---------------------|-----------------|
| 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               |
|                                  | <b>7</b>        | <b>6</b>          | <b>6</b>            | <b>6</b>        |

## A1450 Board of Elections

***The Sullivan County Board of Elections' mission is to afford every eligible person in Sullivan County the opportunity to vote in all Elections that 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 in a professional process required by the Federal and State Governments.

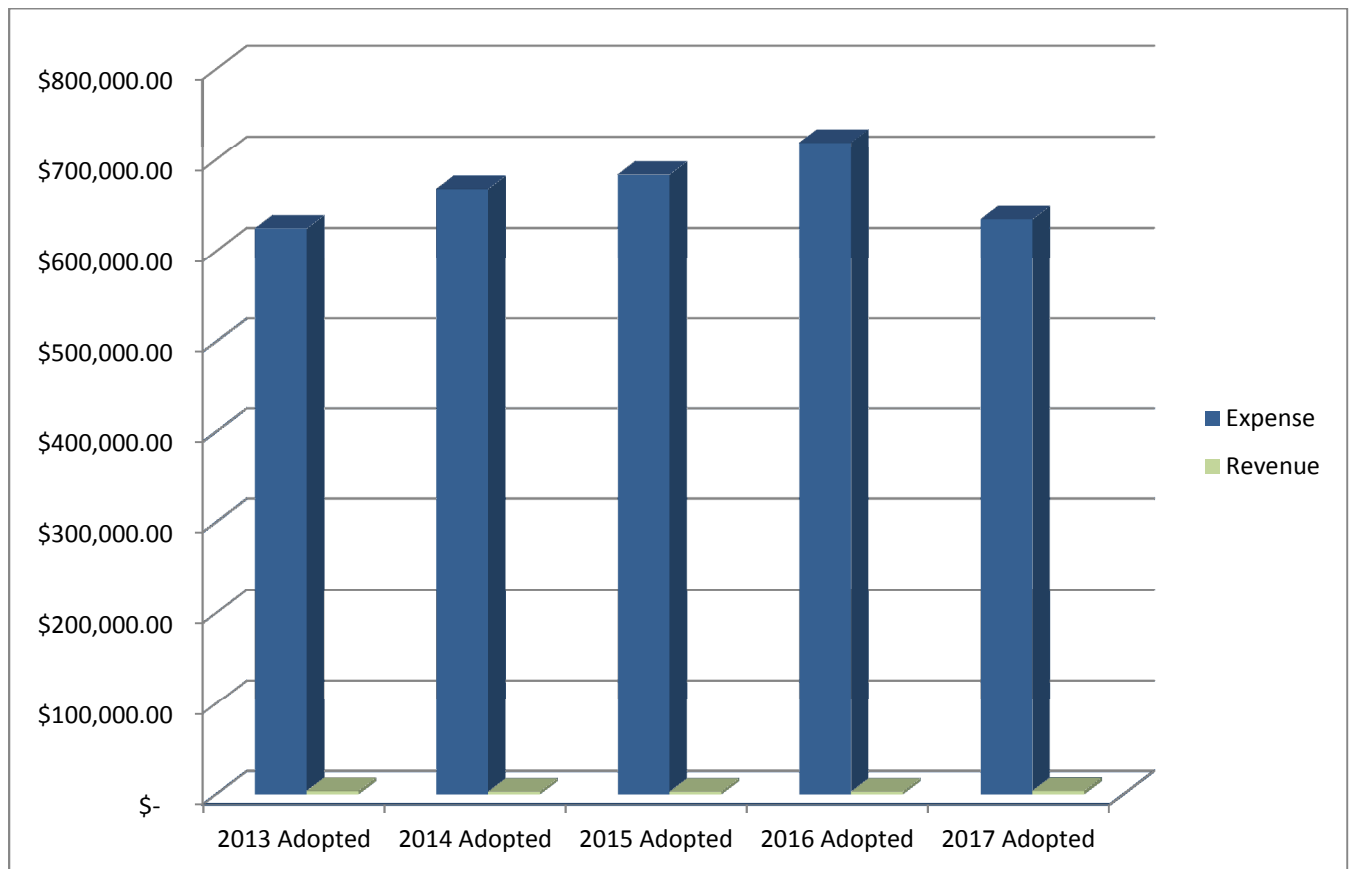
### 2017 Goals

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.

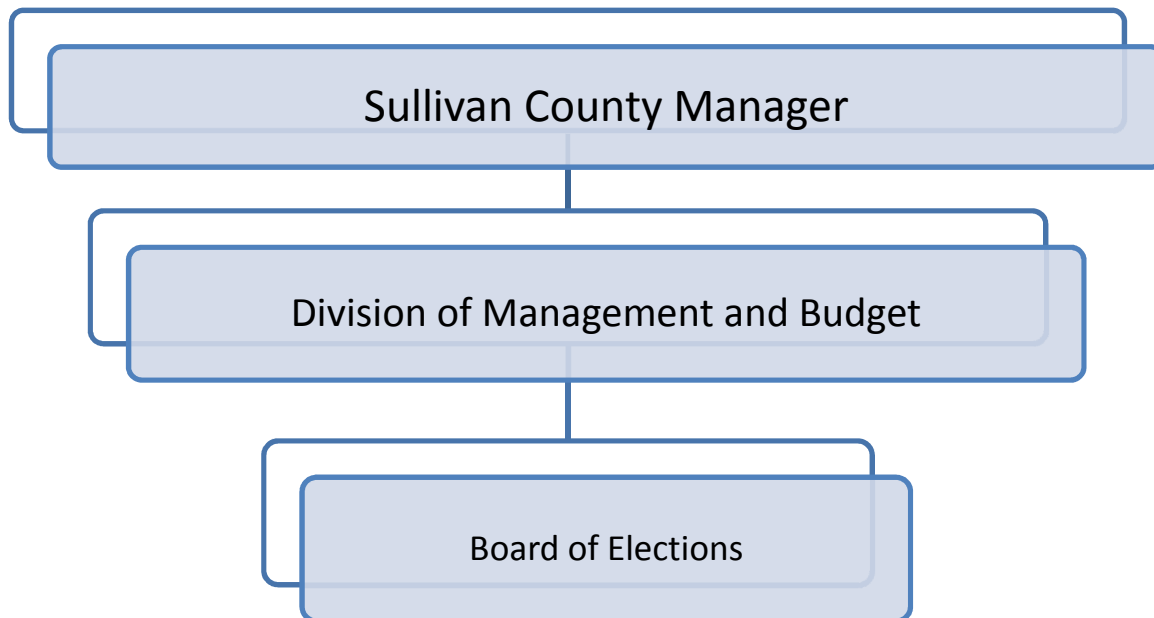
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$426,054           | \$375,893           |
| Fixed Equipment                | \$0                 | \$0                 |
| Contract Services              | \$155,723           | \$116,197           |
| Employee Benefits              | \$171,143           | \$143,049           |
| Total Budgetary Appropriations | \$752,920           | \$635,139           |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$3,000             | \$4,000             |
| State Aid                      | \$0                 | \$0                 |
| Federal Aid                    | \$0                 | \$0                 |
| Total Budgetary Revenues       | \$3,000             | \$4,000             |
| County Share                   | \$749,920           | \$631,139           |

## Five Year Budget History



## Organizational Structure



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

## Position Summary

|                       | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-----------------------|-----------------|-------------------|---------------------|-----------------|
| COMM ELECTIONS        | 2               | 2                 | 2                   | 2               |
| DEPUTY COMM ELECTIONS | 2               | 2                 | 2                   | 2               |
| SENIOR CLERK          | 2               | 2                 | 2                   | 2               |
|                       | 6               | 6                 | 6                   | 6               |

## A1680 Management Information Systems

***The mission of the Management Information Systems Department (MIS) 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 Management Information Systems (MIS) 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. MIS 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. MIS 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 MIS Department performed and carried out.

MIS 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. MIS 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 Management Information Systems 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.

## 2016 Statistics and Accomplishments

| <b>PROGRAM</b>                                   | <b>KEY STATISTICS</b>  | <b>OUTCOME</b>   |
|--|--|--|
| Core/Edge Switch Replacement Project             | Replaced outdated infrastructure — 3 core sites and 116 edge switches countywide.  | Improve network reliability, redundancy & communication speeds. County is better poised to support current and emerging technologies into the next decade.       |
| Live Streaming Meeting Capability                | Installed, configured and integrated all necessary audio and video equipment necessary to stream meetings live.  | Public viewing of monthly Full Board meeting live online from anywhere. All broadcast meetings are then archived and available for future viewing and reference. |
| Wasteworks Application Upgrade (DPW Solid Waste) | Replaced all transfer station workstations, negotiated & facilitated internet access installations at all transfer stations, upgraded client/ server application/database. | Greater efficiency and higher productivity as a result of solution upgrade providing access to daily transactions quickly.                                       |

## 2017 Goals

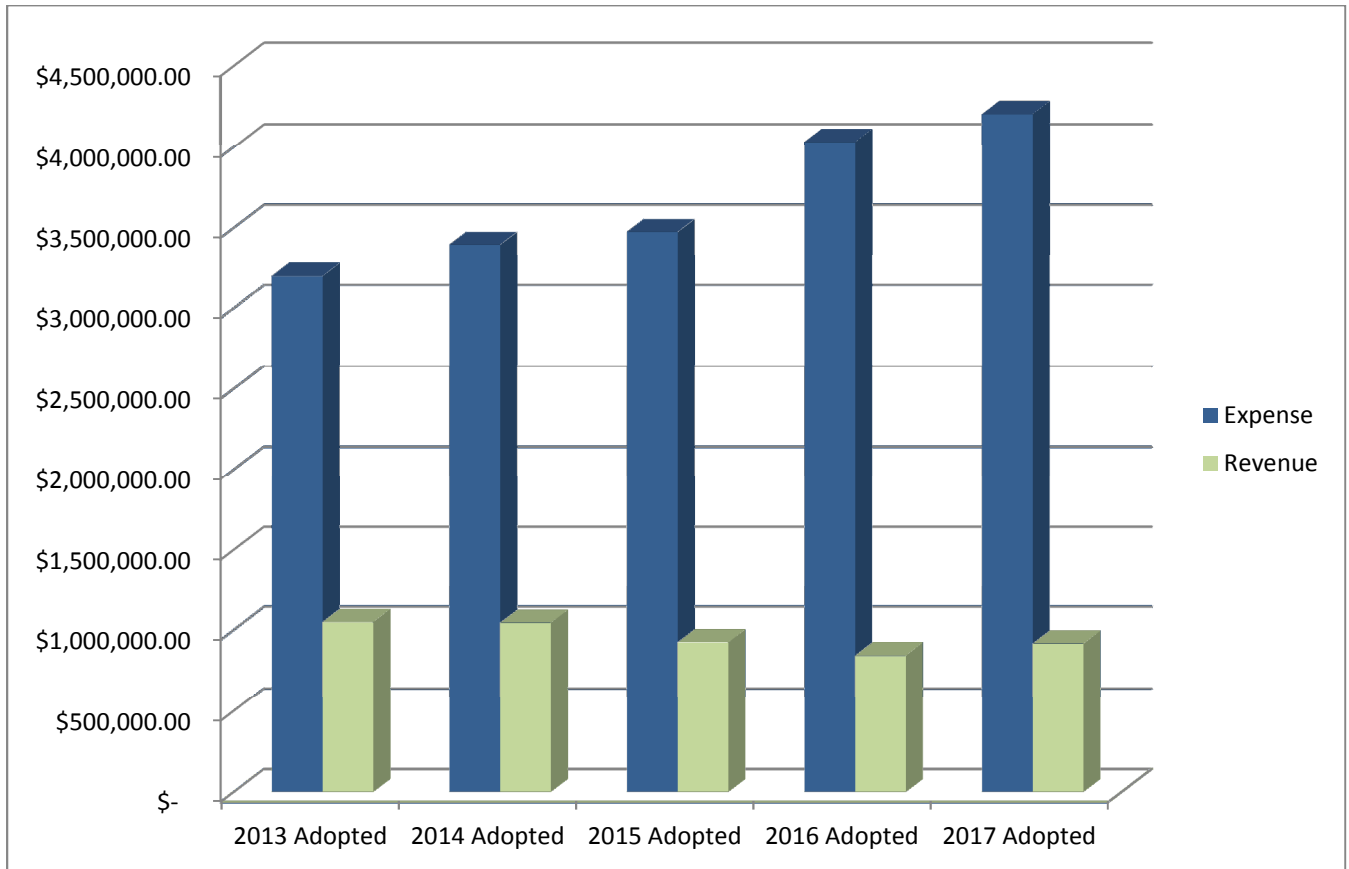
1. Relocate Data Center. The new facility will reduce TCO by reducing power consumption needs, enhance security by limiting facility access with enhanced access controls, and will be sized to meet growth needs for the next 10-15 years.
2. Bring the new NAS NetApp Storage online. The will provide greater 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.
3. 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
4. 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.
5. Replace antiquated Civil Service solution with a new Civil Service processing application (Catalog & Commerce (Discover eGov)). Highly available, potentially all-paperless process capability to more easily administer and reduce Personnel Department overhead.
6. Upgrade time and attendance solution, providing increased information accuracy and process reliability organization wide.
7. Redesign the County website to improve the experience and provide better service to constituents.
8. 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 the above, will better serve offerings to prospective business and residential transplants.
9. Reduce expenses and improve workflow with a new Multi-Functional Device centralized print management solution, while also improving security and protect confidentiality.



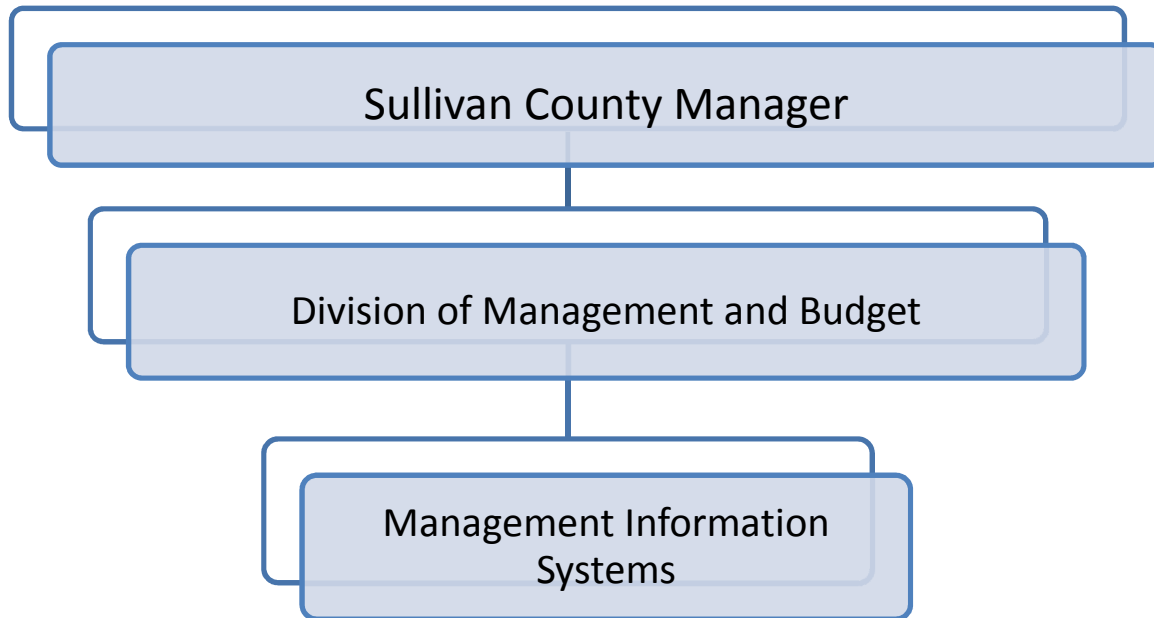
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$927,118           | \$944,292           |
| Fixed Equipment                | \$0                 | \$0                 |
| Contract Services              | \$2,653,411         | \$2,725,046         |
| Employee Benefits              | \$555,490           | \$536,065           |
| Total Budgetary Appropriations | \$4,136,019         | \$4,205,403         |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$901,839           | \$915,785           |
| State Aid                      | \$0                 | \$0                 |
| Total Budgetary Revenues       | \$901,839           | \$915,785           |
| County Share                   | \$3,234,180         | \$3,289,618         |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                                  | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------------|-----------------|-------------------|---------------------|-----------------|
| CHIEF INFORMATION OFFICER        | 1               | 1                 | 1                   | 1               |
| CLIENT SUPPORT TECHNICIAN I      | 3               | 3                 | 3                   | 3               |
| DIR APPLIC DEVELOP & SUPPORT     | 1               | 1                 | 1                   | 1               |
| DIR OPERATIONS AND NETWORK ADM   | 1               | 1                 | 1                   | 1               |
| GIS ADMINISTRATOR                | 0               | 0                 | 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                 | 1               | 1                 | 1                   | 1               |
| PC SPECIALIST                    | 2               | 2                 | 2                   | 2               |
| SENIOR NETWORK ENGINEER          | 1               | 1                 | 1                   | 1               |
| SENIOR PC SPECIALIST             | 1               | 1                 | 1                   | 1               |
| WEBMASTER                        | 1               | 1                 | 0                   | 0               |
|                                  | <b>17</b>       | <b>17</b>         | <b>17</b>           | <b>17</b>       |

## A2490 Community College Tuition

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

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

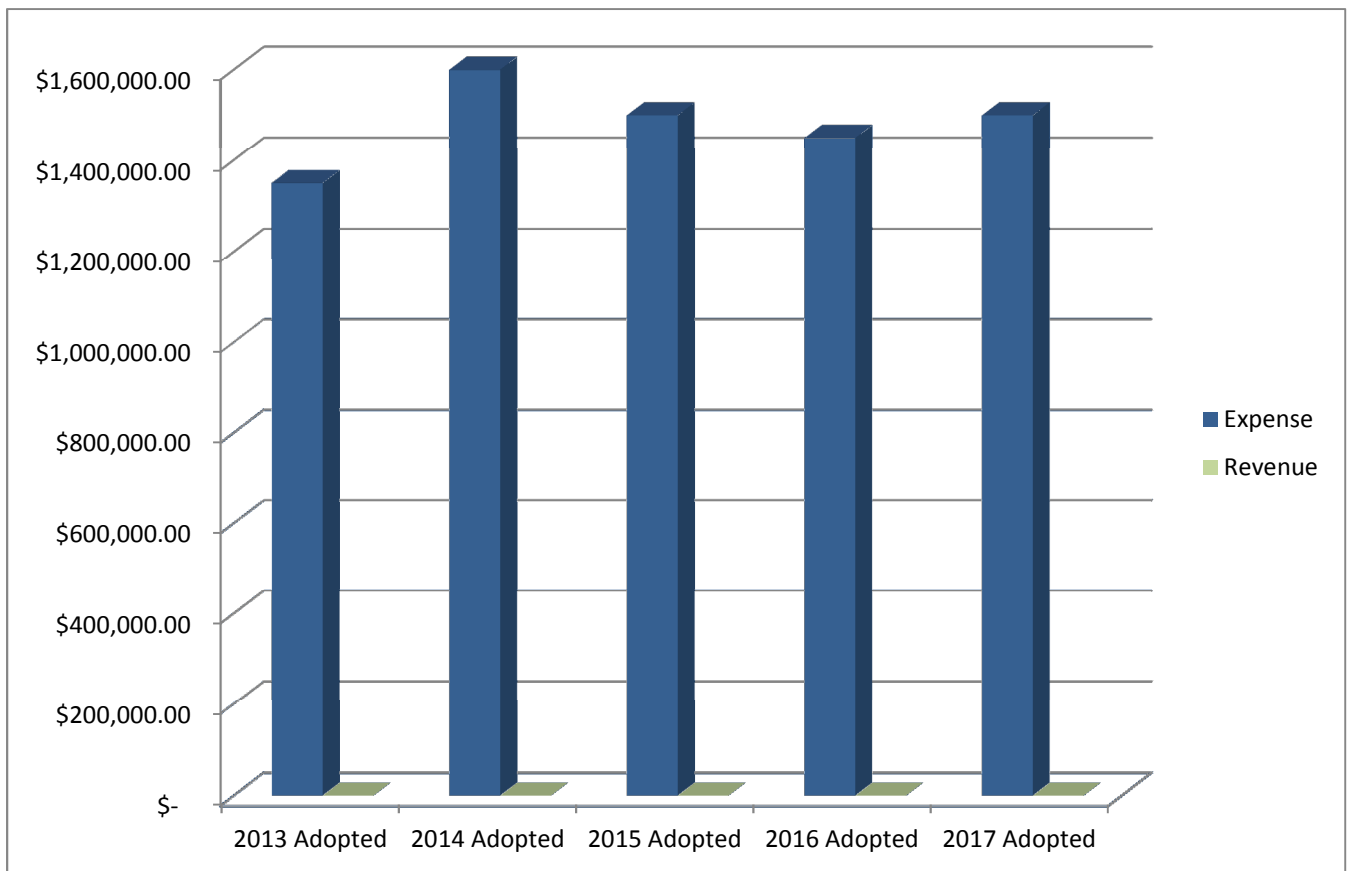
Sullivan County pays to each Community College \$300 per full-time student.

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

## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Contract Services              | \$1,450,000         | \$1,500,000         |
| Total Budgetary Appropriations | \$1,450,000         | \$1,500,000         |
| <br>                           |                     |                     |
| County Share                   | \$1,450,000         | \$1,500,000         |

## Five Year Budget History



## A2495 Community College Contribution

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

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

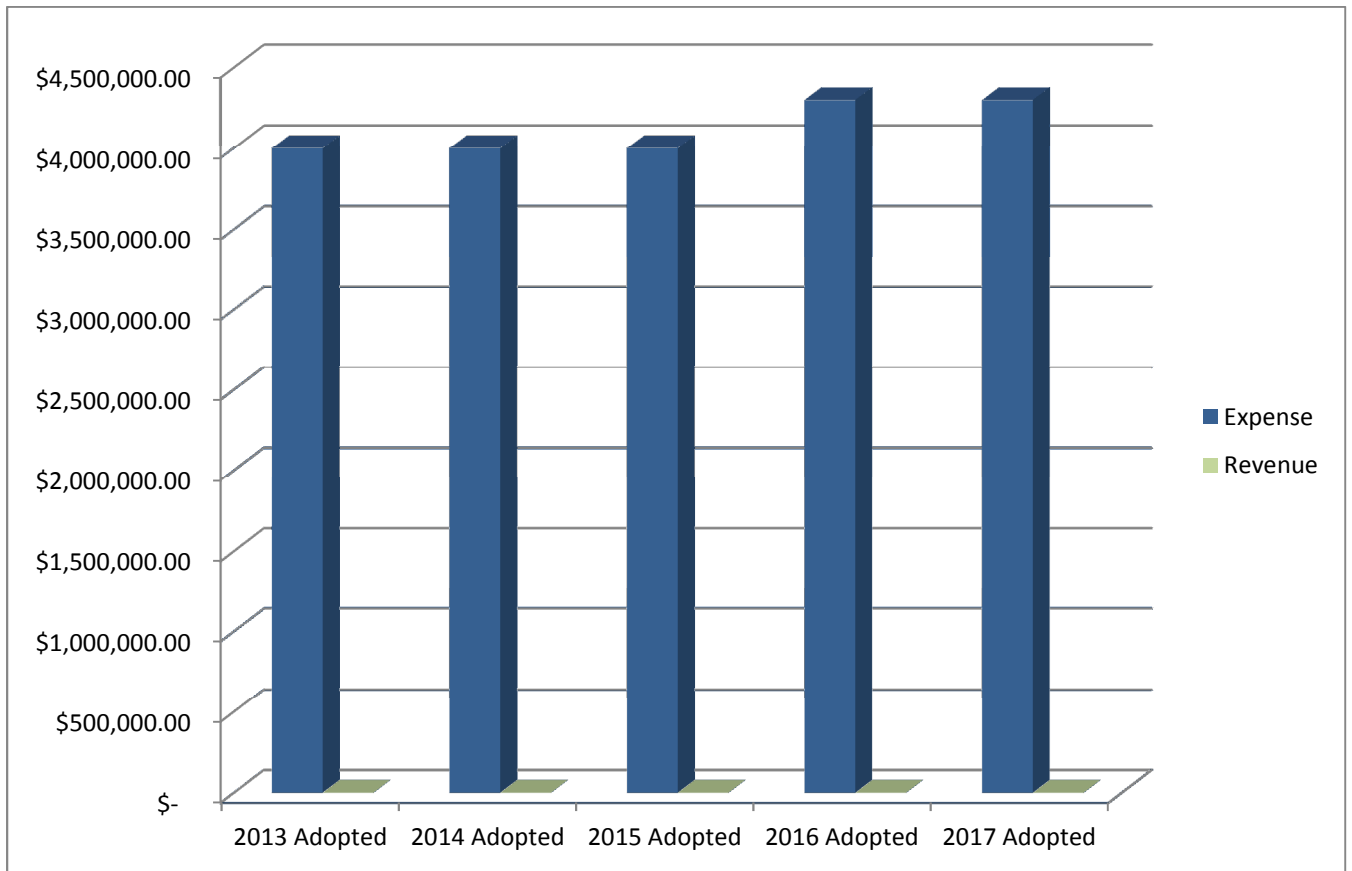
The County contribution to the College is 100% County cost with no outside funding.

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

## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Contract Services              | \$4,300,000         | \$4,300,000         |
| Total Budgetary Appropriations | \$4,300,000         | \$4,300,000         |
| <br>                           |                     |                     |
| County Share                   | \$4,300,000         | \$4,300,000         |

## Five Year Budget History



## A6310 Community Action Commission

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).

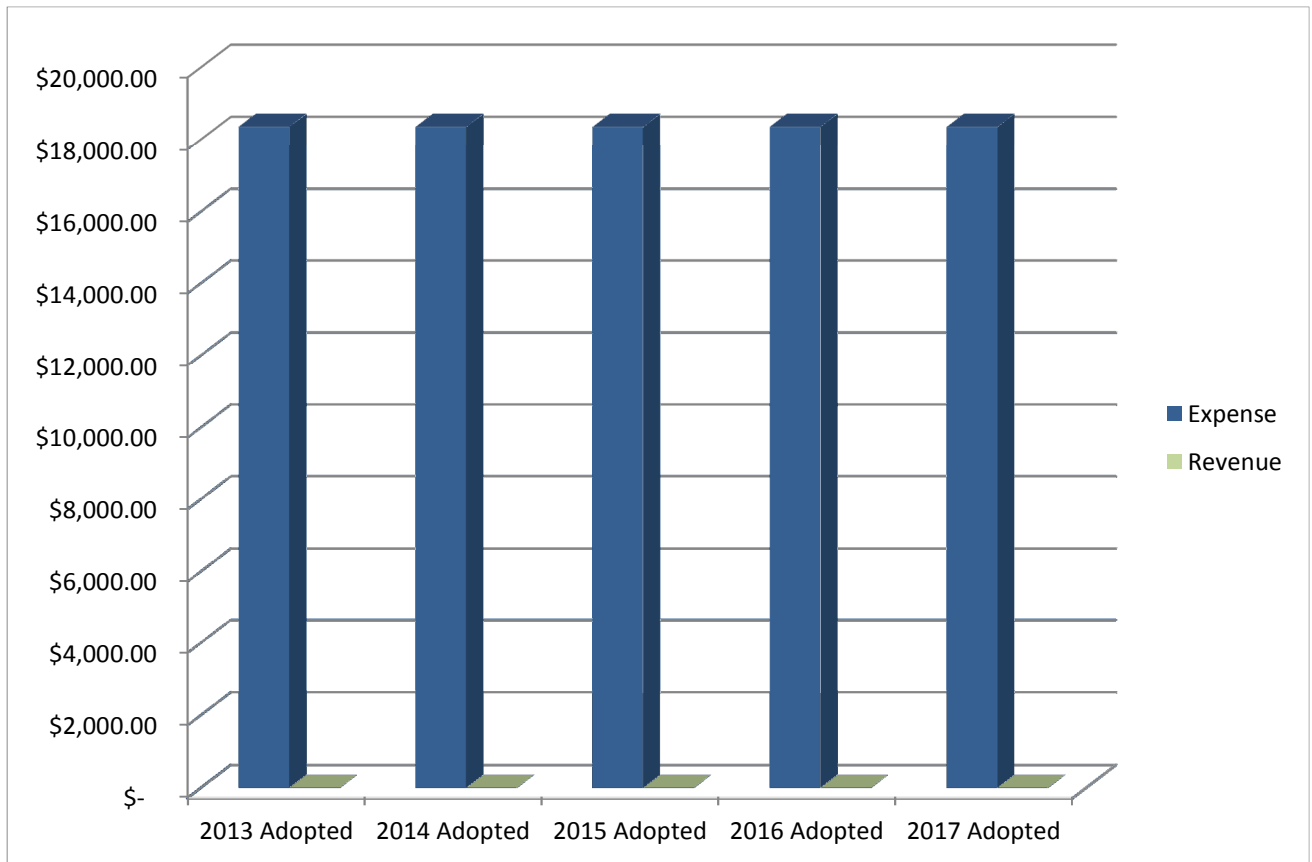
The contract is funded by the County’s general fund and is 100% County cost. This contract does not represent a mandated service.

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.

## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Contract Services              | \$18,360            | \$18,360            |
| Total Budgetary Appropriations | \$18,360            | \$18,360            |
| <br>                           |                     |                     |
| County Share                   | \$18,360            | \$18,360            |

## Five Year Budget History





## A6326 Other Economic Opportunities Program

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

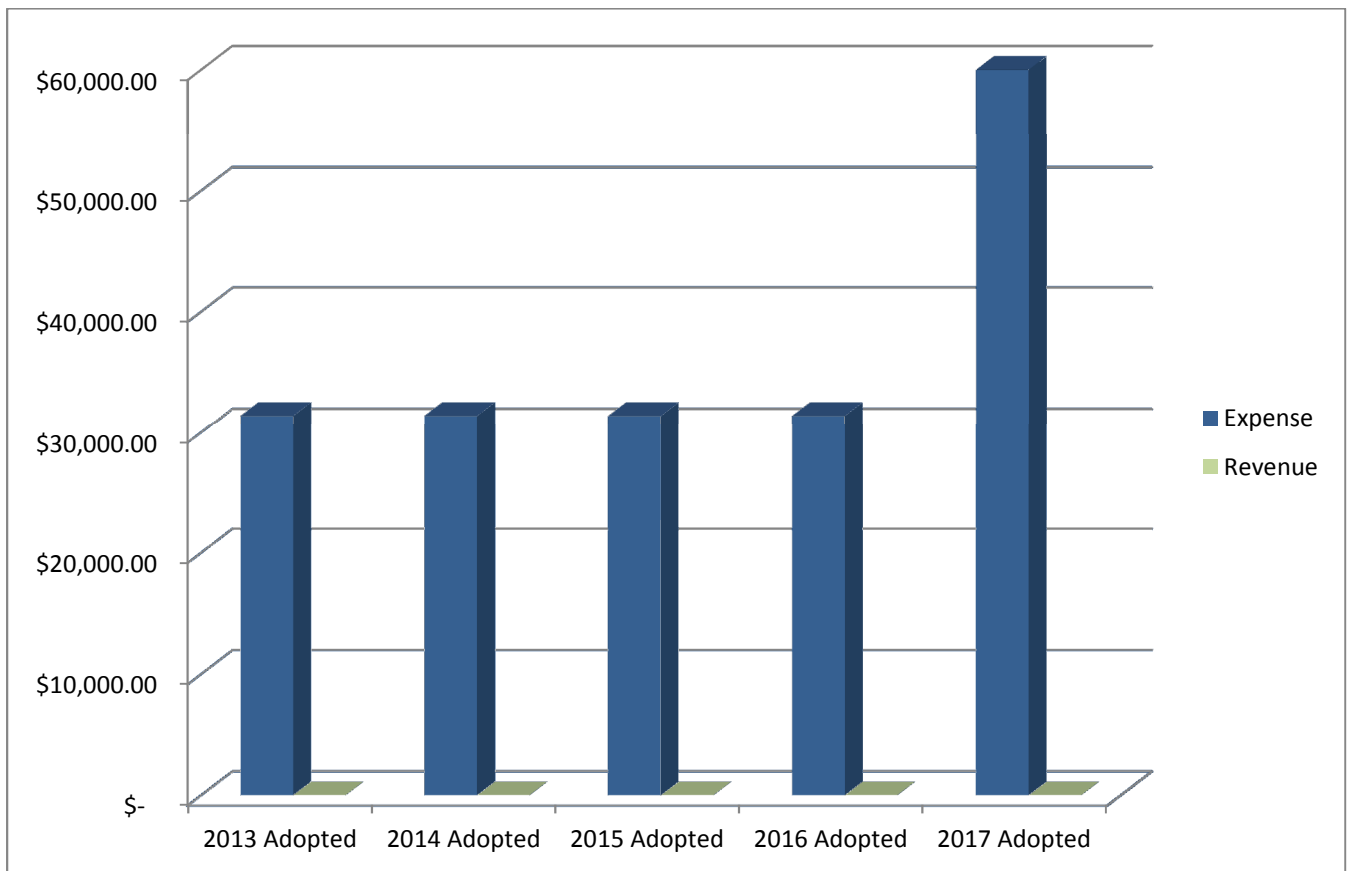
The contract is funded by the County’s general fund and is 100% County cost. This contract does not represent a mandated service.

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.

## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Contract Services              | \$31,396            | \$60,000            |
| Total Budgetary Appropriations | \$31,396            | \$60,000            |
| <br>                           |                     |                     |
| County Share                   | \$31,396            | \$60,000            |

## Five Year Budget History



## A6410 Public Information

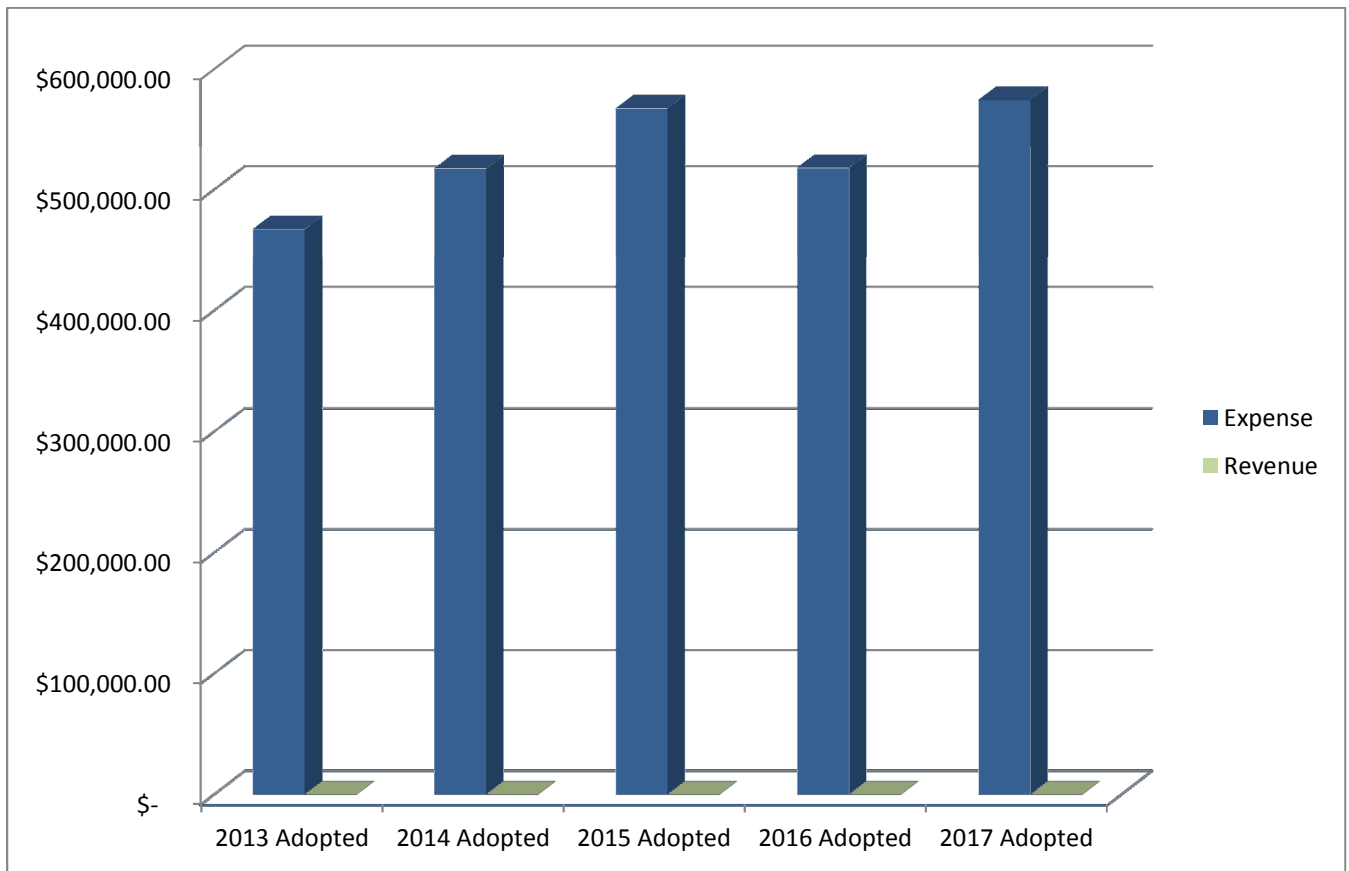
Appropriations from the “Public Information” budget organization include funding for a contract to a not-for-profit tourism agency, which receives 85% of the room tax receipts collected by the County. Additionally, funding in the amount of \$50,000 is budgeted for a “matching funds” program to assist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

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

## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$0                 | \$0                 |
| Contract Services              | \$518,000           | \$575,000           |
| Employee Benefits              | \$0                 | \$0                 |
| Total Budgetary Appropriations | \$518,000           | \$575,000           |
| <br>County Share               | <br>\$518,000       | <br>\$575,000       |

## Five Year Budget History



## A6510 Veterans Service Agency

***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.

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 Establish eligibility for transportation, record reservations for transmittal to DPW, assist Veterans with medical appointments at VA medical facilities, liaison between Veterans and DPW for physical transportation. Veteran's Service Agency has a contract with Public Works for transportation.

## 2016 Statistics and Accomplishments

| PROGRAM                           | KEY STATISTICS  | OUTCOME   |
|-----------------------------------|---|---|
| General Assistance                | Active participation with Hudson Valley Veterans Task Force               | Enhance delivery of services across county boundaries                 |
| Valentines for Vets               | 1,500 children provided cards to active duty military members             | Increase moral of troops and raise awareness amongst children         |
| Veterans Stand Down               | 50+ homeless/disadvantaged veterans contacted                             | Increase outreach and get services to those who qualify               |
| General Outreach                  | 1,235 contacts through Octobers   | Resulted in tangible delivery of services to eligible veterans        |
| Transportation                    | 1,564 trips to Albany and Castle Point Veterans Hospitals through October | Providing transportation for those in need of medical assistance      |
| Sullivan County Veterans Cemetery | 1,570 burials through October (cumulative since cemetery established)     | Burials with honors provided to those who have served in our military |

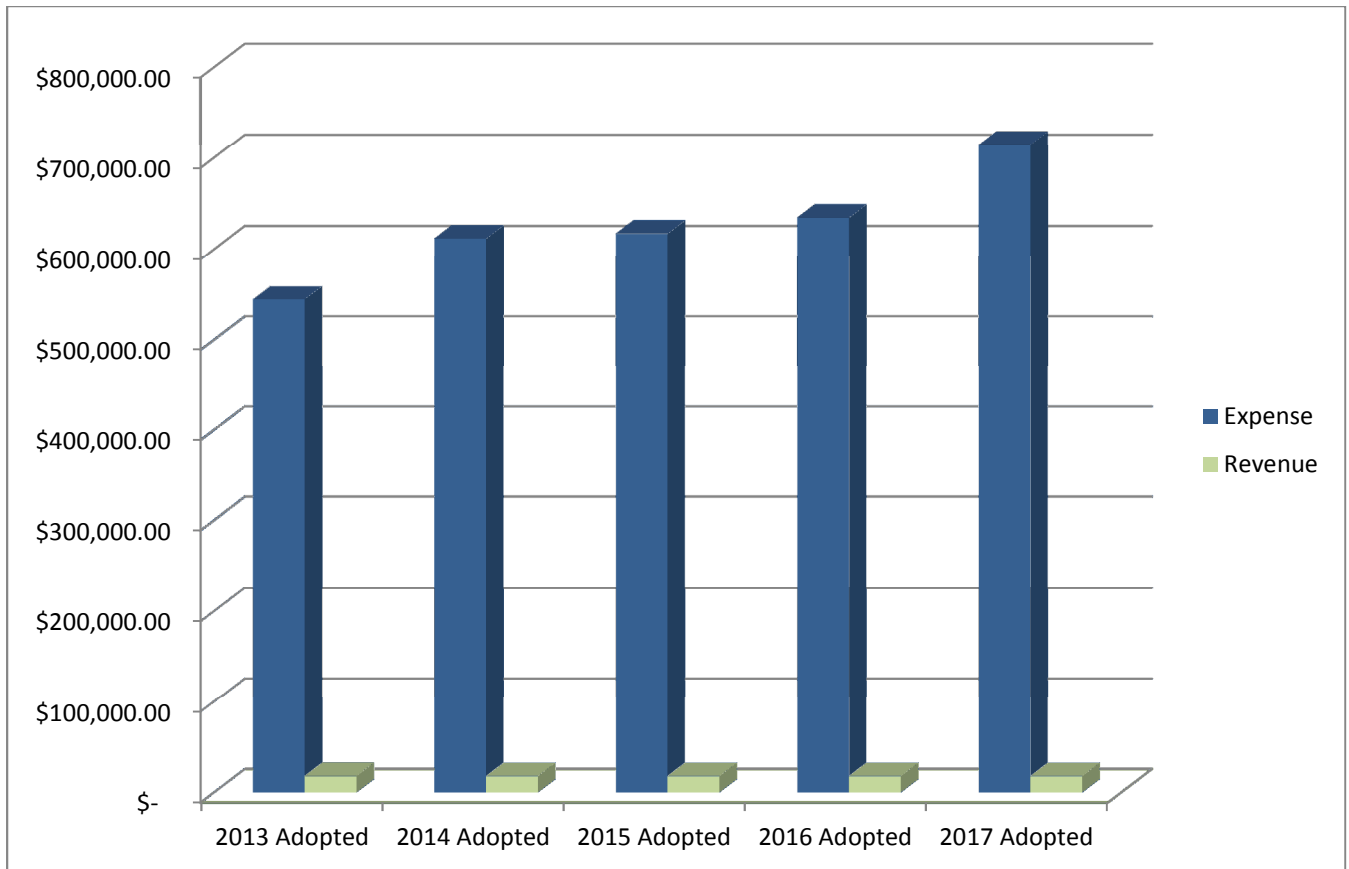
## 2017 Goals

1. Enhance intraoperative relationships with DFS, Office of Aging, grant based agencies, VA departments and neighboring county agencies. This will provide a “warm hand off” on referrals.
2. Expand networking with Sullivan County Community College to complete Battle Buddy Center and develop strategies to increase Veteran student population.
3. Explore joint “Stand Up” with Sullivan County Community College for job seekers and career planning.
4. Implementation of data scanning to reduce 30,000+ files to paperless record keeping.
5. Develop secure storage space for donated and surplus material and goods, such as scooters, hospital beds and wheelchairs, Department Of Defense surplus for Stand Down.
6. Develop marketing plan to reach Veterans and families who are not aware of benefit program opportunities.

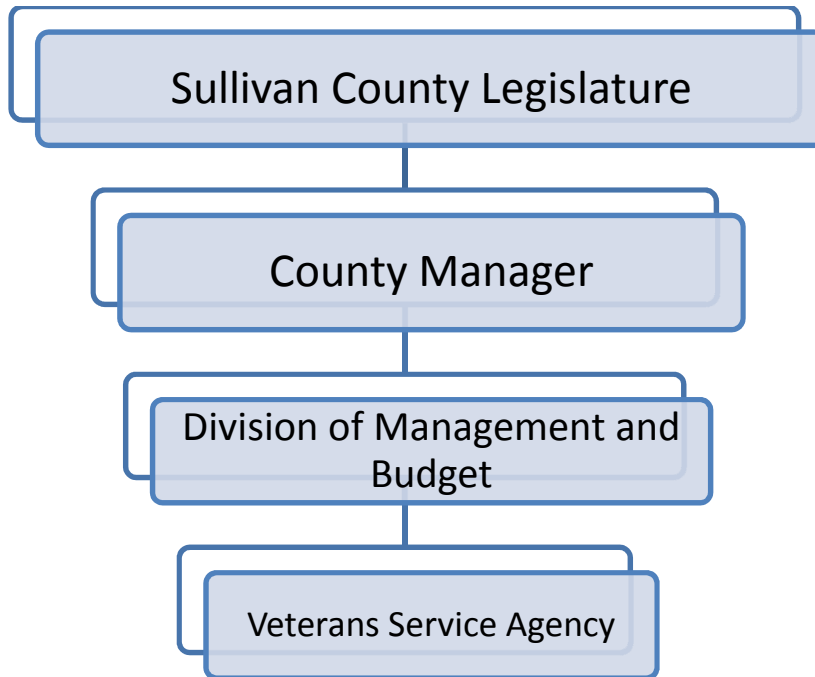
## Budget Summary

|                                | 2016 Amended  | 2017 Adopted  |
|--------------------------------|---------------|---------------|
| Budgetary Appropriations       |               |               |
| Personal Services              | \$228,046     | \$248,066     |
| Fixed Equipment                | \$0           | \$0           |
| Contract Services              | \$261,607     | \$299,986     |
| Employee Benefits              | \$144,979     | \$166,647     |
| Total Budgetary Appropriations | \$634,632     | \$714,699     |
| <br>Budgetary Revenues         |               |               |
| Departmental Revenue           | \$9,450       | \$9,450       |
| State Aid                      | \$8,529       | \$8,529       |
| Total Budgetary Revenues       | \$17,979      | \$17,979      |
| <br>County Share               | <br>\$616,653 | <br>\$696,720 |

## Five Year Budget History



## Organizational Structure



*\*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.*

## Position Summary

|                          | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|--------------------------|-----------------|-------------------|---------------------|-----------------|
| DIR VETERANS SVS         | 1               | 1                 | 1                   | 1               |
| EXECUTIVE SECRETARY      | 1               | 1                 | 1                   | 1               |
| VETERANS SERVICE OFFICER | 3               | 3                 | 3                   | 3               |
|                          | 5               | 5                 | 5                   | 5               |



## A6989 Economic and Community Development

Appropriations from the Economic and Community Development budget organization include funding for the contract to the Partnership for Economic Development, as well as funding allocated for economic development 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:*

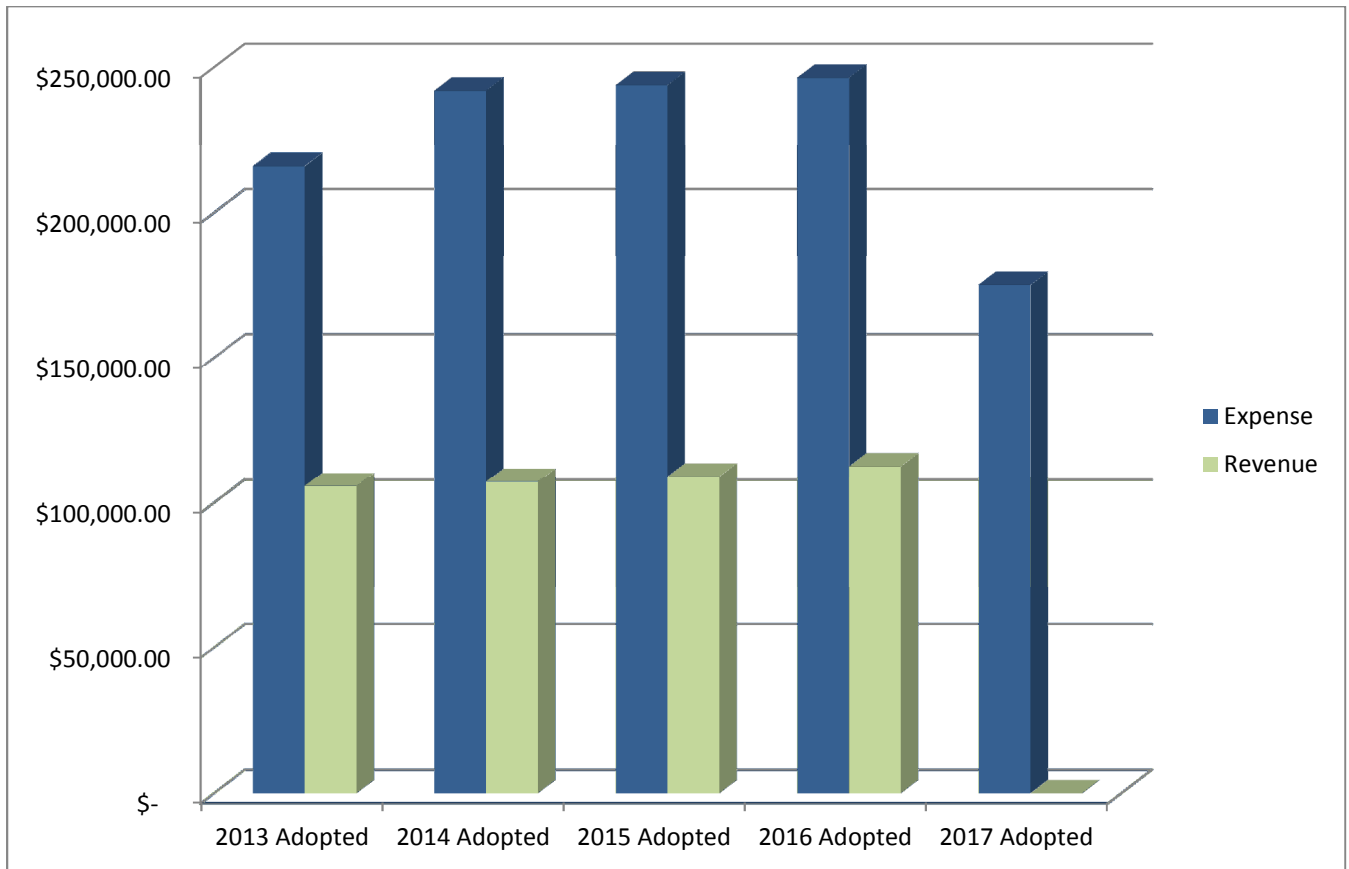
The Sullivan County Partnership for Economic Development is a private/public partnership established in 1994 to better serve the needs of relocating and/or expanding businesses in Sullivan County. The Partnership is funded primarily by private business with matched funding from the County Legislature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

## Budget Summary

|                                | 2016 Amended | 2017 Adopted |
|--------------------------------|--------------|--------------|
| Budgetary Appropriations       |              |              |
| Personal Services              | \$68,086     | \$0          |
| Contract Services              | \$135,000    | \$175,000    |
| Employee Benefits              | \$43,348     | \$0          |
| Total Budgetary Appropriations | \$246,434    | \$175,000    |
| Budgetary Revenues             |              |              |
| Departmental Revenue           | \$112,679    | \$0          |
| State Aid                      | \$0          | \$0          |
| Federal Aid                    | \$0          | \$0          |
| Total Budgetary Revenues       | \$112,679    | \$0          |
| County Share                   | \$133,755    | \$175,000    |

## Five Year Budget History



## A7560 Other Cultural Affairs

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.

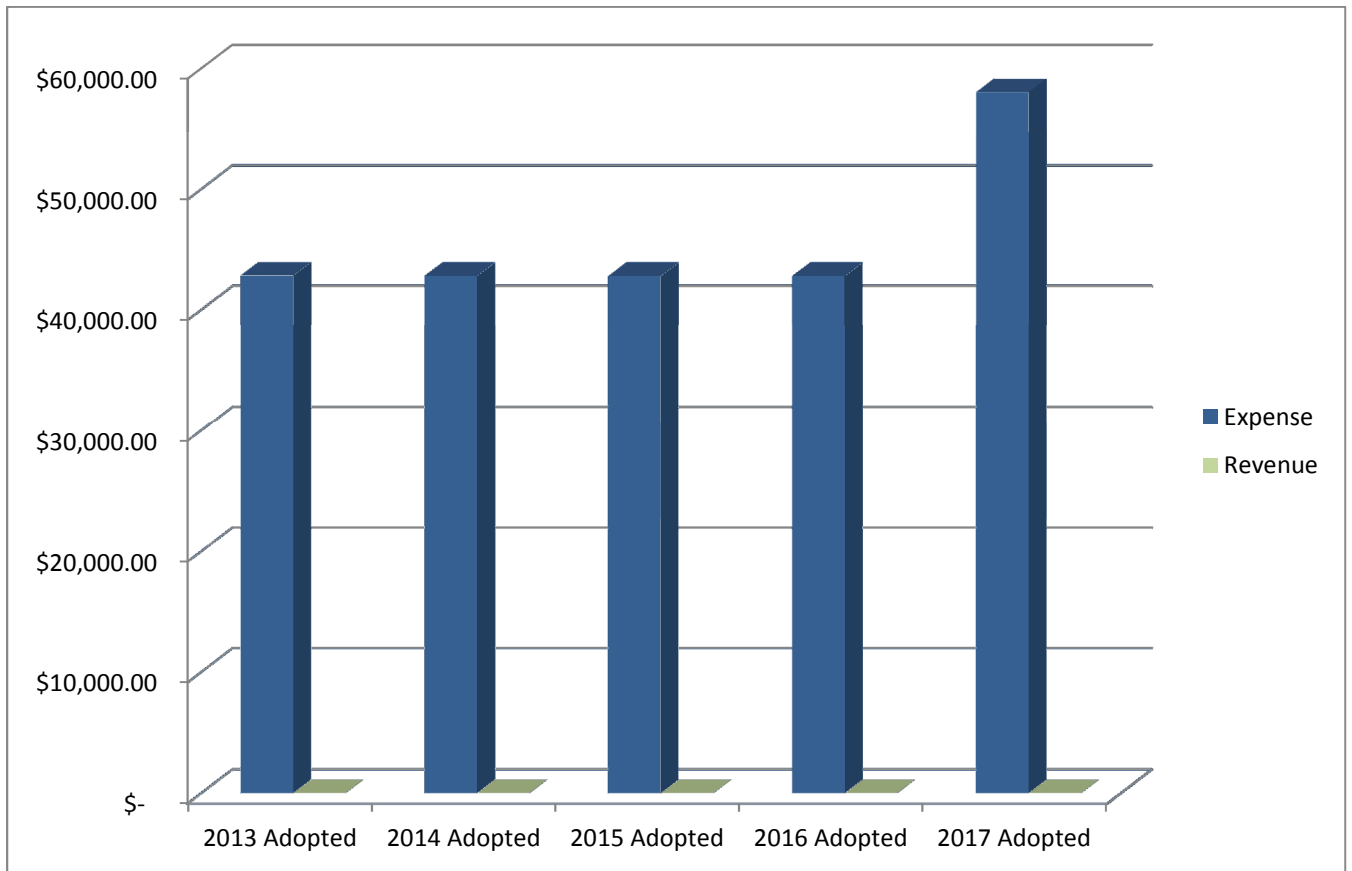
### *Literacy Volunteers:*

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.

## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Contract Services              | \$42,803            | \$58,051            |
| Total Budgetary Appropriations | \$42,803            | \$58,051            |
| <br>                           |                     |                     |
| County Share                   | \$42,803            | \$58,051            |

## Five Year Budget History



## A8040 Human Rights Commission

***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 in and is 100% County share. It is a non-mandated office.

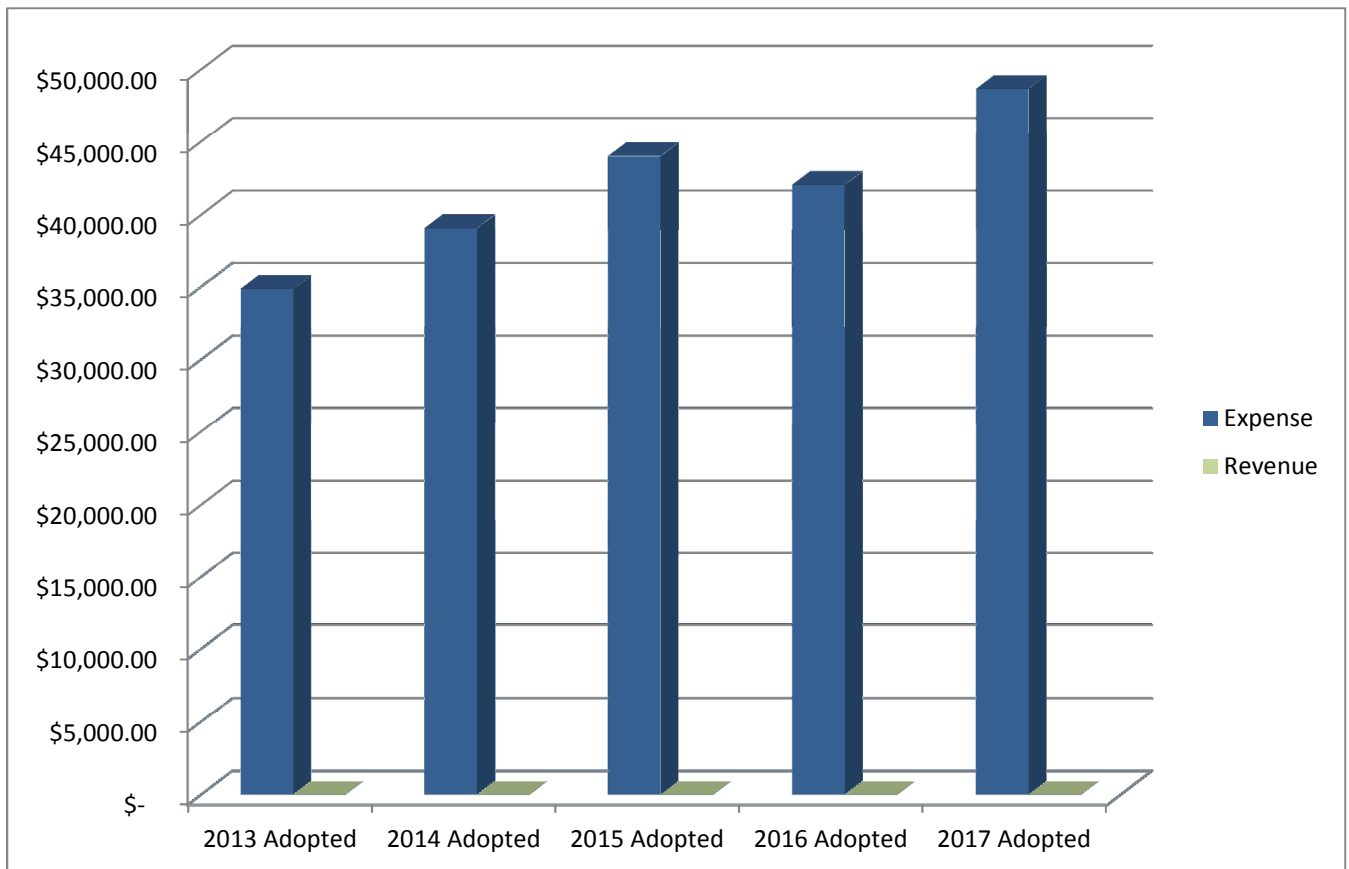
Functions of the Human Rights Commission include:

- 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 good will 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 extent provided by Correction Law 752 and to attempt to resolve such conflicts through direct intervention or referral.

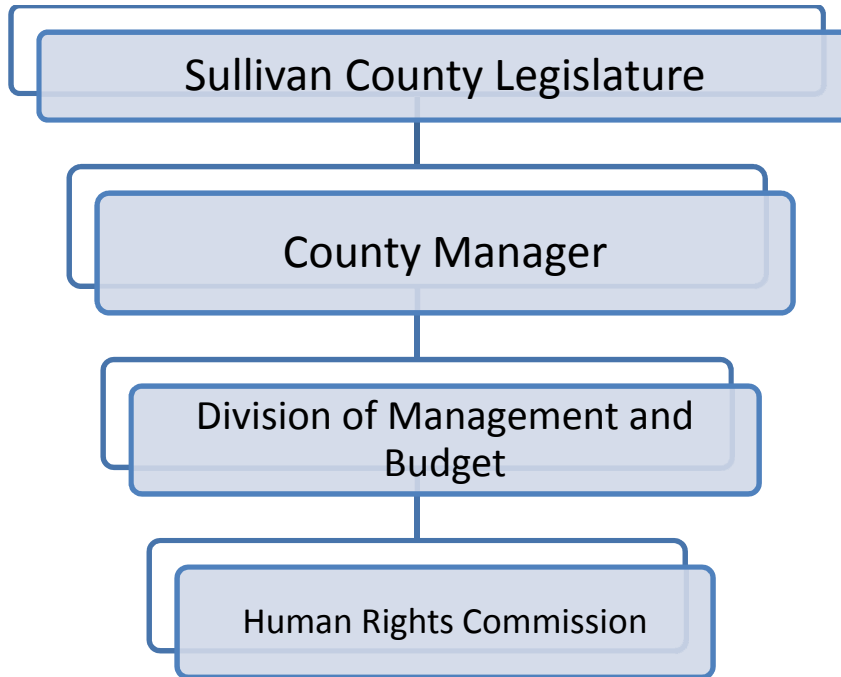
## Budget Summary

|                                | 2016 Amended | 2017 Adopted |
|--------------------------------|--------------|--------------|
| Budgetary Appropriations       |              |              |
| Personal Services              | \$23,103     | \$29,340     |
| Fixed Equipment                | \$0          | \$0          |
| Contract Services              | \$11,318     | \$12,466     |
| Employee Benefits              | \$12,219     | \$6,864      |
| Total Budgetary Appropriations | \$46,640     | \$48,670     |
| <br>Budgetary Revenues         |              |              |
| Departmental Revenue           | \$0          | \$0          |
| State Aid                      | \$0          | \$0          |
| Total Budgetary Revenues       | \$0          | \$0          |
| <br>County Share               | <br>\$46,640 | <br>\$48,670 |

## Five Year Budget History



## Organizational Structure



*\*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.*

## Position Summary

|                                | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|--------------------------------|-----------------|-------------------|---------------------|-----------------|
| EX DIR OF HUMAN RIGHTS COMM PT | 1               | 1                 | 1                   | 1               |
|                                | 1               | 1                 | 1                   | 1               |

## A8720 Fish and Game

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

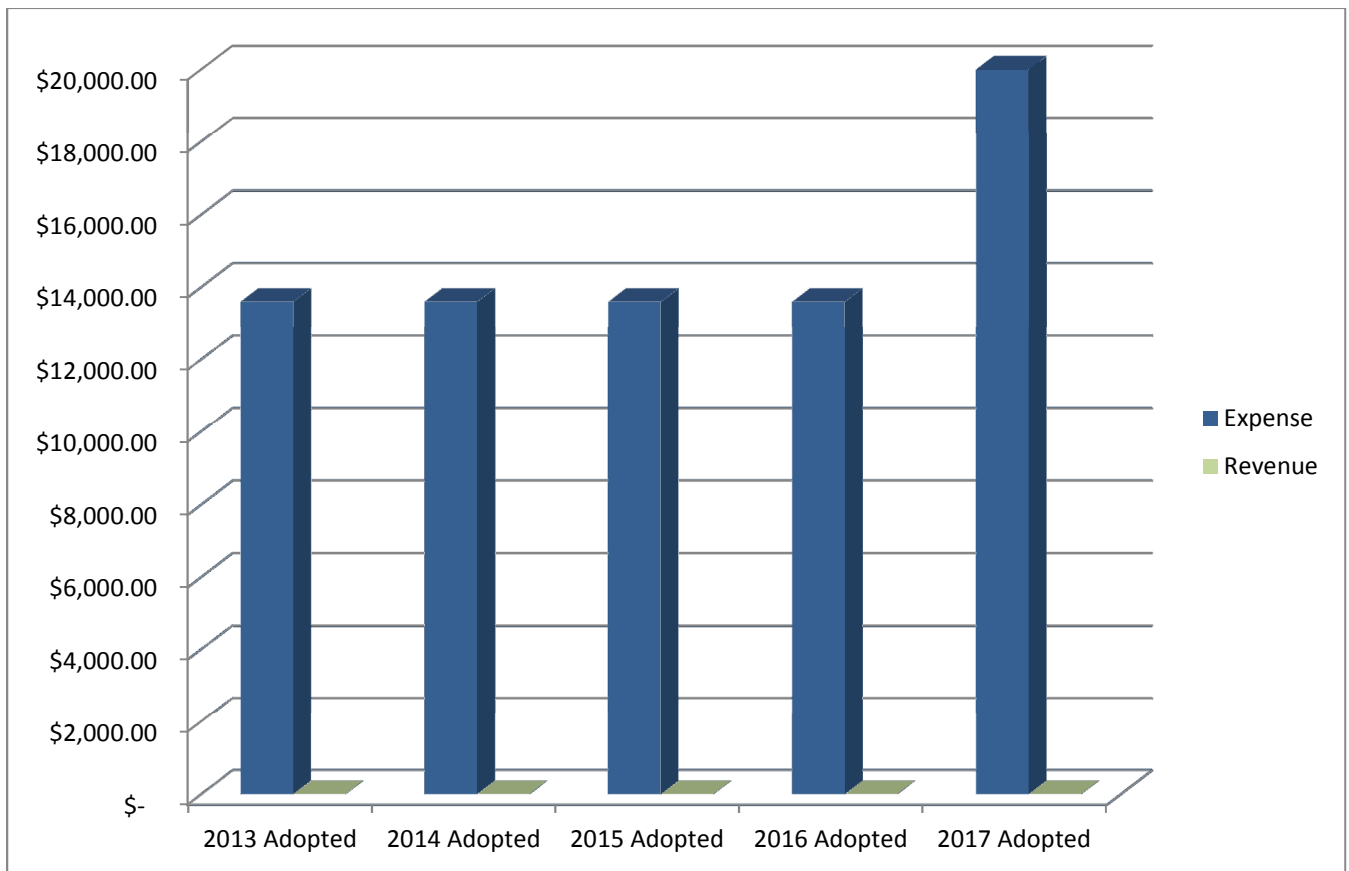
The Sullivan County Federation of Sportsmen’s Club promotes fish and game in Sullivan County and tries to make this county a better place for all to hunt, fish and live. They promote good clean sportsmanship and good fellowship in an effort to secure a means of better understanding and cooperation between 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 insure the future of conservation through extensive youth education programs.



## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Contract Services              | \$13,600            | \$20,000            |
| Total Budgetary Appropriations | \$13,600            | \$20,000            |
| <br>                           |                     |                     |
| County Share                   | \$13,600            | \$20,000            |

## Five Year Budget History



*\*Previously included an allocation of \$1,360 for the Sullivan County Longbeards through 2015.*

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

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

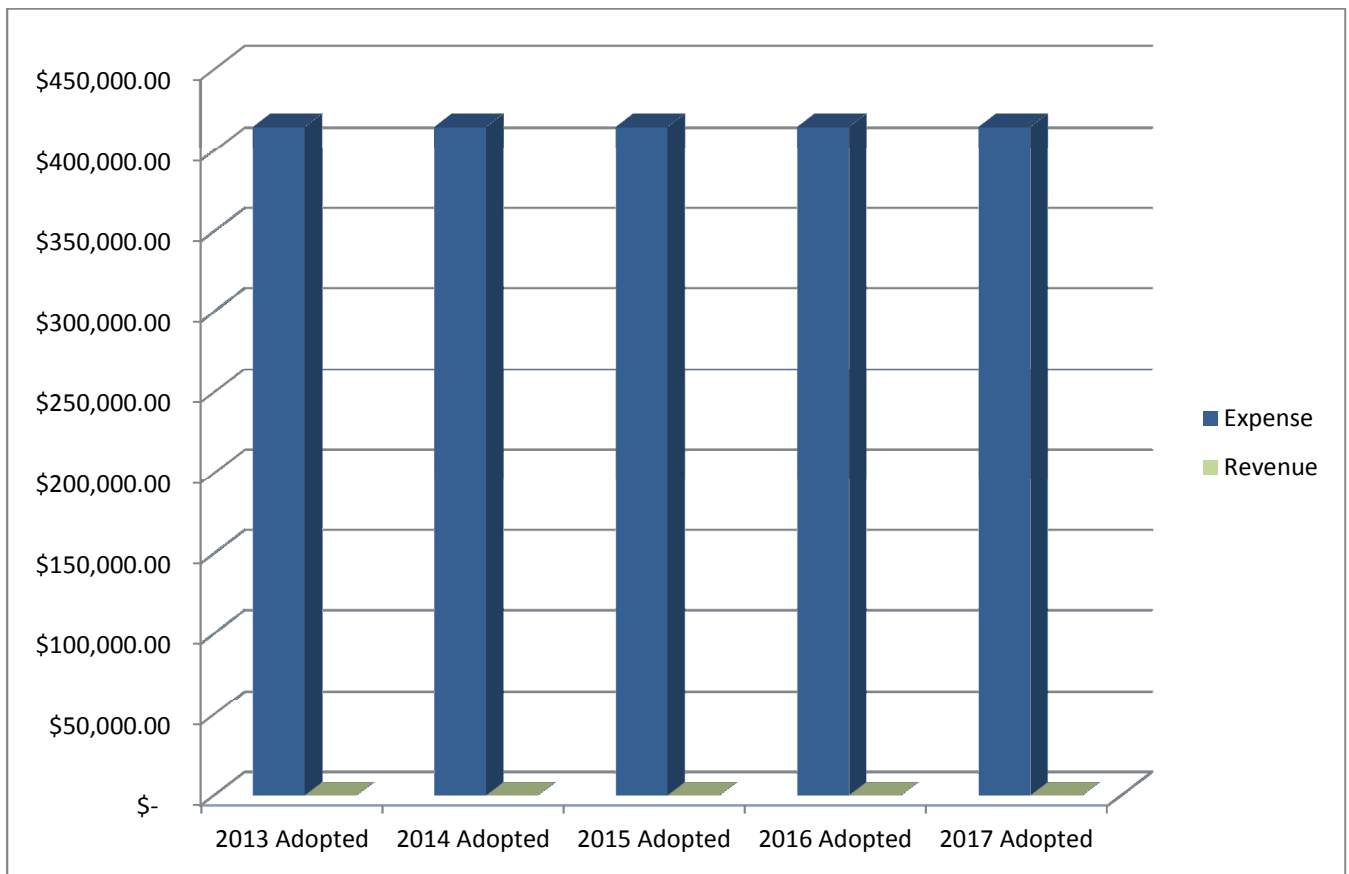
The contract is funded by the County's general fund and is 100% County cost. The contract does not represent a mandated service.

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

## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Contract Services              | \$415,000           | \$415,000           |
| Total Budgetary Appropriations | \$415,000           | \$415,000           |
| <br>                           |                     |                     |
| County Share                   | \$415,000           | \$415,000           |

## Five Year Budget History



# Division of Planning and Community Development

## A1355 Real Property Tax Services

***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 costs 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.

Functions of the Department of Planning and Environmental Management 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.

## 2016 Statistics and Accomplishments

| PROGRAM                           | KEY STATISTICS   | OUTCOME  |
|-----------------------------------|--|--|
| Real Property Tax Map Maintenance | Approximately 4,300 deeds processed conveying 5,500 parcels, 40 subdivisions processed totaling 150 lots, 25 lot improvements processed and more than 200 lots combined. | Assessors receive updated information for assessment purposes. Tax maps and property ownership records updated.  |
| Geographic Information Systems    | Produced over three dozen custom maps with associated data for governmental agencies and the general public.   | 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. |
| E-911 Addressing                  | Added approximately 1,400 Address points to the map and resolved over 150 issues concerning addressing/road names etc.   | 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.                              |

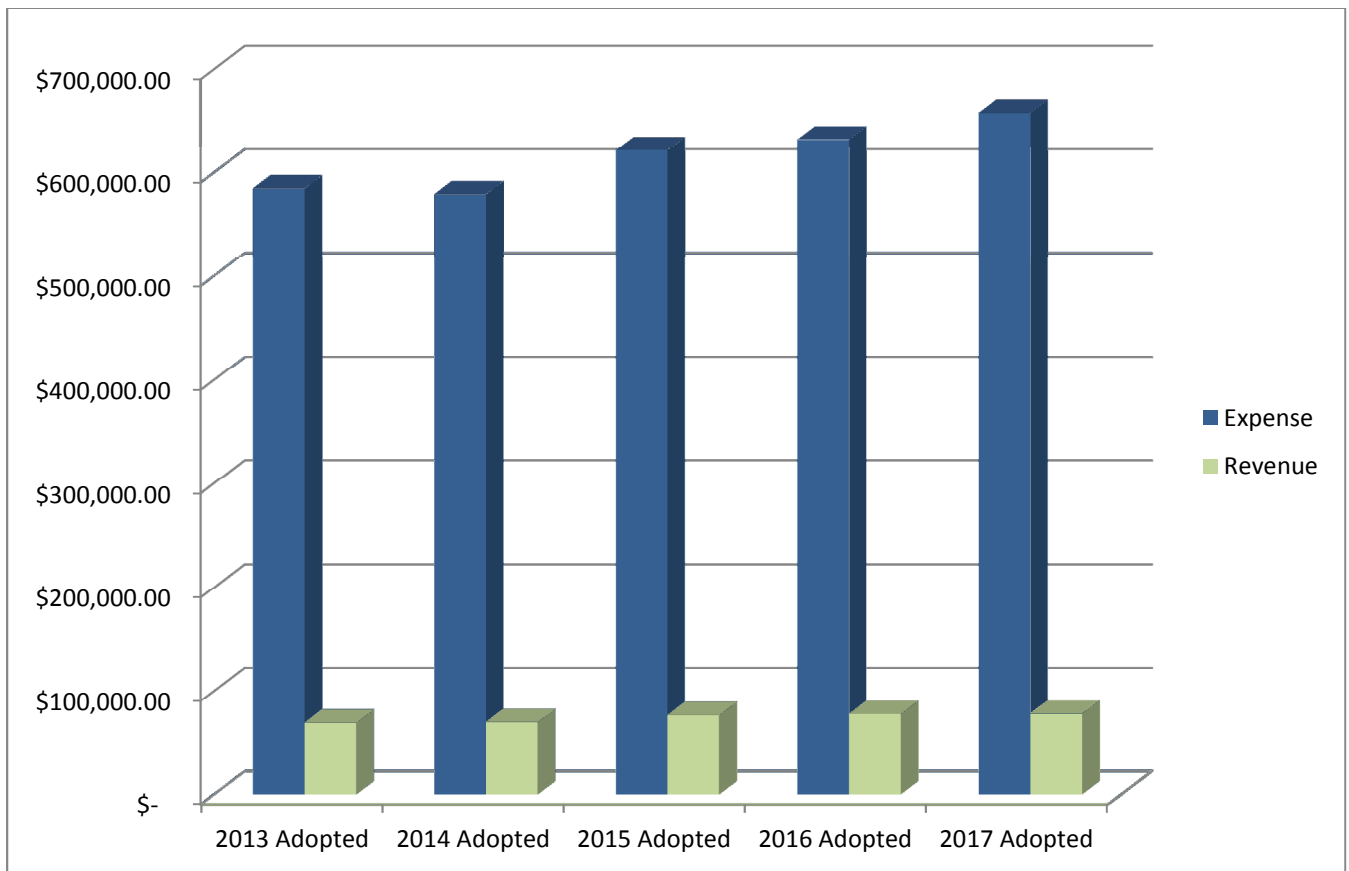
## 2017 Goals

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. Develop a public facing address verification application which will enable the general public to examine and verify their address within the county's E-911 database. With this tool, conflicts can potentially be discovered by county residents and be brought to our attention for resolution.
3. Develop a GIS discrepancy application for use by E-911 Dispatch which will allow the dispatch center to readily identify conflicts, errors, and discrepancies within our database. This will assist us in creating the most accurate maps possible for our emergency responders which will result in faster response times.

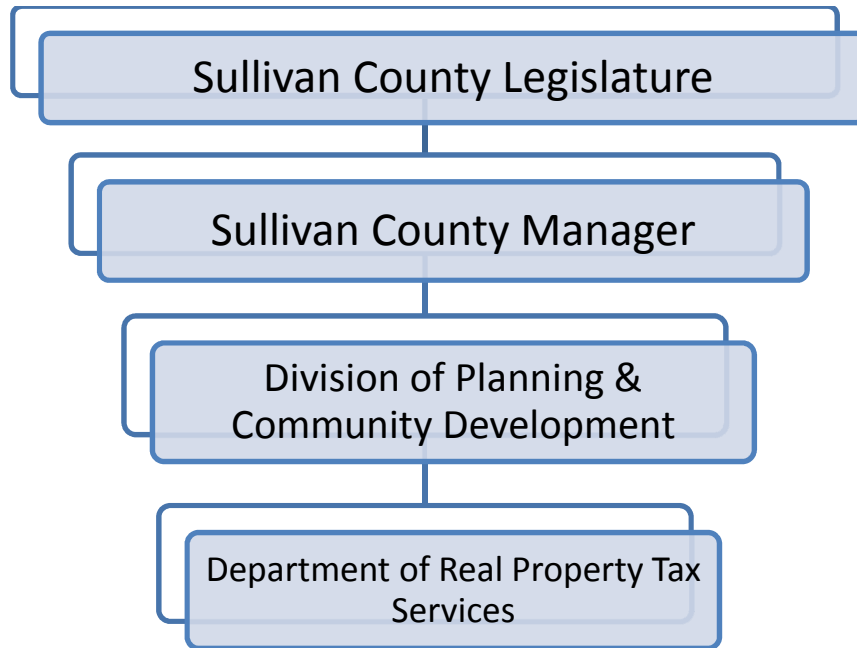
## Budget Summary

|                                | 2016 Amended  | 2017 Adopted  |
|--------------------------------|---------------|---------------|
| Budgetary Appropriations       |               |               |
| Personal Services              | \$336,358     | \$350,464     |
| Contract Services              | \$100,013     | \$103,058     |
| Employee Benefits              | \$195,883     | \$204,574     |
| Total Budgetary Appropriations | \$632,254     | \$658,096     |
| <br>Budgetary Revenues         |               |               |
| Departmental Revenue           | \$77,220      | \$77,770      |
| State Aid                      | \$0           | \$0           |
| Total Budgetary Revenues       | \$77,220      | \$77,770      |
| <br>County Share               | <br>\$555,034 | <br>\$580,326 |

## Five Year Budget History



## Organizational Structure



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

## Position Summary

|                                  | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------------|-----------------|-------------------|---------------------|-----------------|
| 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               |
|                                  | <b>6</b>        | <b>6</b>          | <b>6</b>            | <b>6</b>        |



## A6293 Center for Workforce Development

***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.

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.

## 2016 Statistics and Accomplishments

| PROGRAM  | KEY STATISTICS  | OUTCOME   |
|--|---|---|
| Workforce innovation and Opportunity Act (WIOA) - Adults             | 653 exited services between 4/1/15 – 12/31/15   | Of those who exited 62.7% entered employment; Of those who entered employment 81.3% retained employment; Average earnings (6 months) - \$12,572   |
| Workforce innovation and Opportunity Act (WIOA) – Dislocated Workers | 251 exited services between 4/1/15 – 12/31/15   | Of those who exited 197 entered employment; Of those who entered employment 86.4% retained employment; Average earnings (6 months) \$14,355   |
| Welfare to Work  | 840 individuals referred; 428 individuals received intensive services   | 157 entered employment; Average wage \$9.47 /hour; Of those employed 50% cases closed   |
| Workforce Development  | Efforts to build a talent pipeline that can support and respond to the significant growth in the Hospitality / Tourism industry are underway. | Awarded a USDA grant to conduct a Labor Shed Study and the impact of large scale economic development; Awarded a NYSDOL grant to develop career pathways and a regional sector partnership for the industry; The college and BOCES have created short certificate training programs and the college has reviewed and enhanced their relevant degree programs. |

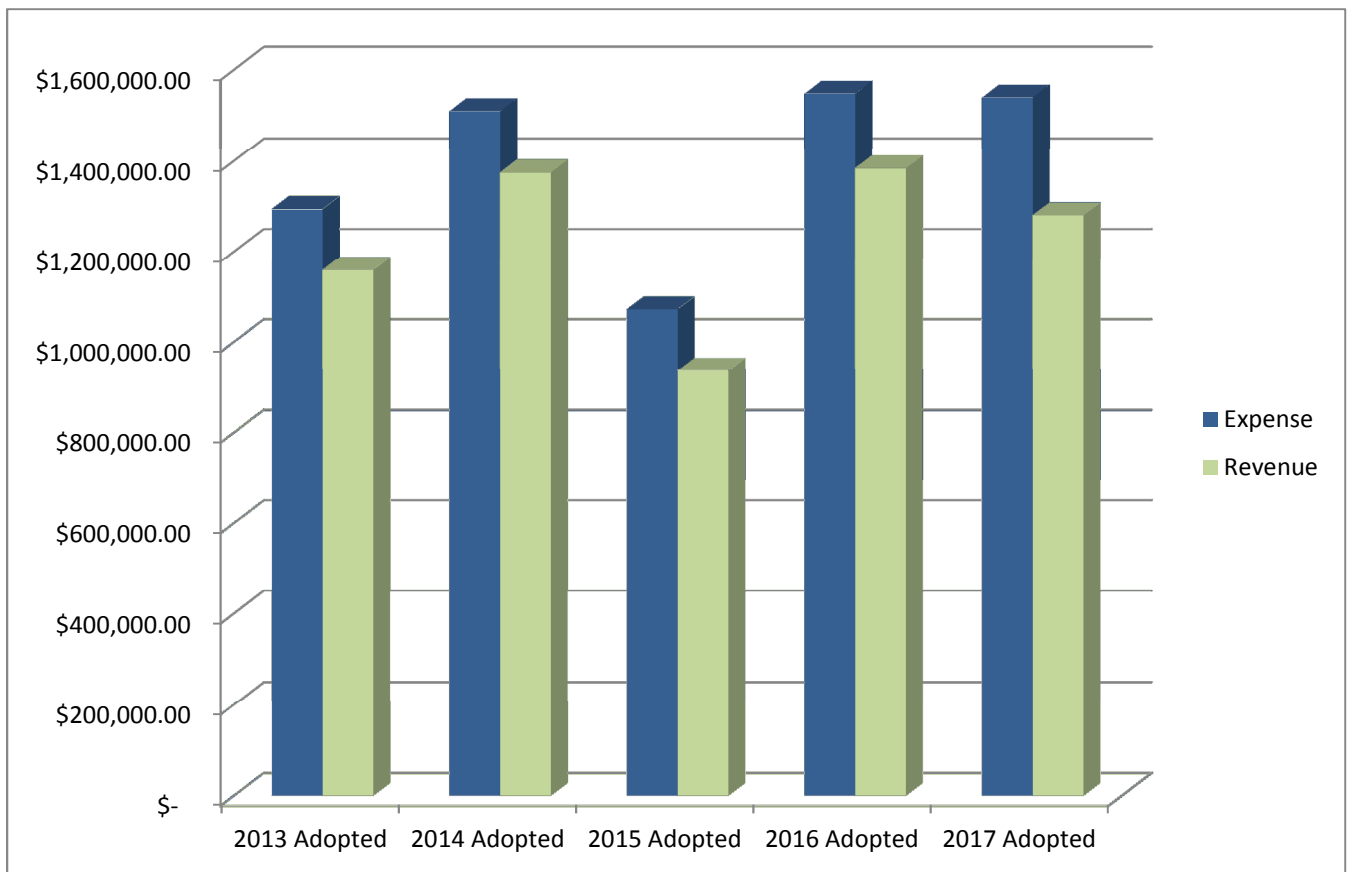
## 2017 Goals

1. Create the Hudson Valley Hospitality Skills Alliance – a regional business, workforce and education partnership dedicated to the development of a talent pipeline with clear career pathways for opportunities in the Hospitality/Tourism industry.
2. In partnerships with our education partners, we will prepare residents to take advantage of the job opportunities coming as a result of the Montreign Casino and other businesses opening and/or expanding in the county.
3. Working with our workforce partners we will provide recruitment support to Montreign Casino and other businesses opening and/or expanding in the county.
4. Actively seek funds for the successful Wheels for Work car loan program as one sustainable solution to the county's ongoing transportation issues.

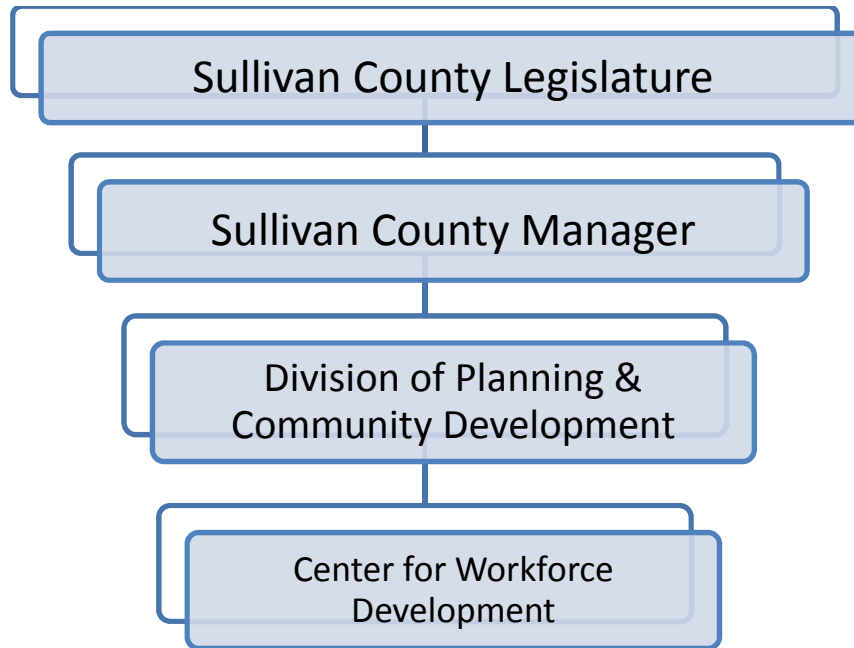
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$573,041           | \$647,131           |
| Fixed Equipment                | \$0                 | \$0                 |
| Contract Services              | \$677,500           | \$619,467           |
| Employee Benefits              | \$298,122           | \$273,599           |
| Total Budgetary Appropriations | \$1,548,663         | \$1,540,197         |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$456,510           | \$470,410           |
| State Aid                      | \$0                 | \$0                 |
| Federal Aid                    | \$927,757           | \$809,971           |
| Total Budgetary Revenues       | \$1,384,267         | \$1,280,381         |
| County Share                   | \$164,396           | \$259,816           |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                                  | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------------|-----------------|-------------------|---------------------|-----------------|
| ADMINISTRATIVE ASSISTANT         | 1               | 1                 | 1                   | 1               |
| CREW LEADER SEAS                 | 4               | 3                 | 3                   | 3               |
| CWD PROJECTS COORDINATOR         | 1               | 1                 | 1                   | 1               |
| DIR CENTER FOR WORKFORCE DEV     | 1               | 1                 | 1                   | 1               |
| EMPL & TRNG DATA MGMT SPECIAL    | 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               | 0                 | 0                   | 0               |
| SENIOR COMMUN EMPL PROG TR TFT   | 1               | 1                 | 1                   | 1               |
| SENIOR CREW LEADER SEAS          | 3               | 3                 | 3                   | 3               |
| YOUTH INTERN-CWD (SULL REN)      | 18              | 18                | 18                  | 18              |
|                                  | <b>39</b>       | <b>37</b>         | <b>37</b>           | <b>37</b>       |

## A8020-90 Planning and Community Development

***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.

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 l, m & n reviews
- Municipal training
- Environmental management
- Open space and farmland protection
- Revolving loan program.

## 2016 Statistics and Accomplishments

| PROGRAM                               | KEY STATISTICS  | OUTCOME  |
|---------------------------------------|---|--|
| Small Business Assistance             | Channeled \$182,000 in federal block grant funding  | Assisted 11 small businesses, including 6 new startups.  |
| Plans & Progress Small Grants Program | Provided 20 grants totaling \$99,905 to projects throughout the County  | Supported the arts, parks and recreation, historic preservation, economic development, civic improvements and public health. |
| Municipal Technical Assistance        | Provided technical support to 12 communities with respect to comprehensive plan updates, zoning amendments, and community visioning.                | Professional staff made available to towns and villages.   |
| Agriculture                           | Conducted a procurement process and selected a contractor to fabricate and install dairy processing equipment funded by \$186,000 in federal grants | The grant will enable the start-up of an organic yogurt and cheese-making operation.   |

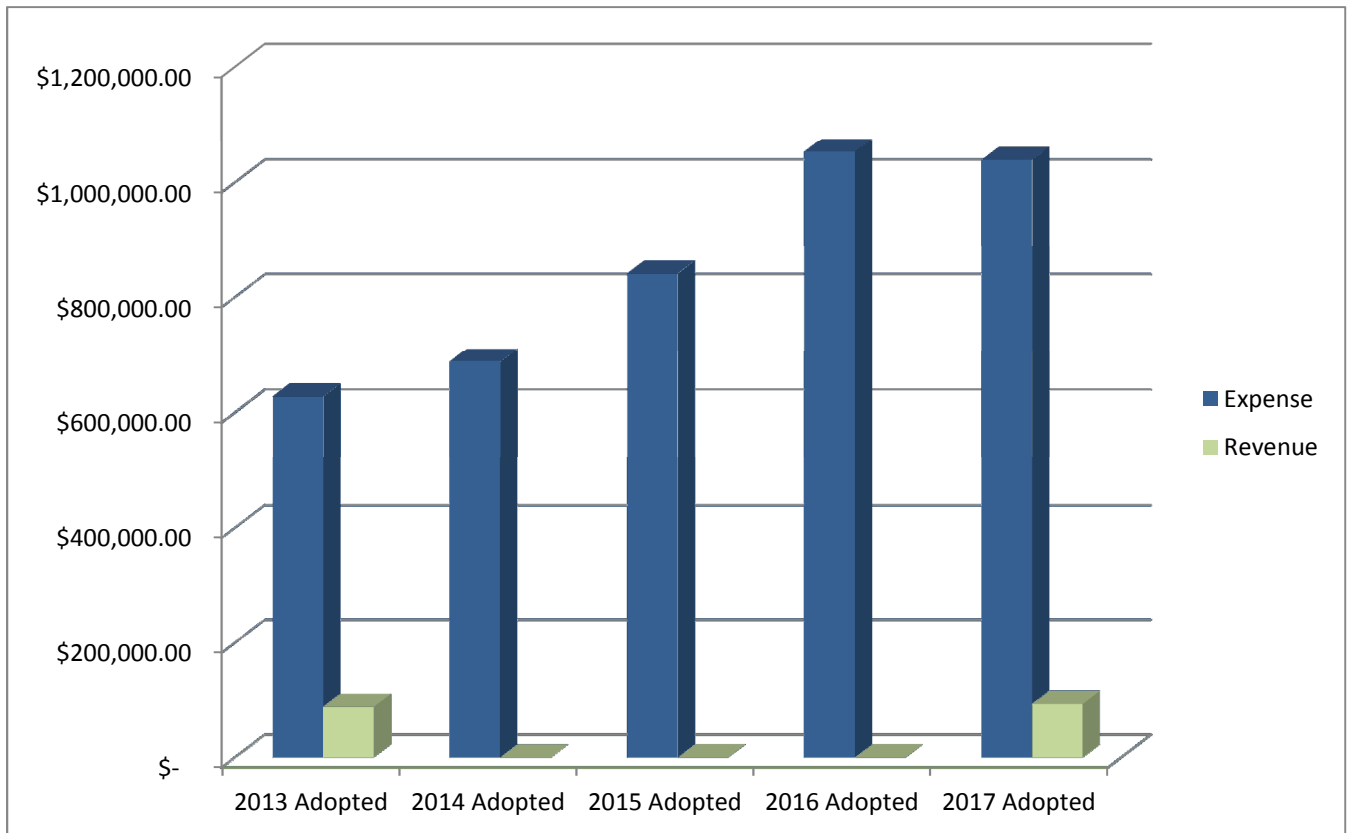
## 2017 Goals

1. Rebuild the Division's Community Development function by successfully launching initiatives such as the Sullivan County Land Bank Corporation to support neighborhood and increasing activities to develop and obtain funding for community development projects including brownfields remediation, housing improvement, and community facilities.
2. Further expand 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.
3. 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.
4. 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.
5. Collaborate with entities throughout the County in the priority of improving public health.

## Budget Summary

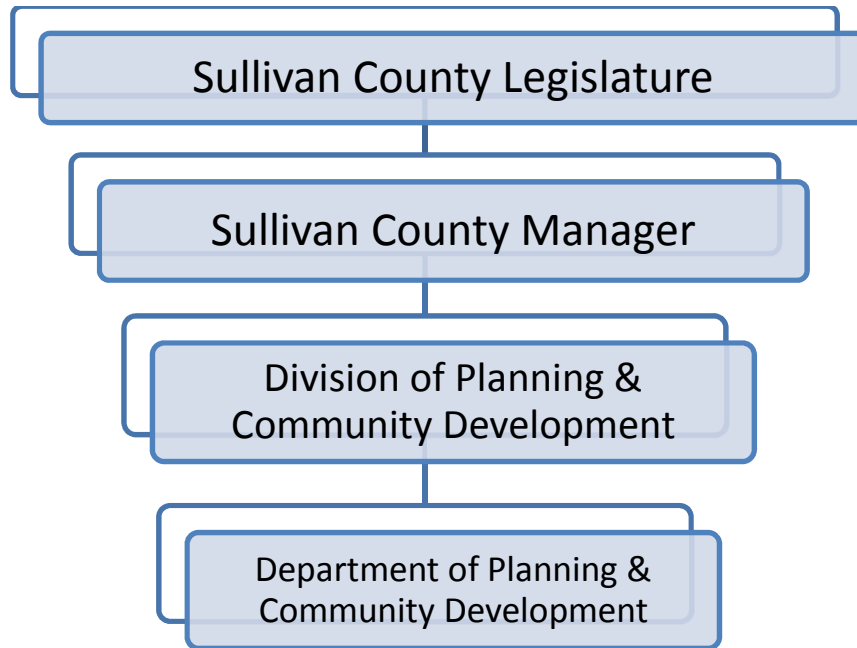
|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$345,017           | \$409,045           |
| Fixed Equipment                | \$0                 | \$0                 |
| Contract Services              | \$494,844           | \$401,375           |
| Employee Benefits              | \$218,505           | \$228,965           |
| Interfund Transfer             | \$0                 | \$0                 |
| Total Budgetary Appropriations | \$1,058,366         | \$1,039,385         |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$7,000             | \$0                 |
| State Aid                      | \$0                 | \$0                 |
| Federal Aid                    | \$0                 | \$92,614            |
| Total Budgetary Revenues       | \$7,000             | \$92,614            |
| County Share                   | \$1,051,366         | \$946,771           |

## Five Year Budget History





## Organizational Structure



## Position Summary

|                                 | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|---------------------------------|-----------------|-------------------|---------------------|-----------------|
| ACCOUNT CLERK/DATABASE          | 1               | 1                 | 1                   | 1               |
| ASSOCIATE PLANNER               | 0               | 1                 | 0                   | 0               |
| ASST COMM PLANNING & ENVIR MGMT | 1               | 1                 | 1                   | 1               |
| ASST COMM PLANNING AND COMM DEV | 0               | 0                 | 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               |
|                                 | <b>7</b>        | <b>8</b>          | <b>8</b>            | <b>8</b>        |

# Division of Public Safety

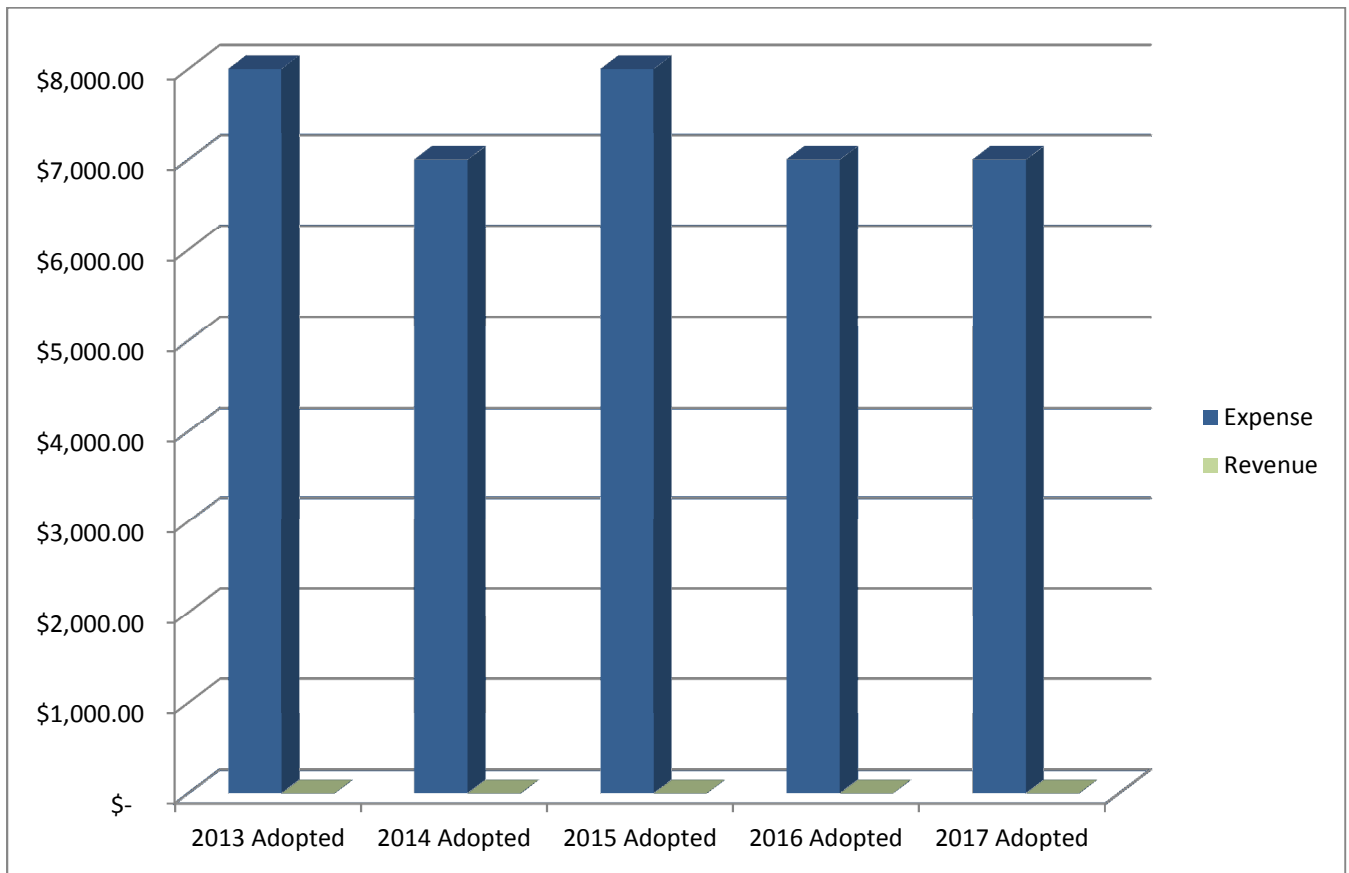
## A1110 Municipal Court

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

## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Contract Services              | \$7,000             | \$7,000             |
| Total Budgetary Appropriations | \$7,000             | \$7,000             |
| <br>                           |                     |                     |
| County Share                   | \$7,000             | \$7,000             |

## Five Year Budget History



## A1165 District Attorney

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

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

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

Functions of the District Attorney's Office include:

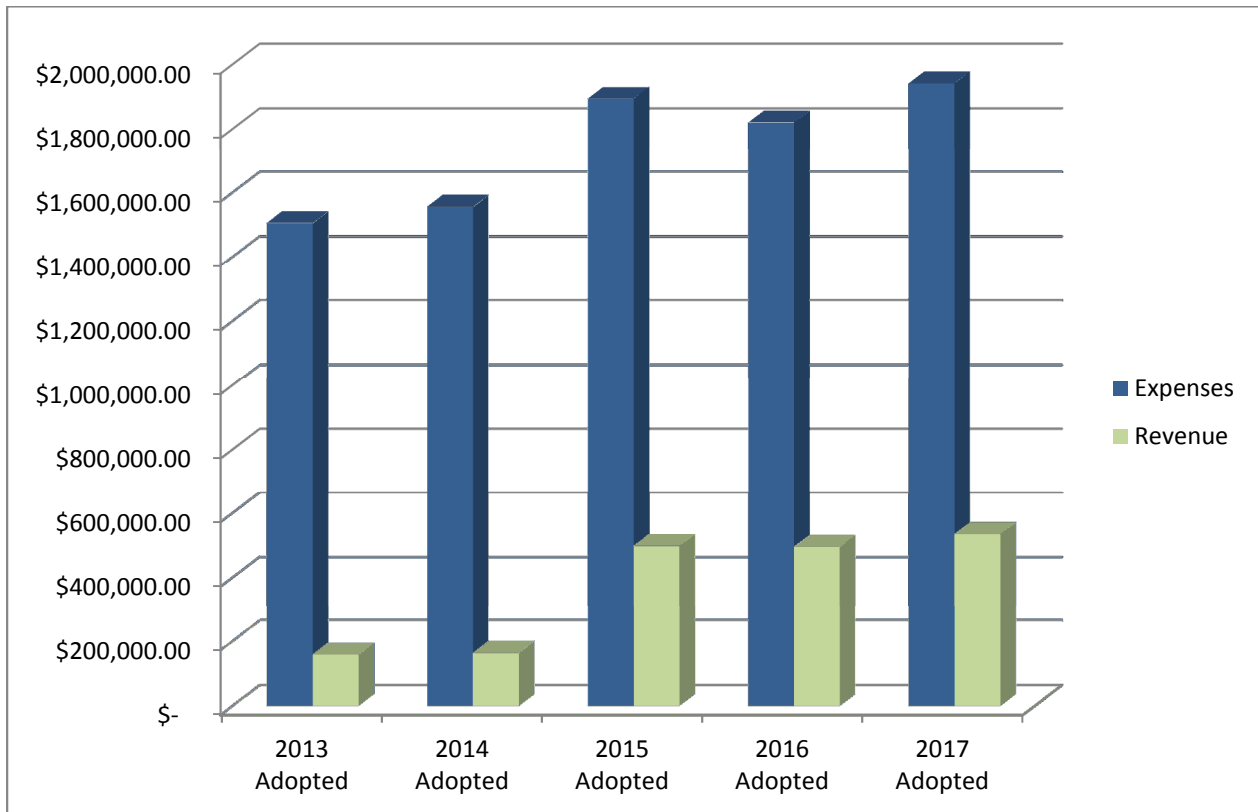
- Prosecution and investigation of all criminal offenses in Sullivan County, NY
- Crime prevention, through public education and public speaking at schools and community gathering to educate and make residents aware of matters of public importance that impacts their safety

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.

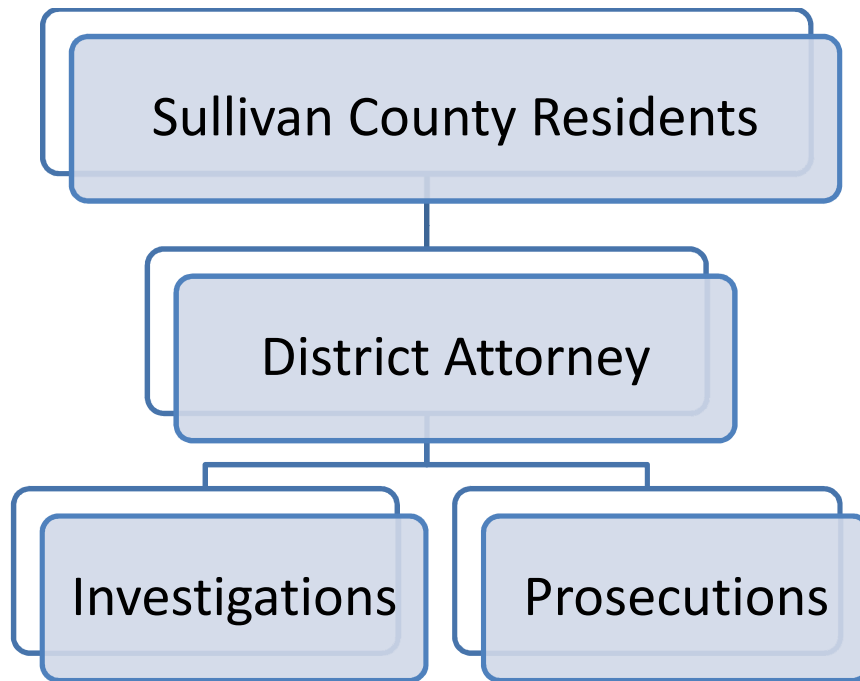
## Budget Summary

|                                       | 2016 Amended       | 2017 Adopted       |
|---------------------------------------|--------------------|--------------------|
| <b>Budgetary Appropriations</b>       |                    |                    |
| Personal Services                     | \$1,132,113        | \$1,181,779        |
| Fixed Equipment                       | \$0                | \$0                |
| Contract Services                     | \$217,935          | \$257,564          |
| Employee Benefits                     | \$494,735          | \$502,139          |
| <b>Total Budgetary Appropriations</b> | <b>\$1,844,783</b> | <b>\$1,941,482</b> |
| <b>Budgetary Revenues</b>             |                    |                    |
| Departmental Revenue                  | \$395,391          | \$379,876          |
| State Aid                             | \$114,976          | \$154,976          |
| Federal Aid                           | \$0                | \$0                |
| <b>Total Budgetary Revenues</b>       | <b>\$510,367</b>   | <b>\$534,852</b>   |
| <b>County Share</b>                   | <b>\$1,334,416</b> | <b>\$1,406,630</b> |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                                  | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------------|-----------------|-------------------|---------------------|-----------------|
| 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 TYPYST                    | 1               | 1                 | 1                   | 1               |
| SR DISTRICT ATTY INVESTIGATOR    | 1               | 1                 | 1                   | 1               |
| TASK FORCE OFFICER               | 1               | 1                 | 1                   | 1               |
|                                  | <b>21</b>       | <b>20</b>         | <b>20</b>           | <b>20</b>       |

## A1170 Public Defense

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 Sullivan County Legal Aid Panel and 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.

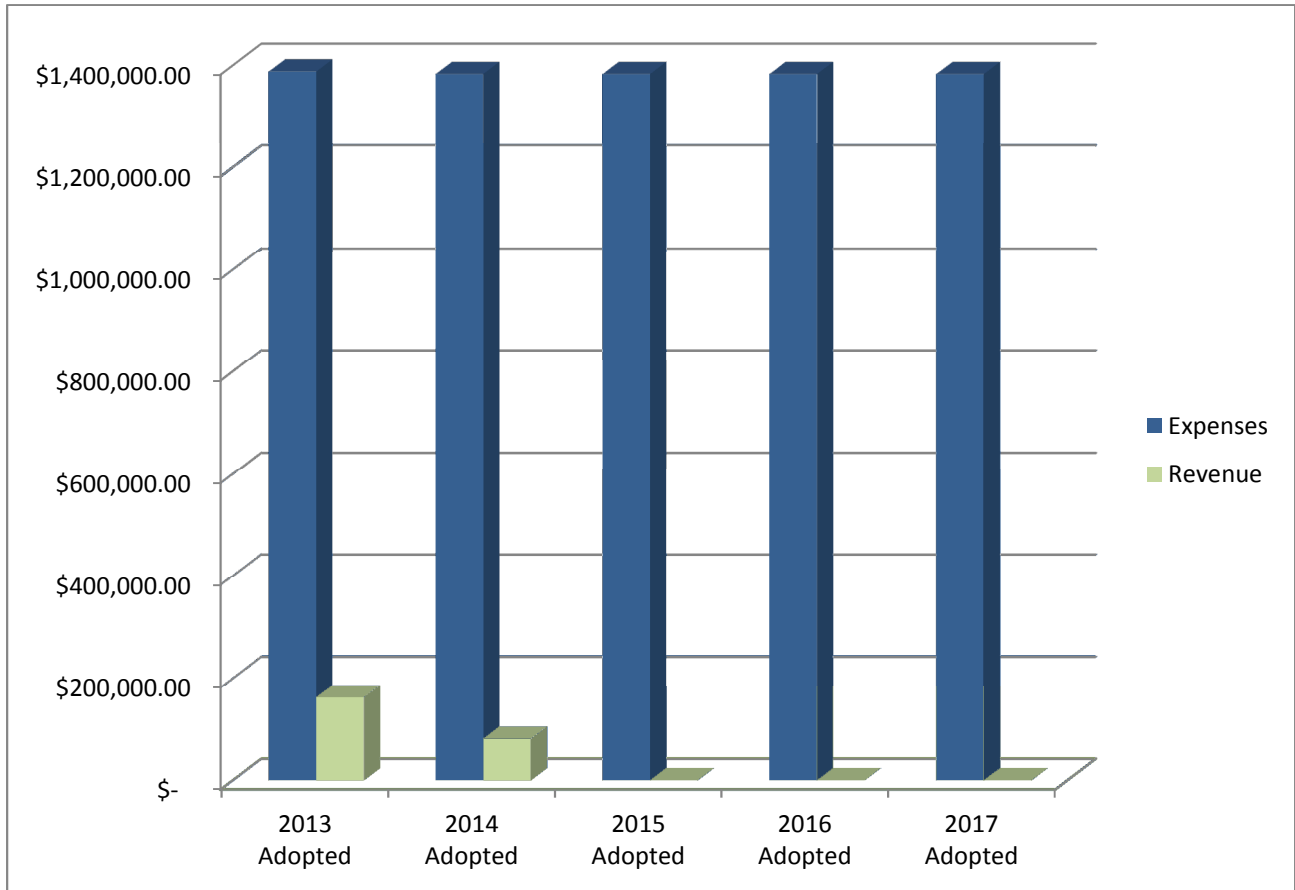
The budget for Public Defense consists primarily of contractual services with two agencies that provide the services mandated by New York State. A small amount of funding is used for services related to the provision of legal defense, such as assigned counsel and stenographic services.



## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$0                 | \$0                 |
| Contract Services              | \$1,382,757         | \$1,382,757         |
| Employee Benefits              | \$0                 | \$0                 |
| Total Budgetary Appropriations | \$1,382,757         | \$1,382,757         |
| <br>Budgetary Revenues         |                     |                     |
| Departmental Revenue           | \$0                 | \$0                 |
| State Aid                      | \$0                 | \$0                 |
| Total Budgetary Revenues       | \$0                 | \$0                 |
| <br>County Share               | <br>\$1,382,757     | <br>\$1,382,757     |

## Five Year Budget History



## A1185 Coroners

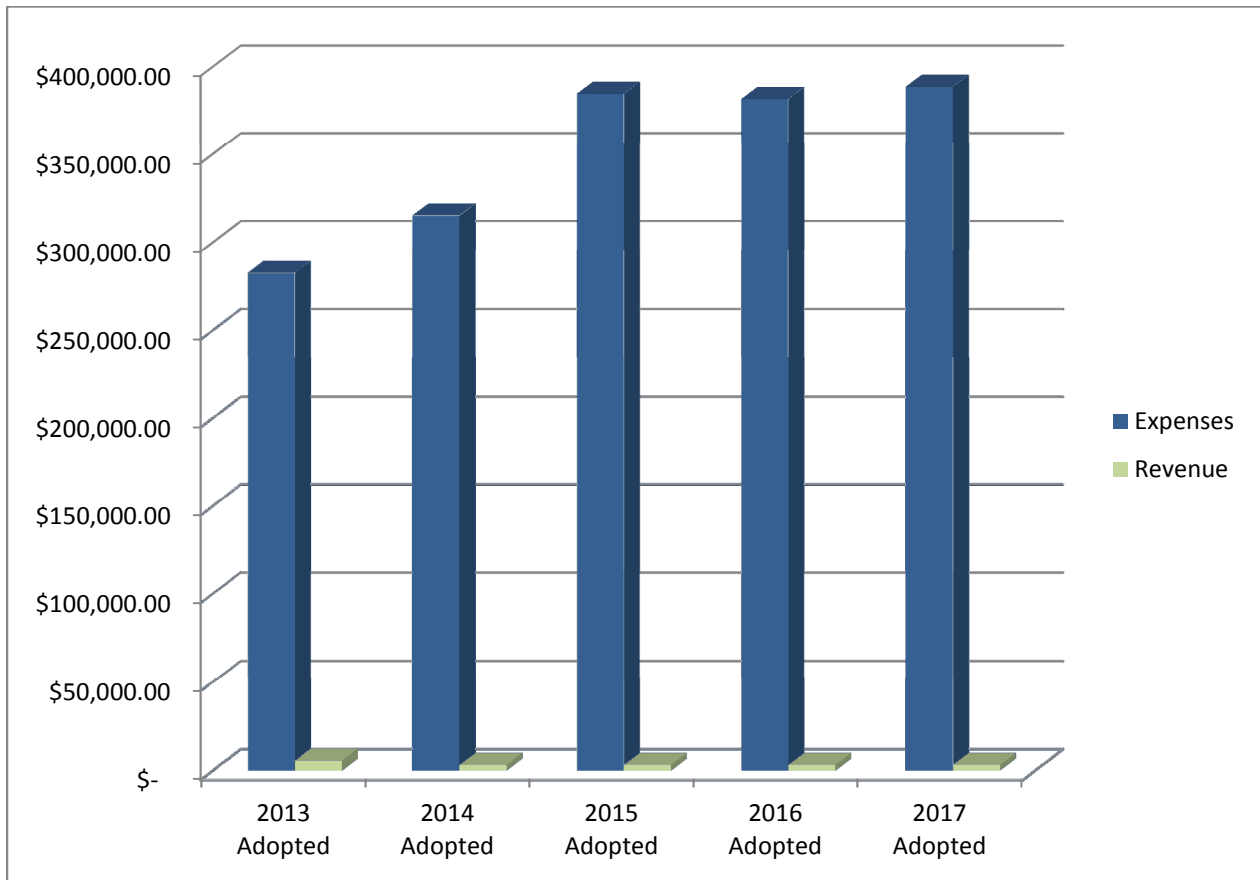
***The Sullivan County Coroner's Office is responsible to make inquiry into unnatural deaths within the County, as well as to make inquiry into deaths natural or unnatural occurring to an inmate of a correctional facility in Sullivan County.***

The 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.

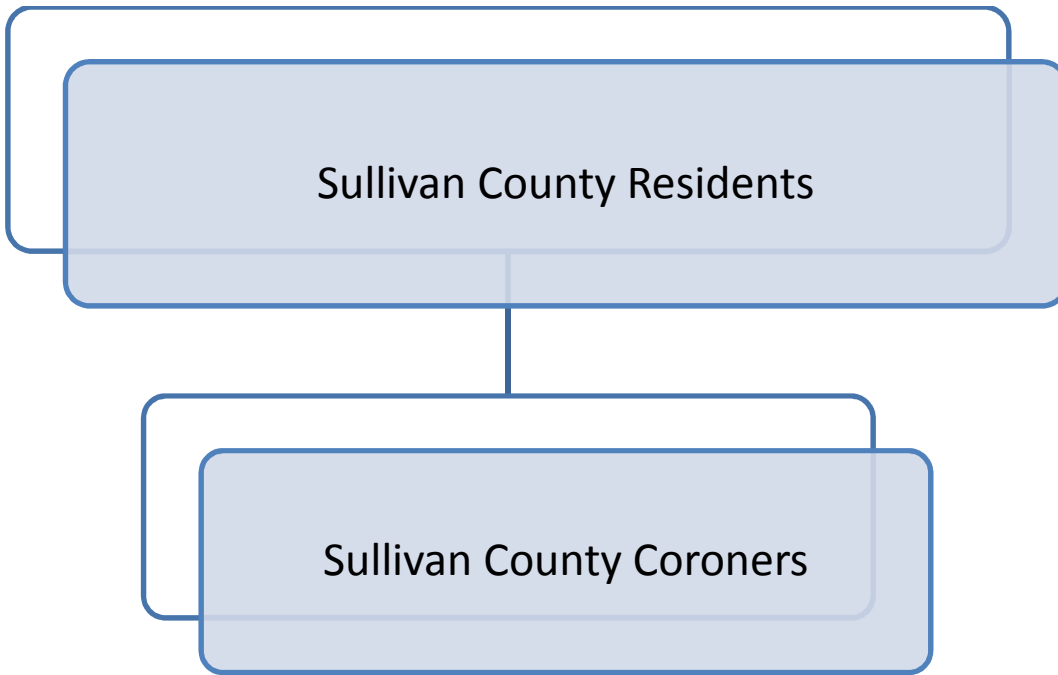
## Budget Summary

|                                | 2016 Amended | 2017 Adopted |
|--------------------------------|--------------|--------------|
| Budgetary Appropriations       |              |              |
| Personal Services              | \$53,712     | \$54,254     |
| Fixed Equipment                | \$0          | \$0          |
| Contract Services              | \$266,240    | \$246,518    |
| Employee Benefits              | \$61,684     | \$87,837     |
| Total Budgetary Appropriations | \$381,636    | \$388,609    |
| Budgetary Revenues             |              |              |
| State Aid                      | \$3,000      | \$3,000      |
| Total Budgetary Revenues       | \$3,000      | \$3,000      |
| County Share                   | \$378,636    | \$385,609    |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                             | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-----------------------------|-----------------|-------------------|---------------------|-----------------|
| CORONER PD                  | 4               | 4                 | 4                   | 4               |
| CORONER/COUNTY CLERK'S AIDE | 0.5             | 0.5               | 0.5                 | 0.5             |
|                             | <b>4.5</b>      | <b>4.5</b>        | <b>4.5</b>          | <b>4.5</b>      |

## A3010 Public Safety Administration (Office of Emergency Management)

***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 training requirements under Homeland Security Presidential Directive 5 NIMS and the NRP.

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, and 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

## 2016 Statistics and Accomplishments

| PROGRAM                   | KEY STATISTICS  | OUTCOME   |
|---------------------------|---|---|
| Emergency Training Center | Classes and training provided to emergency responders: 19 emergency management staff, 37 Sullivan County Sheriff, 7 EMS, 17 E-911, 3 NYS Police and 8 various other agencies. | Emergency responders better prepared for real life emergencies. |

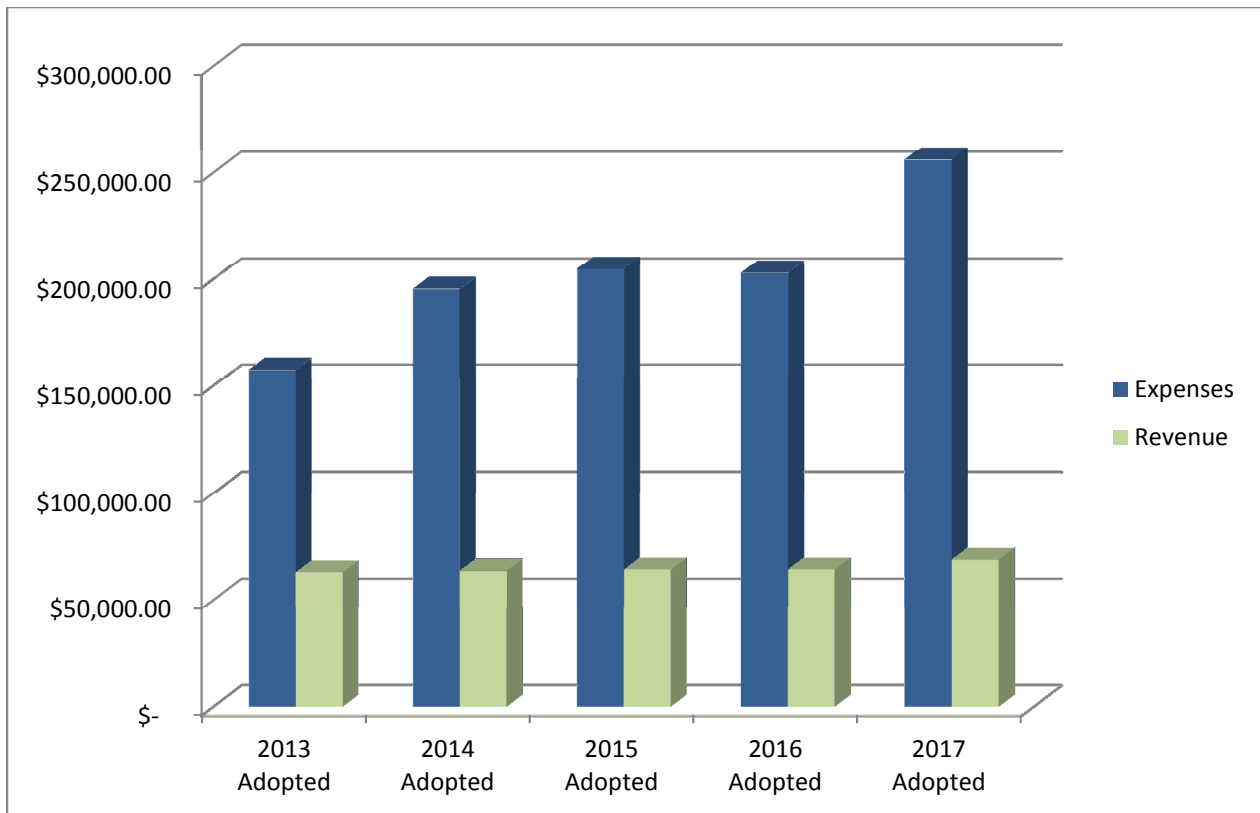
## 2017 Goals

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.
3. Replace 17 AED's currently located in all county buildings in 2017 as currently models are now outdated and need new batteries.

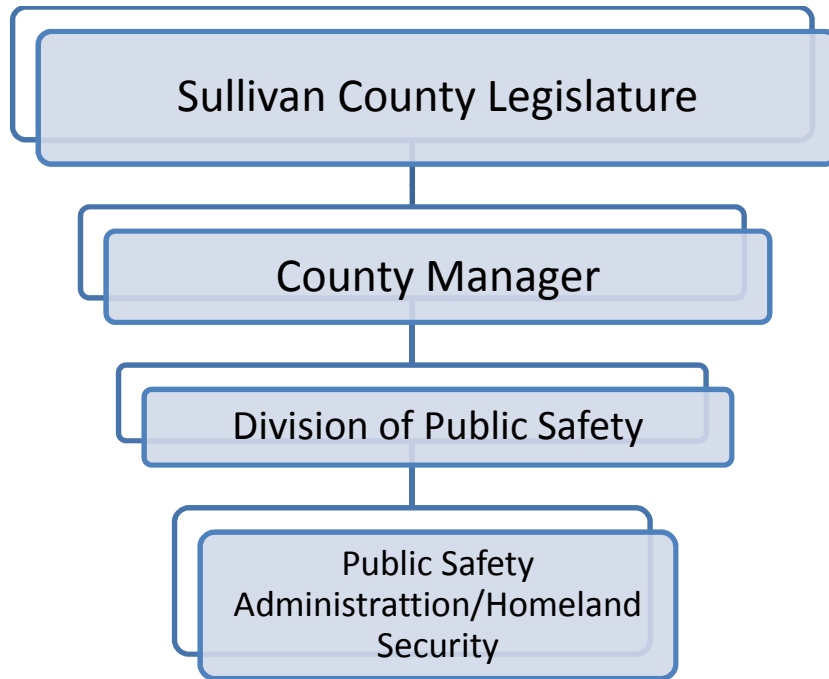
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$101,132           | \$104,136           |
| Fixed Equipment                | \$51,000            | \$0                 |
| Contract Services              | \$76,448            | \$118,153           |
| Employee Benefits              | \$33,971            | \$33,835            |
| Total Budgetary Appropriations | \$262,551           | \$256,124           |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$39,470            | \$34,750            |
| State Aid                      | \$84,328            | \$34,048            |
| Federal Aid                    | \$0                 | \$0                 |
| Total Budgetary Revenues       | \$123,798           | \$68,798            |
| County Share                   | \$138,753           | \$187,326           |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                                 | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|---------------------------------|-----------------|-------------------|---------------------|-----------------|
| COMMISSIONER PUBLIC SAFETY      | 0.75            | 0.75              | 0.75                | 1               |
| EMERG SVC TR CTR FACILITATOR PD | 1               | 1                 | 1                   | 1               |
| EMERGENCY SVCS TRN CTR COORD    | 1               | 1                 | 1                   | 1               |
|                                 | <b>2.75</b>     | <b>2.75</b>       | <b>2.75</b>         | <b>3</b>        |



## A3020 Public Safety Communications/E-911

***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.

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.

## 2016 Statistics and Accomplishments

| 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 Medical Dispatch              | Transitioned our Emergency Medical Dispatch system which will provide a streamlined questioning protocol and pre-arrival instructions for 911 callers with medical emergencies. | This will save time, provide quicker instructions to the caller and speed dispatch for EMS responders.   |

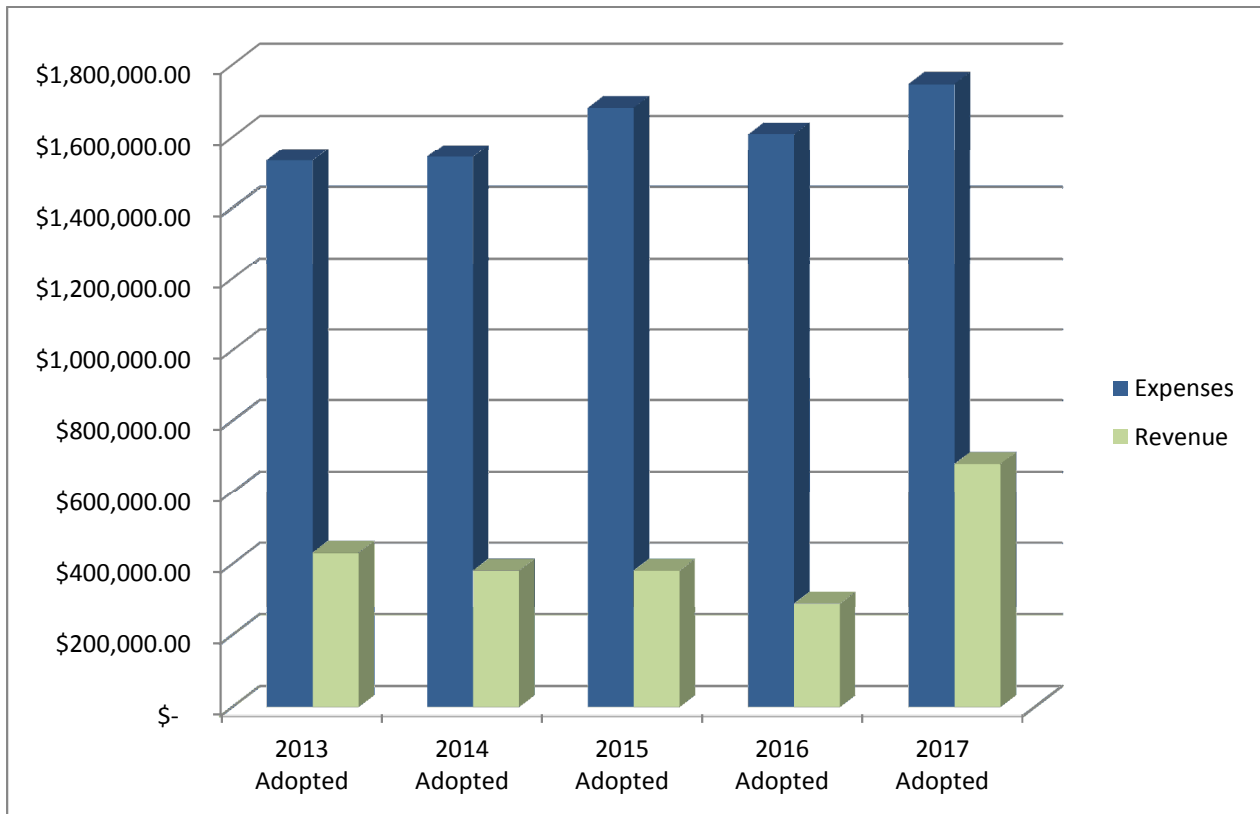
## 2017 Goals

1. Complete the installation of the new public safety communications radio equipment and transition all public safety users to the new system. This will provide much needed interoperable communications and help to provide better radio coverage to our County's first responders.
2. Implementation of a text-to-911 system in Sullivan County. This will provide a vital link to 911 for those who are not able to verbally communicate and provide a greater value to our hearing impaired residents during an emergency situation.
3. Building upon the success of our Emergency Medical Dispatch system transition in 2016, our department will be moving forward to initiate a similar nationally recognized protocol for law enforcement dispatch which will provide standard and concise dispatch to our police agencies across the County.

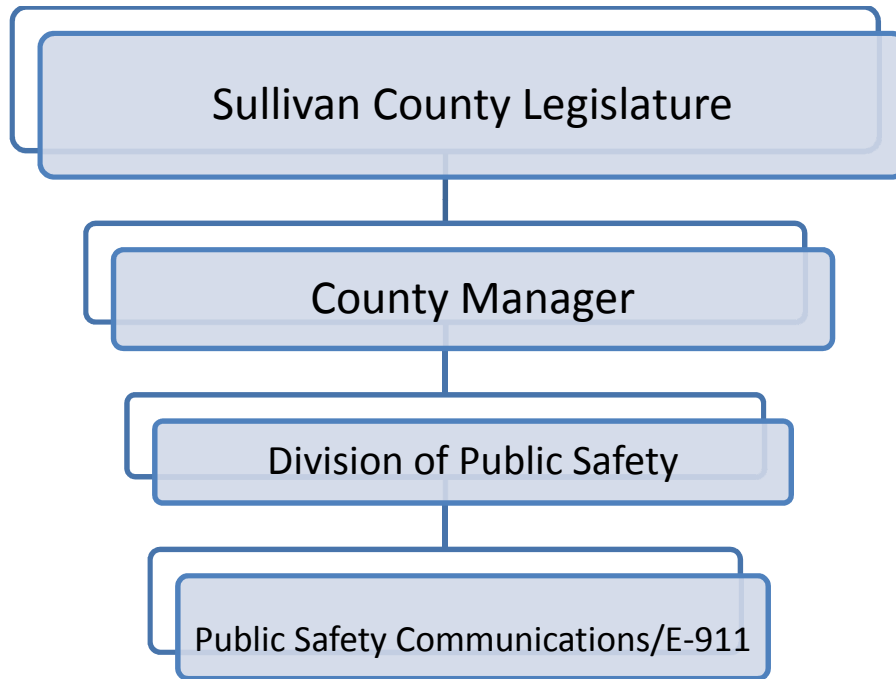
## Budget Summary

|                                       | 2016 Amended       | 2017 Adopted       |
|---------------------------------------|--------------------|--------------------|
| Budgetary Appropriations              |                    |                    |
| Personal Services                     | \$941,848          | \$978,075          |
| Fixed Equipment                       | \$235,746          | \$0                |
| Contract Services                     | \$252,562          | \$174,193          |
| Employee Benefits                     | \$526,819          | \$594,872          |
| Interfund Transfer                    | \$155,289          | \$0                |
| <b>Total Budgetary Appropriations</b> | <b>\$2,112,264</b> | <b>\$1,747,140</b> |
| Budgetary Revenues                    |                    |                    |
| Departmental Revenue                  | \$290,000          | \$280,000          |
| State Aid                             | \$502,855          | \$400,000          |
| Federal Aid                           | \$0                | \$0                |
| Interfund Transfer                    | \$0                | \$0                |
| <b>Total Budgetary Revenues</b>       | <b>\$792,855</b>   | <b>\$680,000</b>   |
| <br>County Share                      | <br>\$1,319,409    | <br>\$1,067,140    |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                                 | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|---------------------------------|-----------------|-------------------|---------------------|-----------------|
| ASST CHIEF EMERG SVS DISPATCHER | 0               | 1                 | 1                   | 1               |
| 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        | 9               | 10                | 10                  | 10              |
| EMERGENCY SVS DISPATCHER RPT    | 1               | 1                 | 1                   | 1               |
| SENIOR EMERGENCY SVS DISPATCHER | 5               | 4                 | 4                   | 4               |
|                                 | <b>19</b>       | <b>20</b>         | <b>20</b>           | <b>20</b>       |

## A3110 Sheriff

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

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

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

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

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

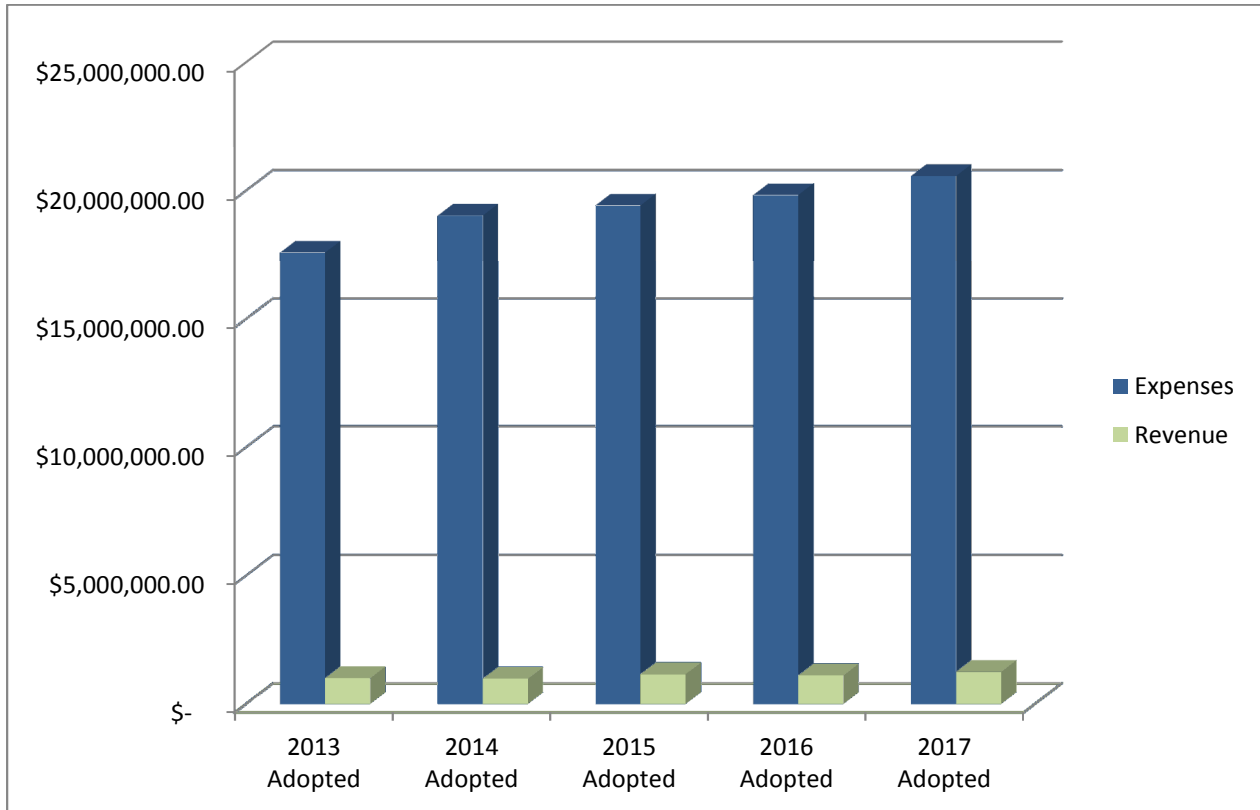
Functions of the Sullivan County Sheriff's Office include:

- *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

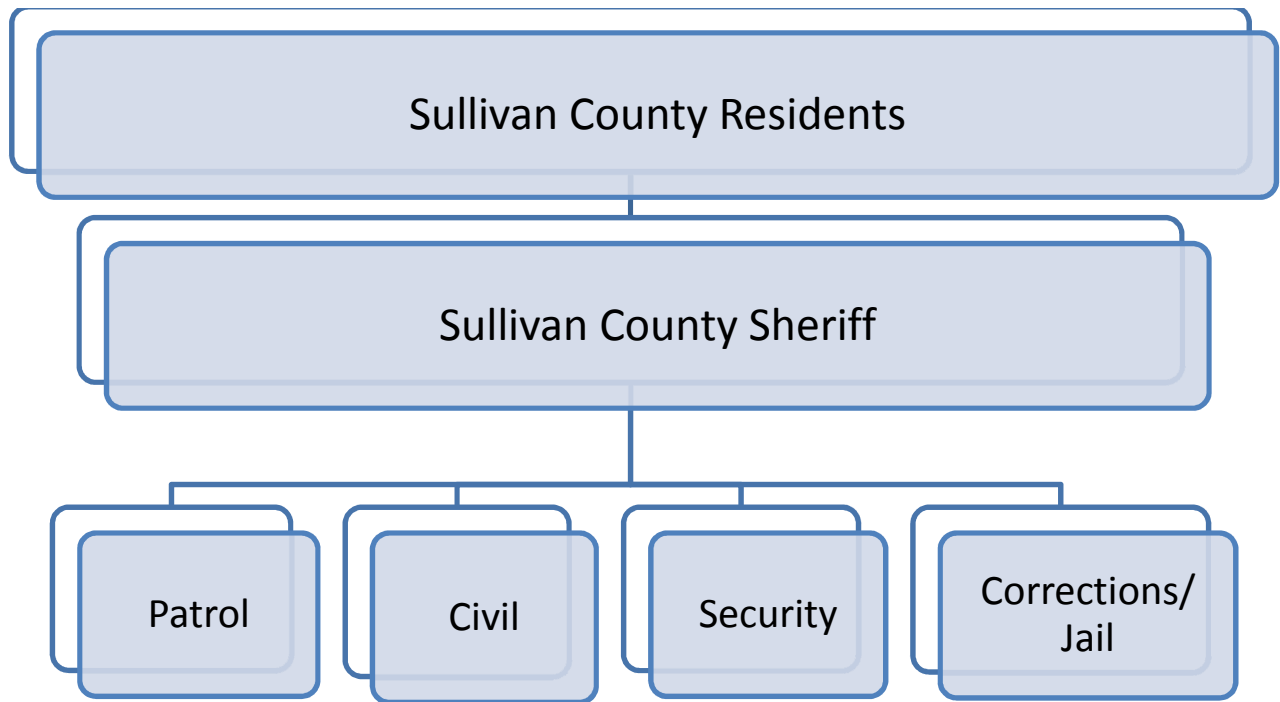
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$11,060,415        | \$11,333,792        |
| Fixed Equipment                | \$283,188           | \$288,000           |
| Contract Services              | \$2,551,007         | \$2,537,133         |
| Employee Benefits              | \$6,033,275         | \$6,398,713         |
| Total Budgetary Appropriations | \$19,927,885        | \$20,557,638        |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$902,500           | \$1,032,500         |
| State Aid                      | \$4,000             | \$4,000             |
| Federal Aid                    | \$204,900           | \$203,500           |
| Total Budgetary Revenues       | \$1,111,400         | \$1,240,000         |
| County Share                   | \$18,816,485        | \$19,317,638        |

## Five Year Budget History



## Organizational Structure



## Position Summary

| SH - PATROL                      |                 |                   |                     |                 |
|----------------------------------|-----------------|-------------------|---------------------|-----------------|
|                                  | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
| CHIEF DEP-PATROL DIV/INTERNAF    | 1               | 1                 | 1                   | 1               |
| DEPUTY SHERIFF                   | 27              | 27                | 27                  | 27              |
| 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               |
| SENIOR ACCOUNT CL/TYP (CSCO)     | 2               | 0                 | 0                   | 0               |
| SHERIFF'S DEPT ACCT PAY COORD    | 1               | 0                 | 0                   | 0               |
|                                  | <b>48</b>       | <b>45</b>         | <b>45</b>           | <b>45</b>       |

SH - CIVIL

|                                  | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------------|-----------------|-------------------|---------------------|-----------------|
| 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)     | 3               | 6                 | 6                   | 6               |
| SHERIFF                          | 1               | 1                 | 1                   | 1               |
| SHERIFF'S DEPT ACCT. PAY. COOR   | 0               | 1                 | 1                   | 1               |
| SR FISCAL ADMINISTRATIVE OFFICER | 1               | 1                 | 1                   | 1               |
| UNDERSHERIFF                     | 1               | 1                 | 1                   | 1               |
|                                  | <b>9.2</b>      | <b>13.2</b>       | <b>13.2</b>         | <b>13.2</b>     |

SH - SECURITY

|                    | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|--------------------|-----------------|-------------------|---------------------|-----------------|
| CORRECTION OFFICER | 2               | 3                 | 5                   | 5               |
| SECURITY OFFICER   | 4               | 4                 | 3                   | 3               |
|                    | <b>6</b>        | <b>7</b>          | <b>8</b>            | <b>8</b>        |

JAIL

|                               | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-------------------------------|-----------------|-------------------|---------------------|-----------------|
| 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             |
| PHYSICIAN PT                  | 1               | 1                 | 1                   | 1               |
| REGISTERED PROFESSIONAL NURSE | 4               | 4                 | 4                   | 4               |
| SENIOR ACCOUNT CL/TYP (CSCO)  | 2               | 1                 | 1                   | 1               |
| SUPERVISOR JAIL NURSING SVS   | 1               | 1                 | 1                   | 1               |
|                               | <b>113.8</b>    | <b>112.8</b>      | <b>112.8</b>        | <b>112.8</b>    |

**Department Total Position Count: 177 178 179 179**



## A3140 Probation

***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 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, restitution payments, Stop DWI funds, chargebacks to other County departments, supervision fees, surcharge collections, and Pre-Trial and ATI funds. The Department of Probation is mandated under the New York Consolidated Laws, Executive – Article 12.

Functions of the Sullivan County Probation Department include:

- Public safety/monitoring felony and misdemeanor probationers (sex offenders, DWI, violent felons/ISP, 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 at the jail for release on their own recognizance)

## 2016 Statistics and Accomplishments

| PROGRAM   | KEY STATISTICS   | OUTCOME  |
|---|--|--|
| Probation Main Unit                                       | Completed 155 Telepresence remote video conference interviews with inmates at the Sullivan County Jail.  | 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. |
| Pre Trial Release   | 100 defendants were released from detention in the Sullivan County Jail and placed under the supervision of the Pre-Trial Release Program.                   | Savings associated with avoided costs of incarceration (Average detention time for inmates can be anywhere from 90 days to 6 months, at a cost of over \$100.00 a day per inmate).   |
| Alternatives to Incarceration – Community Service Program | Arranged for, and monitored completion of 10,057.5 hours of community service by eighty-five (85) 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.   |

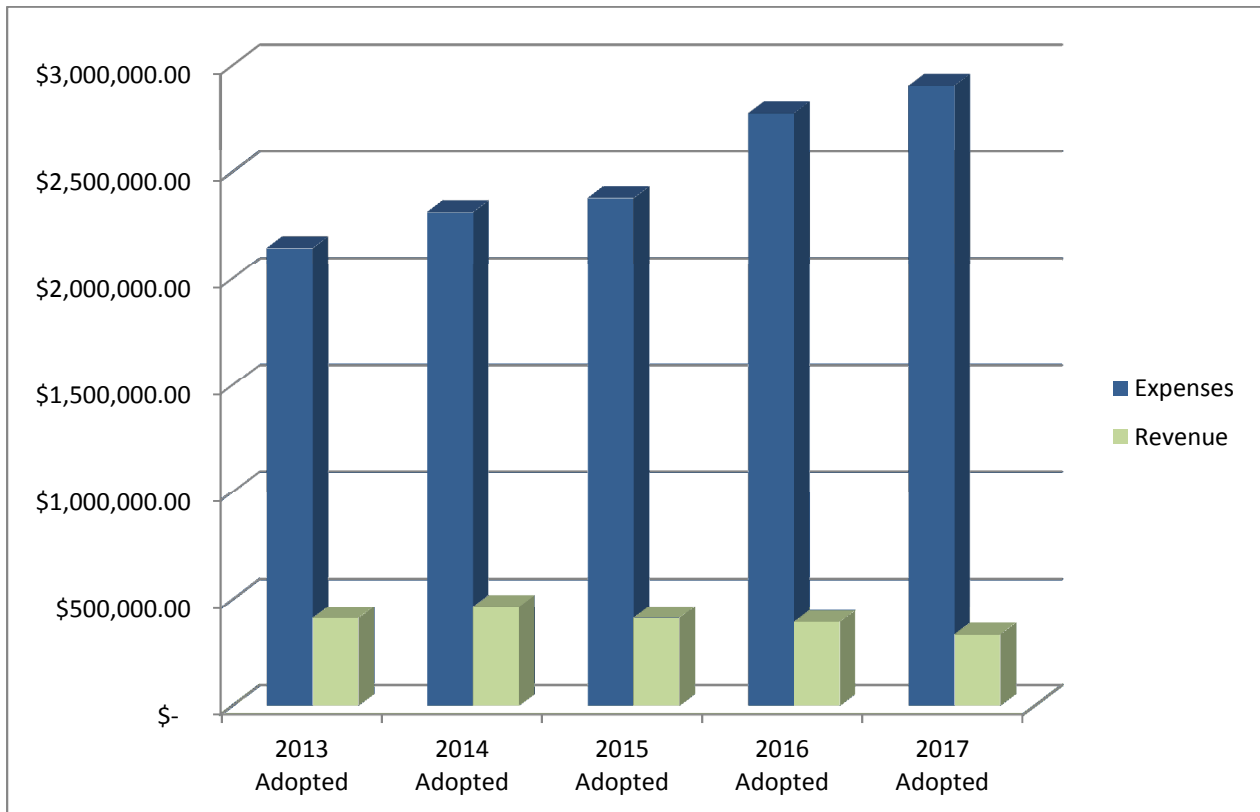
## 2017 Goals

1. As Department staffing levels have improved, 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 recent policy of sending pairs of Probation Officers to conduct home visits outside of normal business hours.
2. Continue meetings with Sullivan County Family Court and treatment providers to better serve at-risk youth. There is the potential for the establishment of a Drug Treatment Program similar to the Sullivan County Drug Treatment Court for adult offenders.
3. Develop a program specifically targeted to facilitate training of offenders, in conjunction with the Center for Workforce Development, in order to assist in their securing/return to employment.

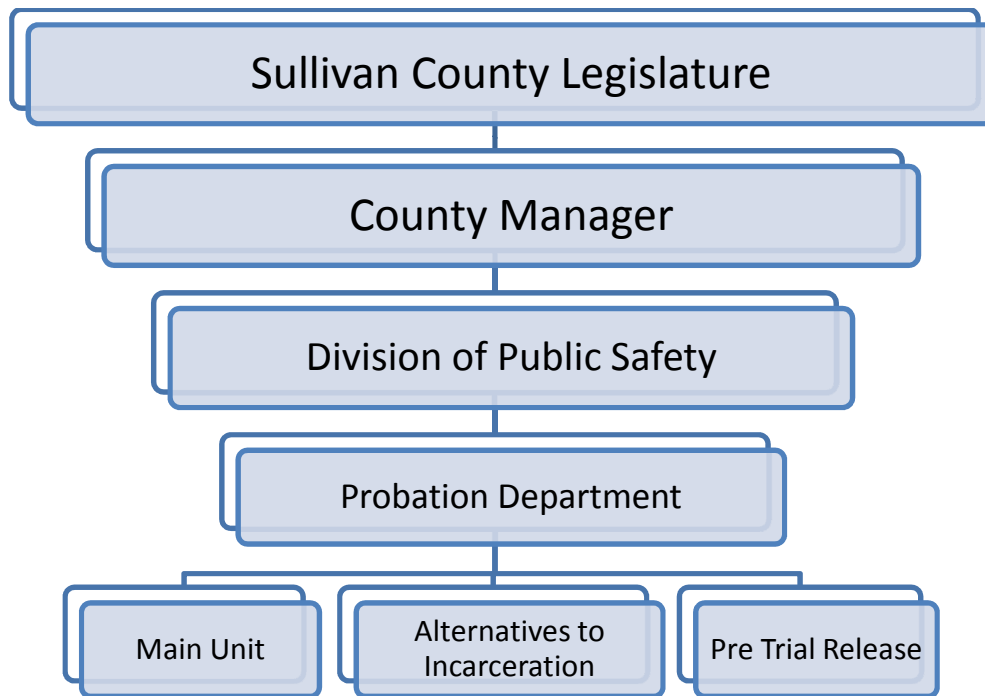
## Budget Summary

|                                | 2016 Amended    | 2017 Adopted    |
|--------------------------------|-----------------|-----------------|
| Budgetary Appropriations       |                 |                 |
| Personal Services              | \$1,568,251     | \$1,639,030     |
| Fixed Equipment                | \$0             | \$0             |
| Contract Services              | \$330,221       | \$385,783       |
| Employee Benefits              | \$880,489       | \$881,458       |
| Total Budgetary Appropriations | \$2,778,961     | \$2,906,271     |
| <br>Budgetary Revenues         |                 |                 |
| Departmental Revenue           | \$155,034       | \$97,600        |
| State Aid                      | \$229,625       | \$229,625       |
| Federal Aid                    | \$7,500         | \$6,500         |
| Total Budgetary Revenues       | \$392,159       | \$333,725       |
| <br>County Share               | <br>\$2,386,802 | <br>\$2,572,546 |

## Five Year Budget History



## Organizational Structure



## Position Summary

### PROB - MAIN UNIT

|                                   | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-----------------------------------|-----------------|-------------------|---------------------|-----------------|
| ACCOUNT CLERK/DATABASE            | 1               | 1                 | 1                   | 1               |
| ACCOUNT CLERK/DATABASE PT         | 1               | 1                 | 1                   | 1               |
| ADMINISTRATIVE ASSISTANT<br>CLERK | 1               | 1                 | 1                   | 1               |
| PROBATION DIRECTOR II             | 1               | 1                 | 1                   | 1               |
| PROBATION OFFICER                 | 9               | 9                 | 9                   | 9               |
| 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               |
|                                   | <b>26</b>       | <b>26</b>         | <b>26</b>           | <b>26</b>       |

**PROB- ALTERNATIVES TO INCARCER**

|                          | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|--------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| SENIOR PROBATION OFFICER | 1                       | 1                         | 1                           | 1                       |
|                          | 1                       | 1                         | 1                           | 1                       |

**PROB - PRE TRIAL RELEASE**

|                          | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|--------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| PROBATION OFFICER        | 1                       | 1                         | 1                           | 1                       |
| SENIOR PROBATION OFFICER | 1                       | 1                         | 1                           | 1                       |
|                          | 2                       | 2                         | 2                           | 2                       |

**Department Total Position Count:                    29                    29                    29                    29**

## A3315 Stop DWI

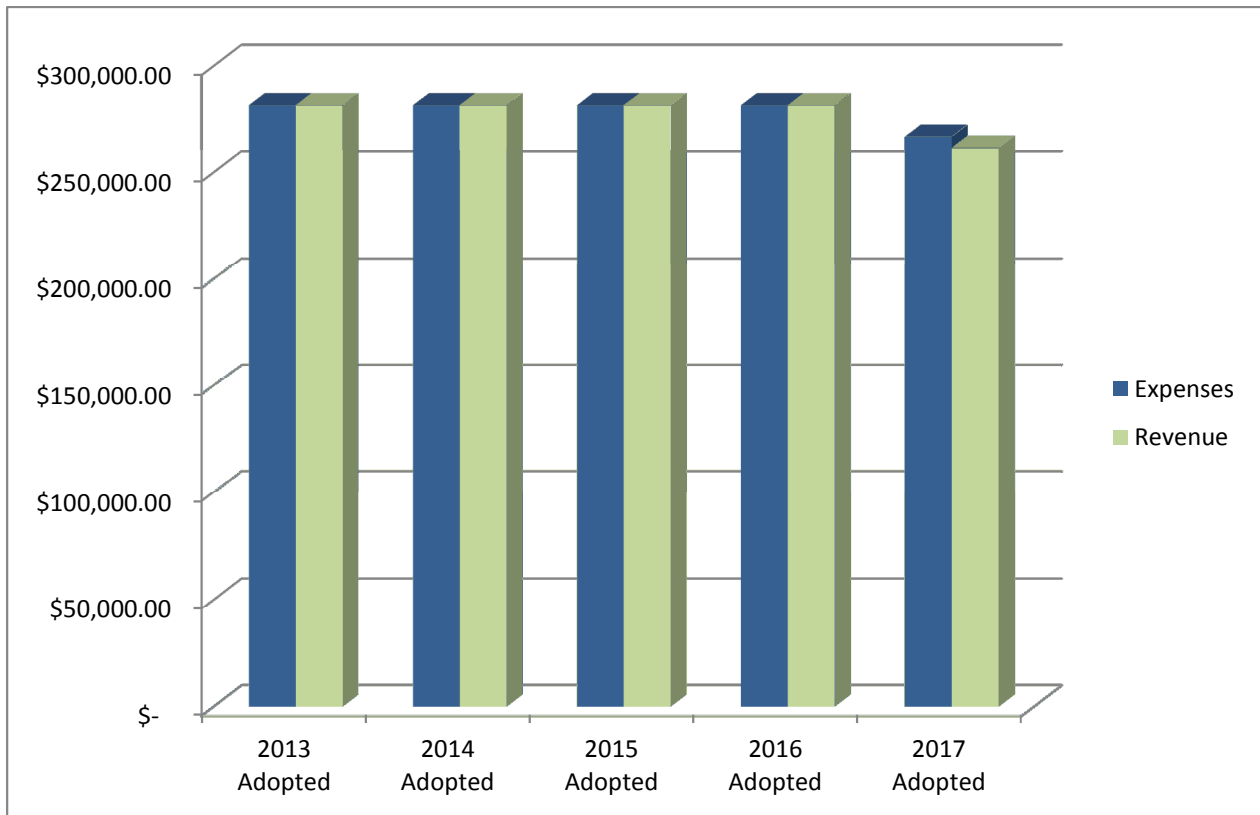
Sullivan County Stop DWI is part of a statewide program under the Governor's Highway Safety Commission to educate the public on the negative effects of driving while intoxicated that could lead to motor vehicle accidents that cause injury and death to our citizens. Its goal is to provide for the education,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

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

## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Fixed Equipment                | \$0                 | \$0                 |
| Contract Services              | \$282,486           | \$267,166           |
| Total Budgetary Appropriations | \$282,486           | \$267,166           |
| <br>Budgetary Revenues         |                     |                     |
| Departmental Revenue           | \$270,208           | \$250,500           |
| State Aid                      | \$11,500            | \$11,500            |
| Federal Aid                    | \$0                 | \$0                 |
| Total Budgetary Revenues       | \$281,708           | \$262,000           |
| <br>County Share               | <br>\$778           | <br>\$5,166         |

## Five Year Budget History



## A3410 Fire Protection

*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.

### 2016 Statistics and Accomplishments

| PROGRAM                   | KEY STATISTICS   | OUTCOME  |
|---------------------------|--|--|
| Emergency Training Center | Classes and training provided to firefighters: 161 classroom trainings, 11 trainings using the tower and grounds | Local firefighters are better prepared to handle real life emergencies |

### 2017 Goals

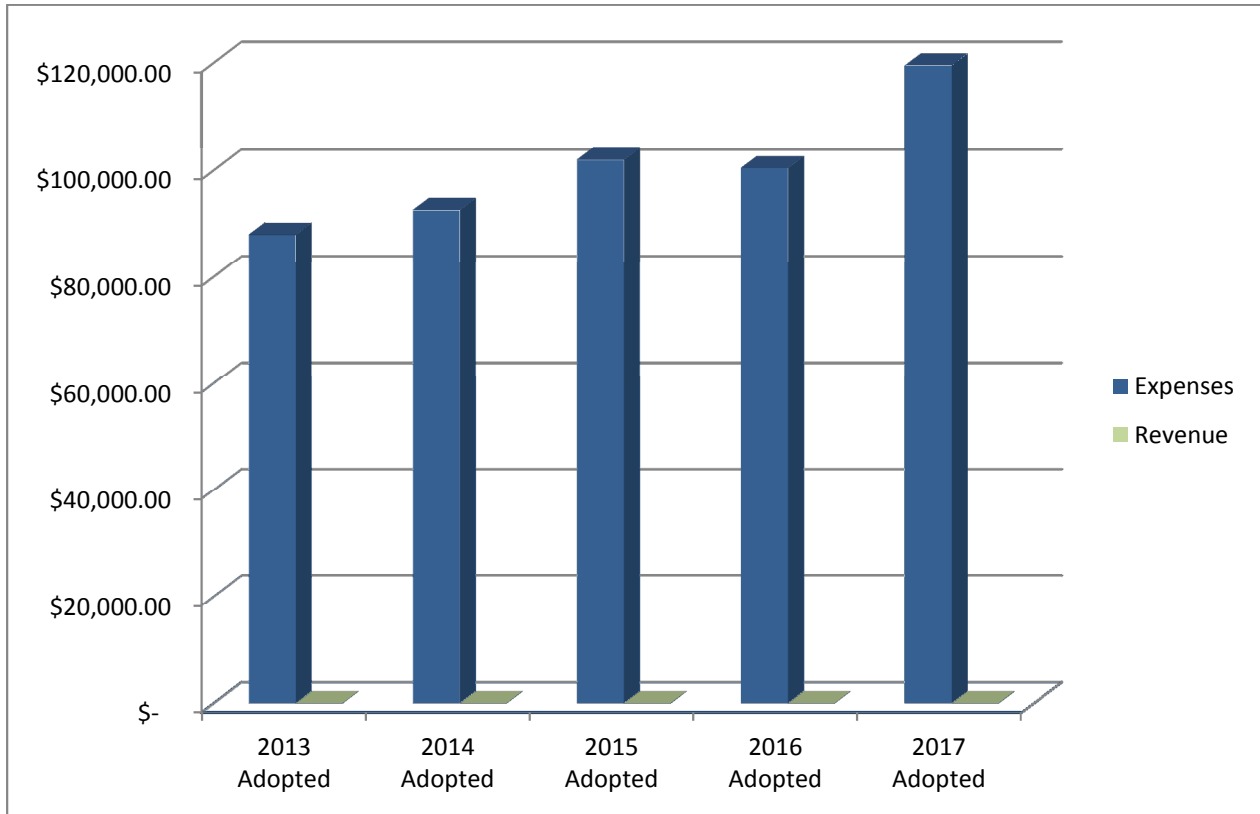
1. Complete purchase of training items for the Emergency Services Training Center for Firefighter 1 skills training that is now required by the NYS OFPC for student completion.
2. Install new Forcible Entry door for replacement of existing door that is beyond repair in fire training tower building.
3. Purchase of new Scout Meter for burn rooms in fire training tower building that measures heat levels during fire fighter entry operations.
4. Purchase new Modular Shower/Bathroom Building for fire fighter safety to clean up after live firefighting operations in the fire training tower building.



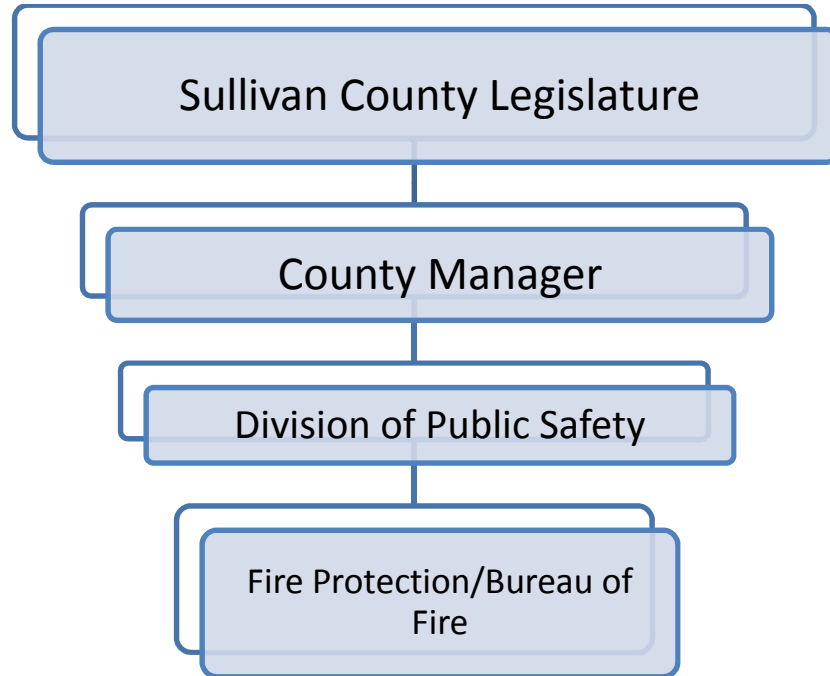
## Budget Summary

|                                       | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|---------------------------------------|---------------------|---------------------|
| <b>Budgetary Appropriations</b>       |                     |                     |
| Personal Services                     | \$43,570            | \$50,341            |
| Fixed Equipment                       | \$0                 | \$0                 |
| Contract Services                     | \$67,296            | \$54,301            |
| Employee Benefits                     | \$12,851            | \$14,874            |
| <b>Total Budgetary Appropriations</b> | <b>\$123,717</b>    | <b>\$119,616</b>    |
| <b>Budgetary Revenues</b>             |                     |                     |
| Departmental Revenue                  | \$0                 | \$0                 |
| State Aid                             | \$4,200             | \$0                 |
| <b>Total Budgetary Revenues</b>       | <b>\$0</b>          | <b>\$0</b>          |
| <br>County Share                      | <br>\$119,517       | <br>\$119,516       |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                      | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------|-----------------|-------------------|---------------------|-----------------|
| DEPUTY FIRE COORD PT | 5               | 6                 | 5                   | 5               |
| FIRE COORDINATOR     | 0.25            | 0.25              | 0.25                | 1               |
| TYPYST PT            | 1               | 1                 | 1                   | 1               |
|                      | 6.25            | 7.25              | 6.25                | 7               |

## A3520 Animal Control

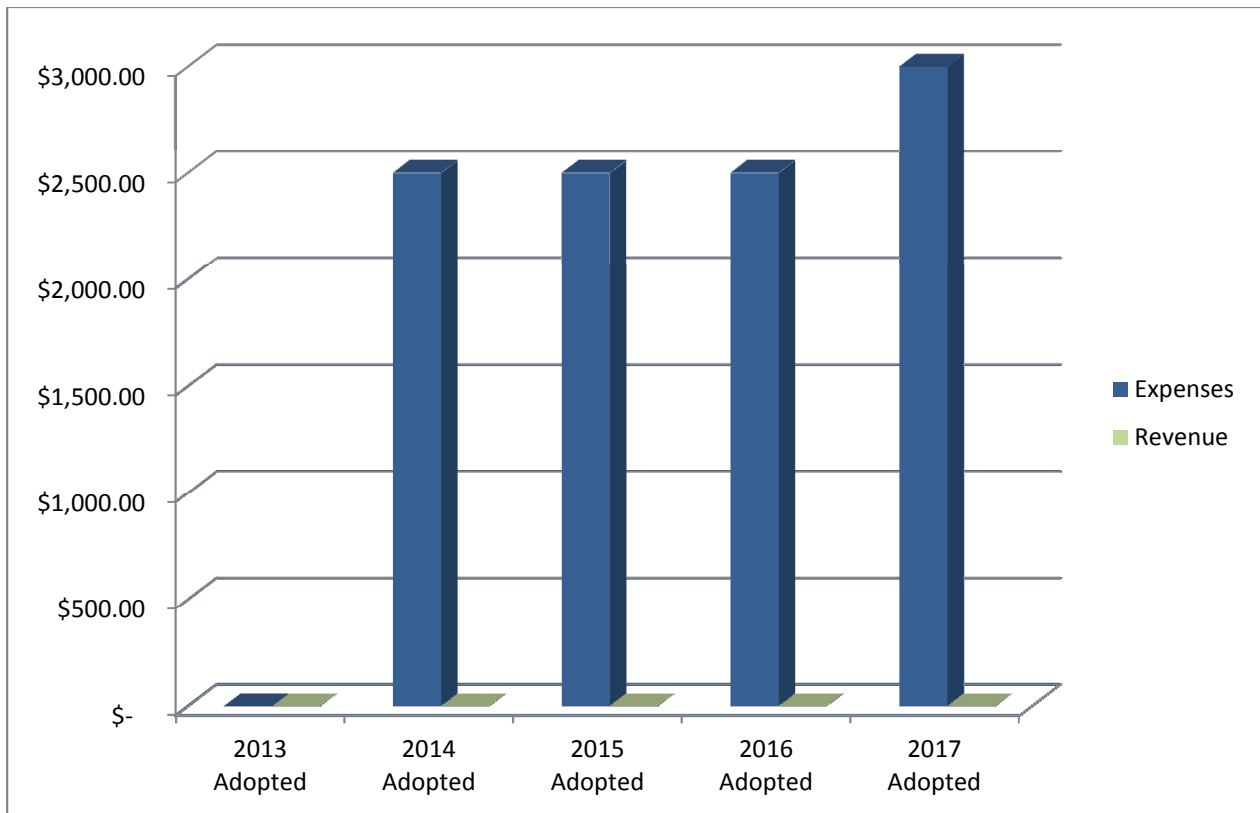
The purpose of Animal Control is to provide support of animal recovery to the County Public Health Office, Sheriff's Office and Probation Department. Assistance is provided through the appointment of a County animal control officer (contractor), who will recover animals for the County agencies if no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

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

## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Contract Services              | \$2,500             | \$3,000             |
| Total Budgetary Appropriations | \$2,500             | \$3,000             |
| <br>                           |                     |                     |
| County Share                   | \$2,500             | \$3,000             |

## Five Year Budget History



## A3620 Safety Inspection/Electrical Licensing

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

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

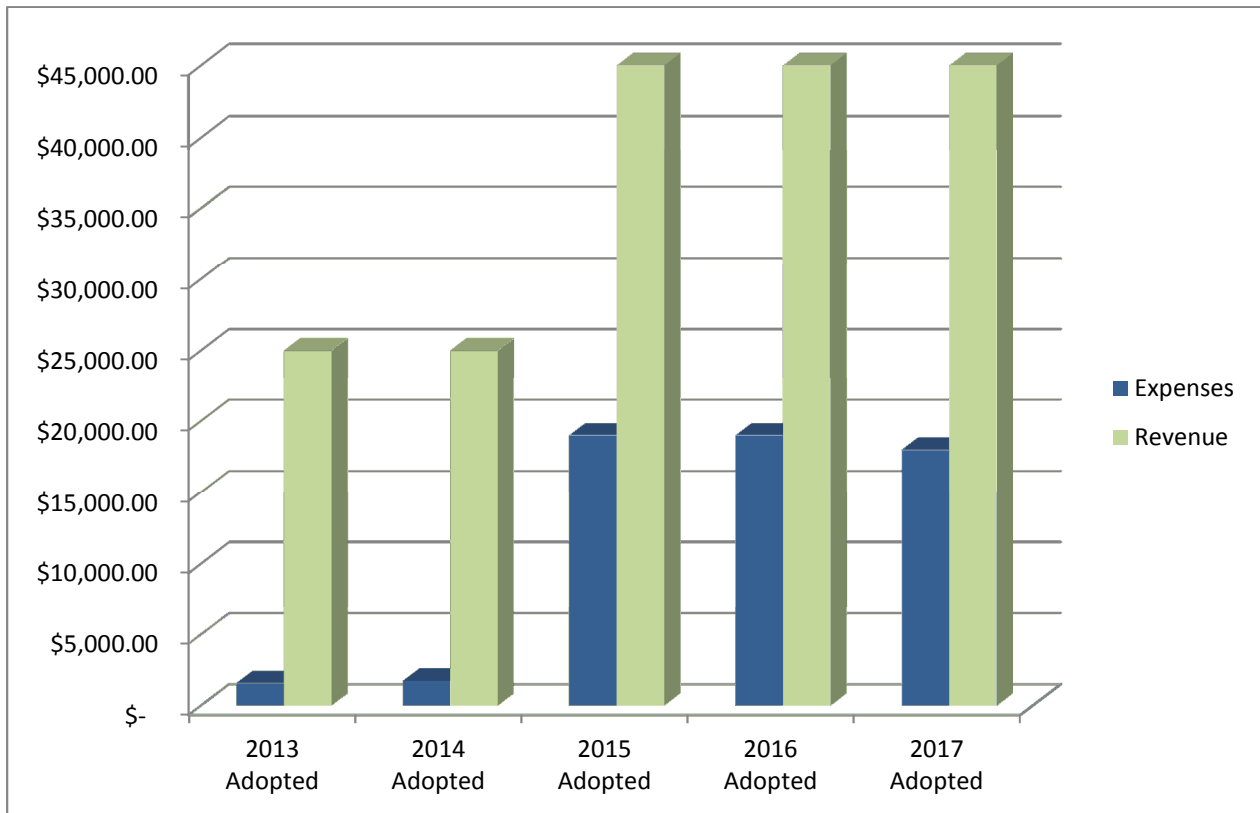
Functions of the Electrical Licensing Board include:

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

## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$10,000            | \$5,000             |
| Contract Services              | \$9,000             | \$13,000            |
| Total Budgetary Appropriations | \$19,000            | \$18,000            |
| <br>Budgetary Revenues         |                     |                     |
| Departmental Revenue           | \$45,000            | \$45,000            |
| Total Budgetary Revenues       | \$45,000            | \$45,000            |
| <br>County Share               | <br>\$(26,000)      | <br>\$(27,000)      |

## Five Year Budget History



# Division of Public Works

## A1490 Public Works Administration

***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.

Functions of Public Works Administration include:

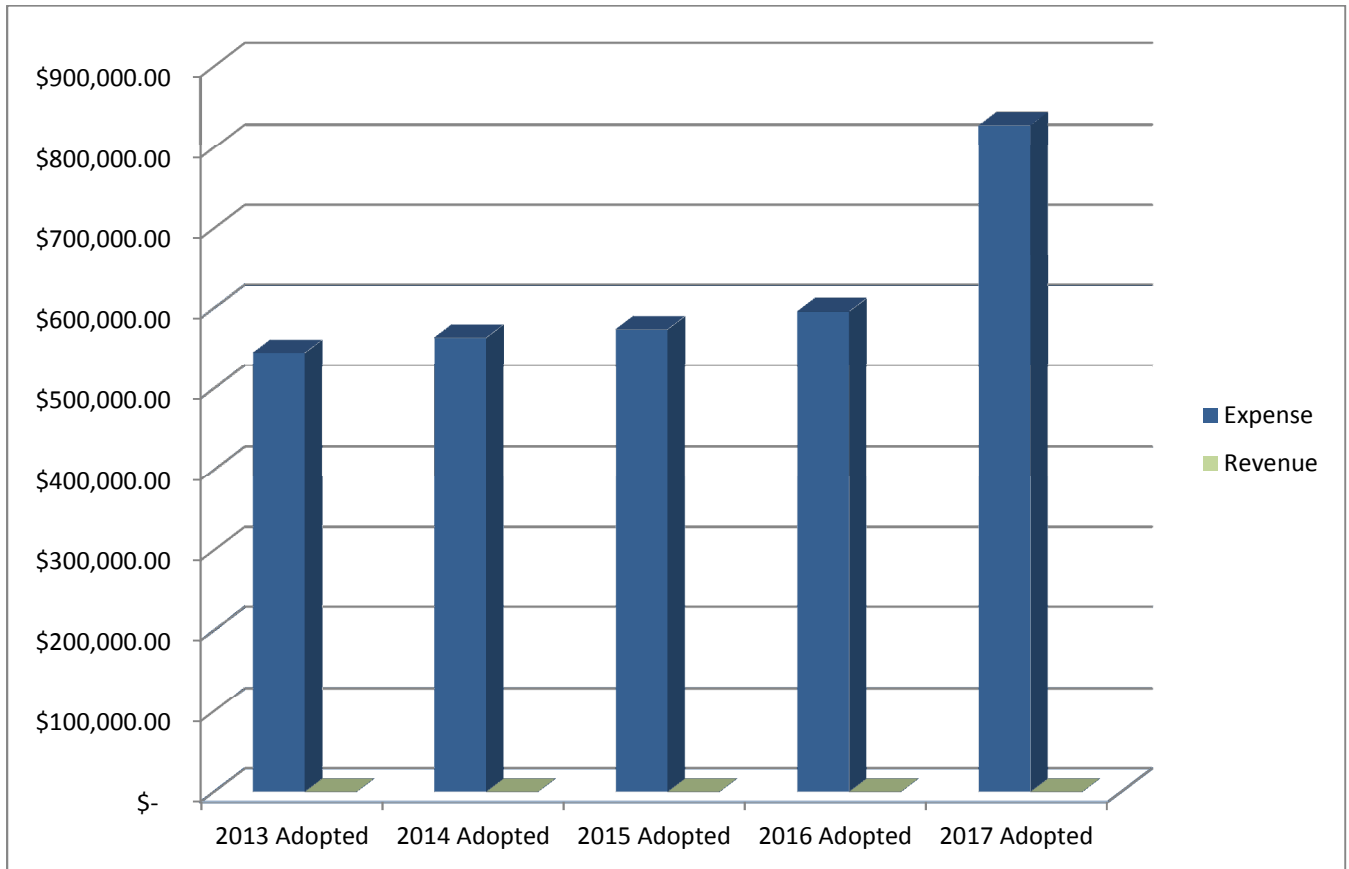
- Front counter activities
- Answering main phone lines
- Processing of employees' payroll
- Chargeback billing to towns/villages for services such as road striping, SCCC for snow removal and internal departments for Maintenance in Lieu of Rent, etc.
- Labor and equipment tracking for reimbursement from 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



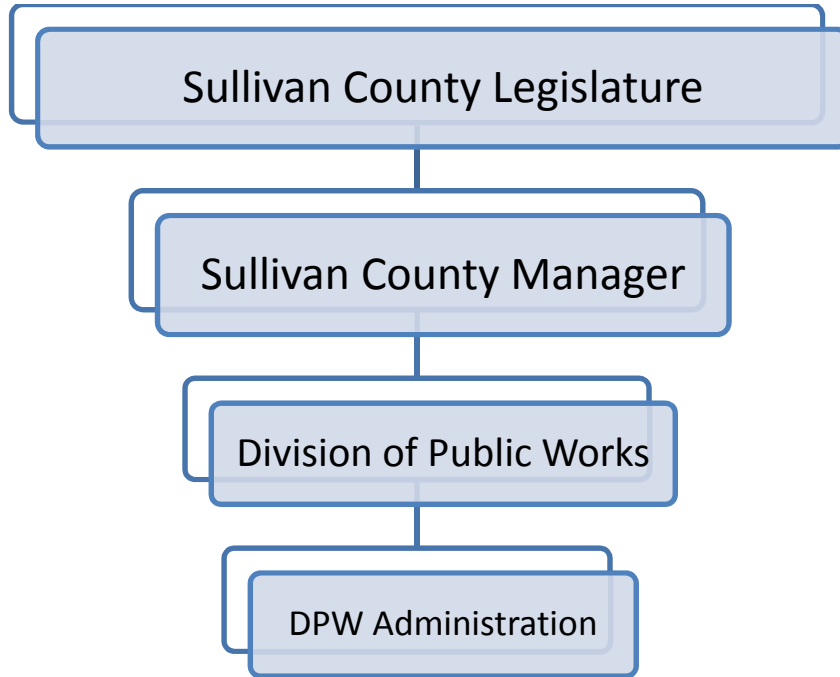
## Budget Summary

|                                | 2016 Amended  | 2017 Adopted  |
|--------------------------------|---------------|---------------|
| Budgetary Appropriations       |               |               |
| Personal Services              | \$369,742     | \$458,849     |
| Fixed Equipment                | \$0           | \$0           |
| Contract Services              | \$229,969     | \$115,125     |
| Employee Benefits              | \$213,251     | \$254,057     |
| Total Budgetary Appropriations | \$812,962     | \$828,031     |
| <br>Budgetary Revenues         |               |               |
| Departmental Revenue           | \$0           | \$0           |
| State Aid                      | \$0           | \$0           |
| Federal Aid                    | \$0           | \$0           |
| Total Budgetary Revenues       | \$0           | \$0           |
| <br>County Share               | <br>\$812,962 | <br>\$828,031 |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                                  | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------------|-----------------|-------------------|---------------------|-----------------|
| COMM PUBLIC WORKS                | 1               | 1                 | 1                   | 1               |
| DEPUTY COMMISSIONER ADMINSTRATIO | 0               | 0                 | 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               |
|                                  | <b>6</b>        | <b>6</b>          | <b>7</b>            | <b>7</b>        |

## A1620 Public Works Buildings Department

***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.

## 2016 Statistics and Accomplishments

| PROGRAM                          | KEY STATISTICS   | OUTCOME   |
|----------------------------------|--|---|
| Sullivan County Jail Plan Review | Review of 359 page plan set and specifications on the proposed new Sullivan County Jail for compliance with the current New York State Department of State (NYS DOS) codes, rules and regulations, resulting in ten page review document justification on code compliance. | Issuance of a Building Permit as mandated by the New York State Department of State for construction of the new Sullivan County Jail to proceed.                  |
| 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. |

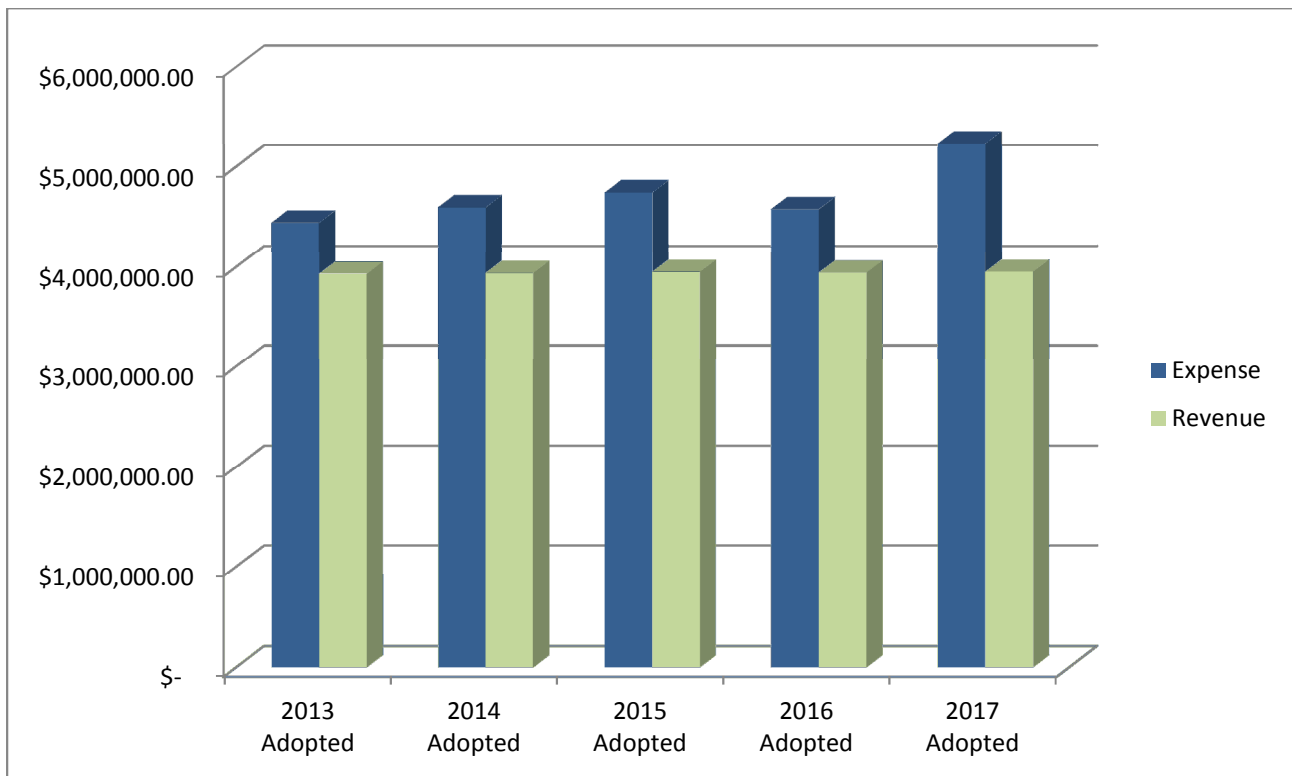
## 2017 Goals

1. Proceed with jail project overview in accordance with the New York State Department of State codes, rules and regulations in anticipation of successful completion. Attend Progress meetings and maintain files for eventual incorporation of Jail facility into County building inventory.
2. Continue to provide architectural design and technical support to, and conduct mandated code enforcement inspections on the greater than 100 County owned/maintained buildings; continue coordination of the potable water testing programs at County facilities with public water supply systems as mandated by the Department of Health; continue maintaining the +/- 175 County held FCC Radio licenses in accordance with applicable rules and regulations; continue oversight of the NYSDEC mandated petroleum bulk storage monitoring program; and other work as necessary.

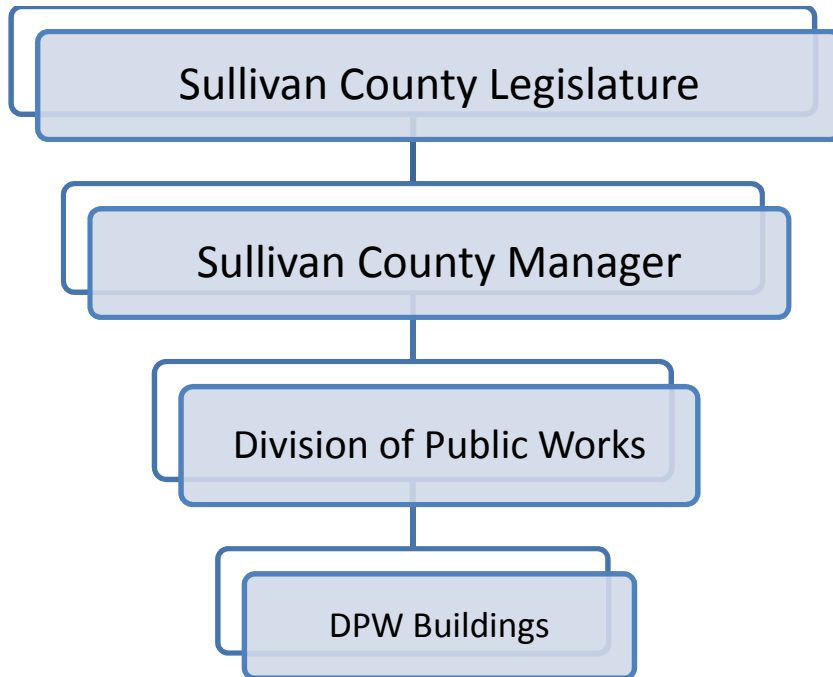
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$1,604,428         | \$1,637,278         |
| Fixed Equipment                | \$0                 | \$525,000           |
| Contract Services              | \$2,141,946         | \$2,001,835         |
| Employee Benefits              | \$1,010,274         | \$1,072,046         |
| Interfund Transfer             | \$0                 | \$0                 |
| Total Budgetary Appropriations | \$4,756,648         | \$5,236,159         |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$3,750,157         | \$3,733,050         |
| State Aid                      | \$212,338           | \$220,750           |
| Federal Aid                    | \$0                 | \$0                 |
| Total Budgetary Revenues       | \$3,962,495         | \$3,953,800         |
| County Share                   | \$794,153           | \$1,282,359         |

## Five Year Budget History



## Organizational Structure



## Position Summary

### DPW - GOVT CENTER

|                      | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------|-----------------|-------------------|---------------------|-----------------|
| CUSTODIAL SUPERVISOR | 1               | 1                 | 1                   | 1               |
| LABORER I SEAS       | 1               | 1                 | 1                   | 1               |
| MAINTENANCE ASST     | 1               | 1                 | 1                   | 1               |
|                      | <b>3</b>        | <b>3</b>          | <b>3</b>            | <b>3</b>        |

### DPW - LIBERTY CAMPUS

|                               | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-------------------------------|-----------------|-------------------|---------------------|-----------------|
| 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               |
|                               | <b>6</b>        | <b>6</b>          | <b>6</b>            | <b>6</b>        |

**DPW - MISC LOCATIONS**

|                                | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|--------------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| 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                       |
|                                | <b>11</b>               | <b>11</b>                 | <b>11</b>                   | <b>11</b>               |

**DPW - ADULT CARE CENTER**

|                              | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|------------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| ASST HOUSEKEEPING SUPERVISOR | 1                       | 1                         | 1                           | 1                       |
| CUSTODIAL WORKER             | 11                      | 11                        | 11                          | 11                      |
| MAINTENANCE ASST             | 1                       | 1                         | 1                           | 1                       |
|                              | <b>13</b>               | <b>13</b>                 | <b>13</b>                   | <b>13</b>               |

**DPW - COURT HOUSE**

|                  | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| CUSTODIAL WORKER | 2                       | 2                         | 2                           | 2                       |
|                  | <b>2</b>                | <b>2</b>                  | <b>2</b>                    | <b>2</b>                |

**DPW - SHERIFF - JAIL**

|                               | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|-------------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| BUILDING MAINTENANCE MECHANIC | 1                       | 1                         | 1                           | 1                       |
|                               | <b>1</b>                | <b>1</b>                  | <b>1</b>                    | <b>1</b>                |

**Department Total Position Count:                    36                    36                    36                    36**

## A5610 Sullivan County International Airport

***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.



## 2016 Statistics and Accomplishments

| PROGRAM              | KEY STATISTICS   | OUTCOME   |
|----------------------|--|---|
| Facility Maintenance | Completed the rehabilitation of the Airport Access Roadway Construction project.   | Safe access provided to the airport.  |
| 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       | Obtained funding for the design and replacement of an electrical vault and equipment near the Terminal Building a total project grant of \$730,958; Obtained funding for a pavement management study in the amount of \$99,800 | Offsets the county cost of airport operations and maintenance.  |

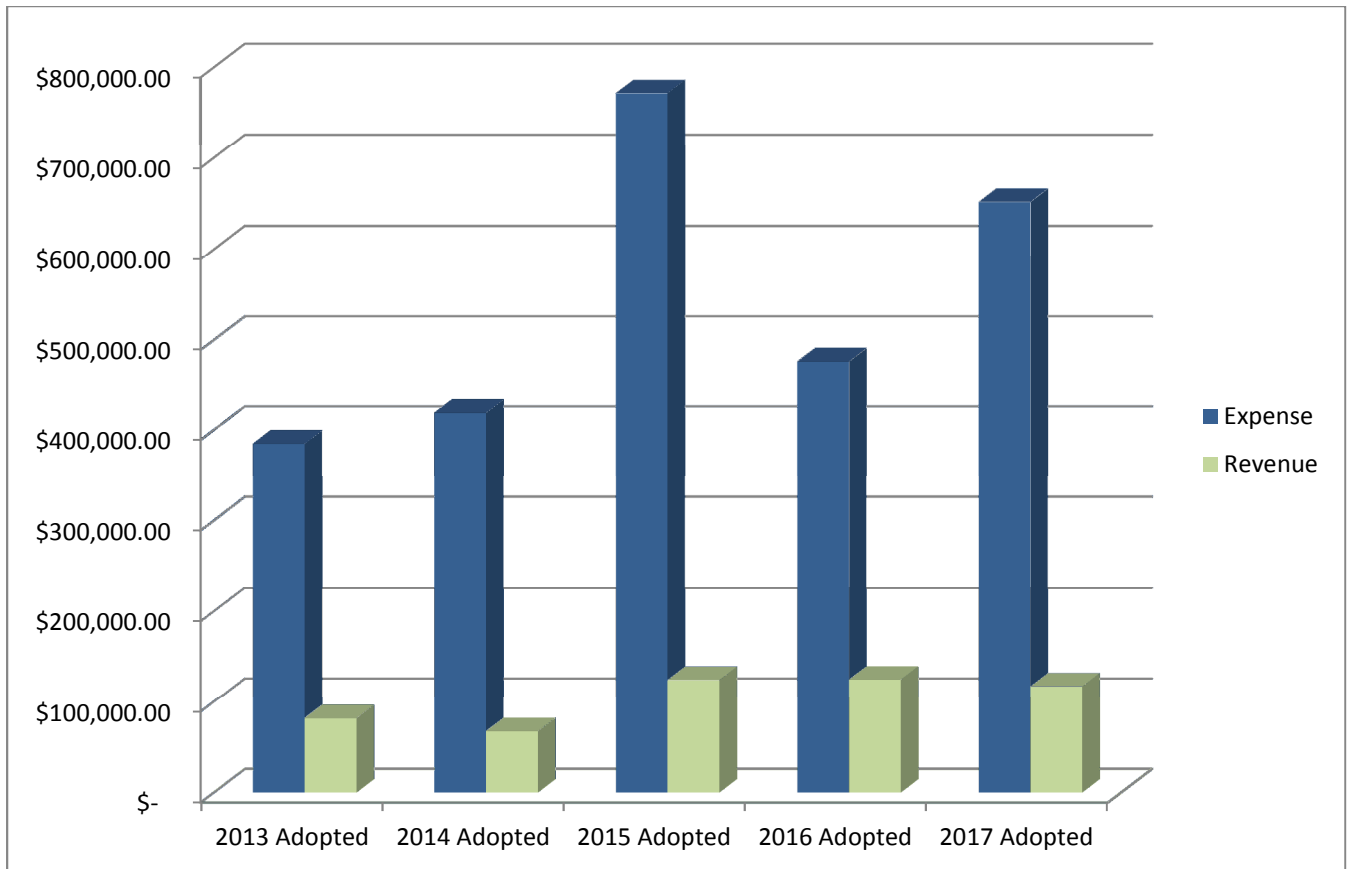
## 2017 Goals

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.

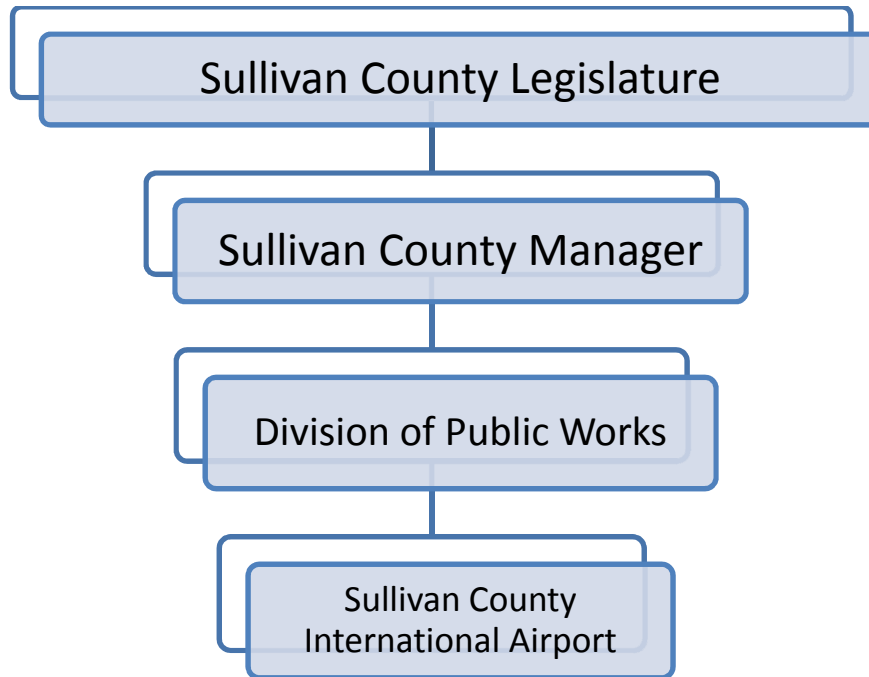
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$197,130           | \$198,966           |
| Fixed Equipment                | \$0                 | \$170,000           |
| Contract Services              | \$141,579           | \$148,850           |
| Employee Benefits              | \$127,407           | \$133,910           |
| Interfund Transfer             | \$3,500             | \$0                 |
| Total Budgetary Appropriations | \$469,616           | \$651,726           |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$124,700           | \$117,100           |
| Total Budgetary Revenues       | \$124,700           | \$117,100           |
| County Share                   | \$344,916           | \$534,626           |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                        | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|------------------------|-----------------|-------------------|---------------------|-----------------|
| 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               |

## A5680 Transportation

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

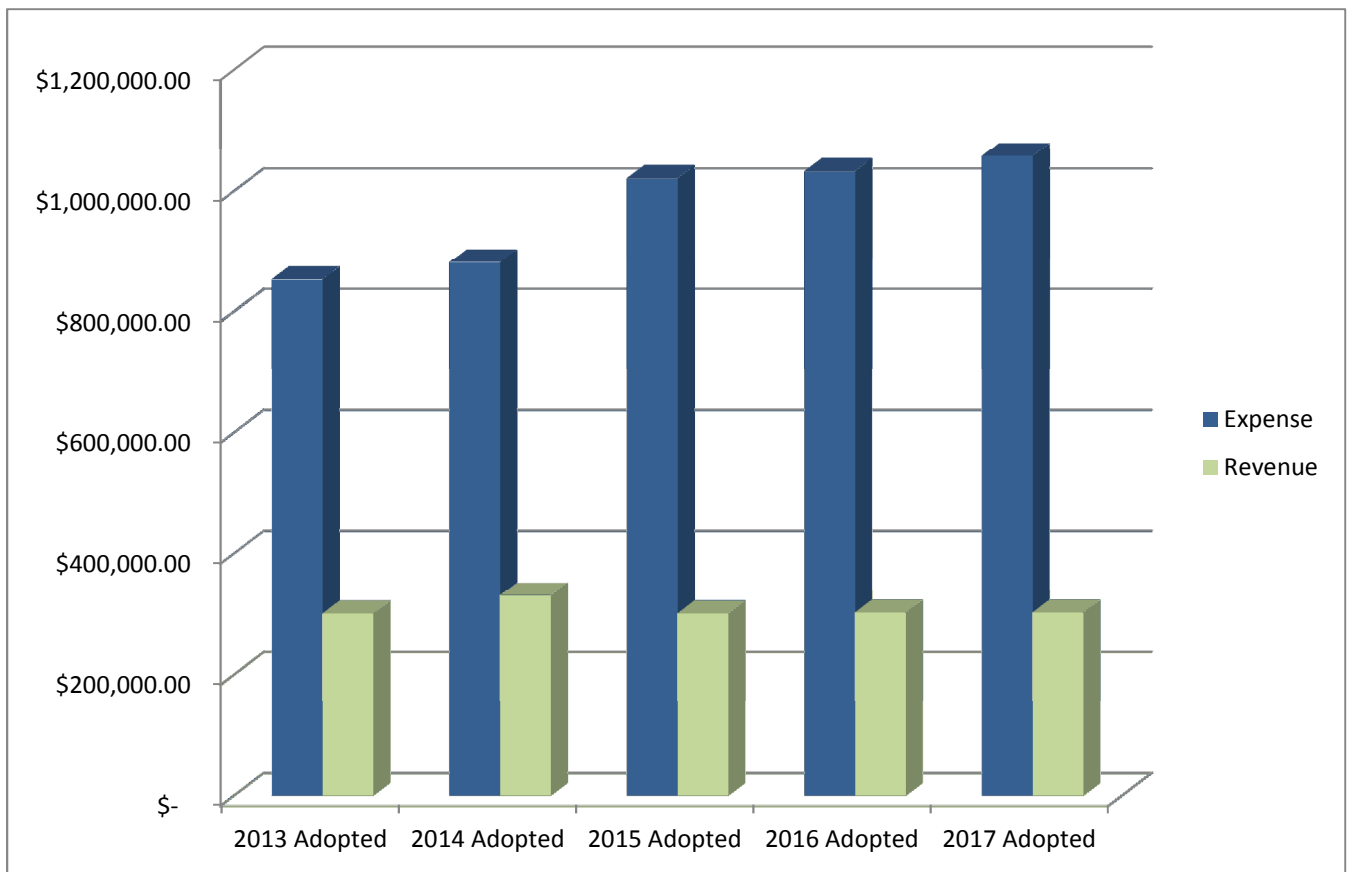
The Public Works Transportation Department provides daily transportation for Veterans to Castle Point and Albany VA hospitals. It also provides in-county medical transportation to seniors through an agreement with the Office for the Aging, and assists with the nutrition program including delivery of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

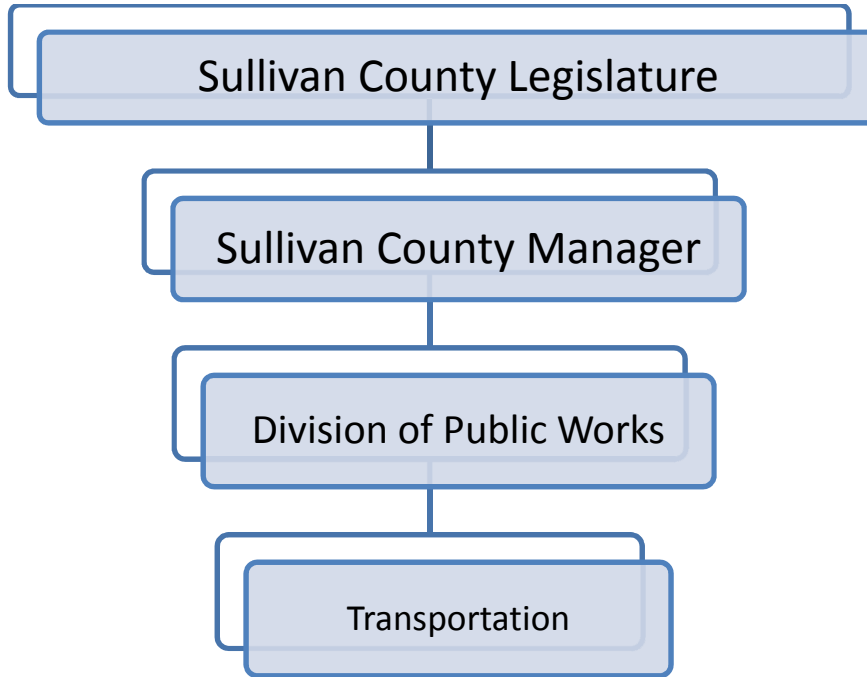
## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$508,382           | \$462,620           |
| Fixed Equipment                | \$50,819            | \$0                 |
| Contract Services              | \$323,882           | \$361,679           |
| Employee Benefits              | \$210,366           | \$234,490           |
| Total Budgetary Appropriations | \$1,093,449         | \$1,058,789         |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$294,175           | \$294,175           |
| State Aid                      | \$7,500             | \$7,500             |
| Federal Aid                    | \$0                 | \$0                 |
| Total Budgetary Revenues       | \$301,675           | \$301,675           |
| County Share                   | \$791,774           | \$757,114           |

## Five Year Budget History



## Organizational Structure



## Position Summary

### TRANSPORTATION

|                            | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------------|-----------------|-------------------|---------------------|-----------------|
| 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               |
|                            | <b>18</b>       | <b>18</b>         | <b>18</b>           | <b>18</b>       |

## A6610 Weights and Measures

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

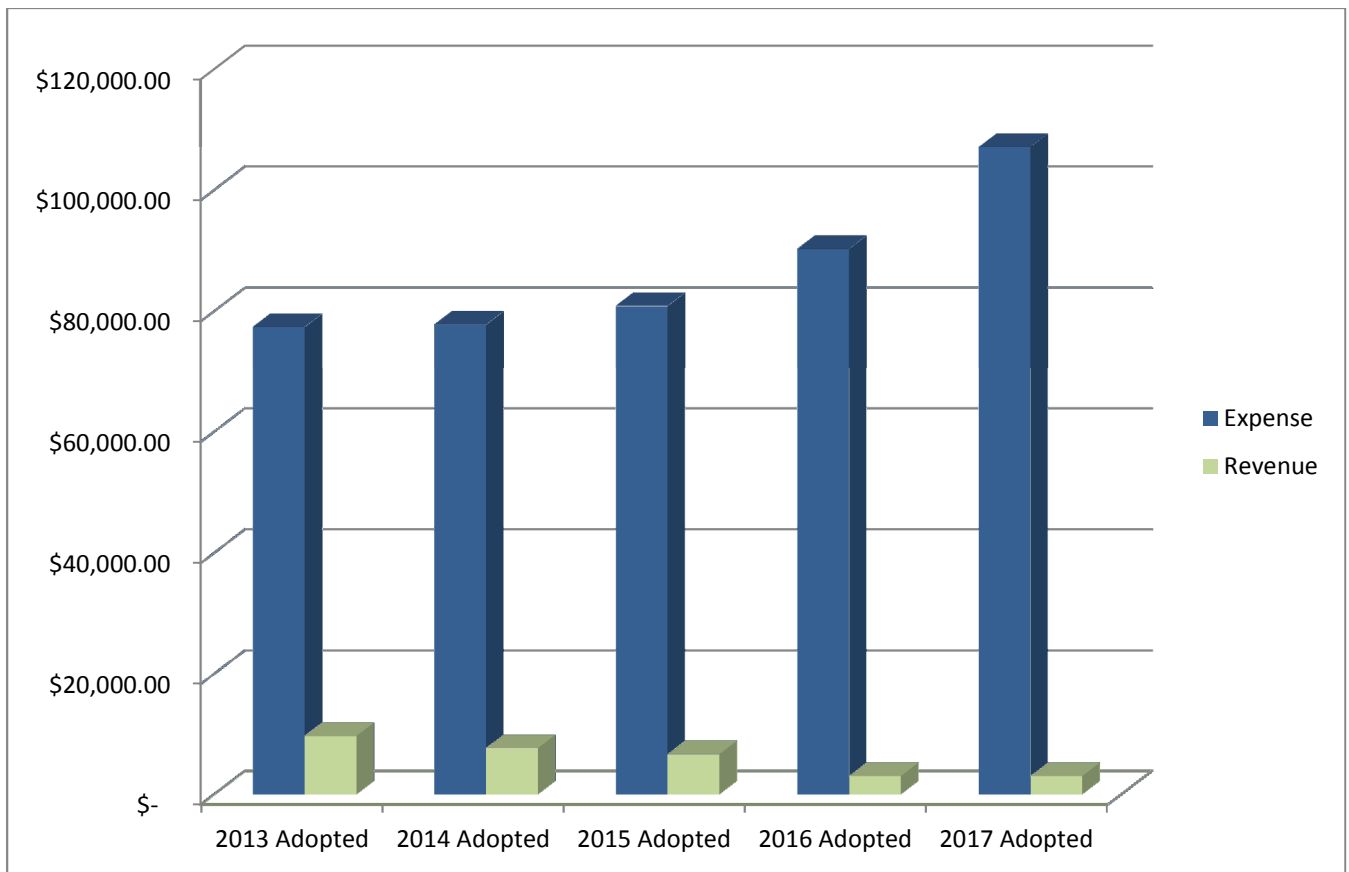
This office provides inspections to gas pumps, scales and other equipment utilized in measuring the quantities and qualities of goods to be sold.

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

## Budget Summary

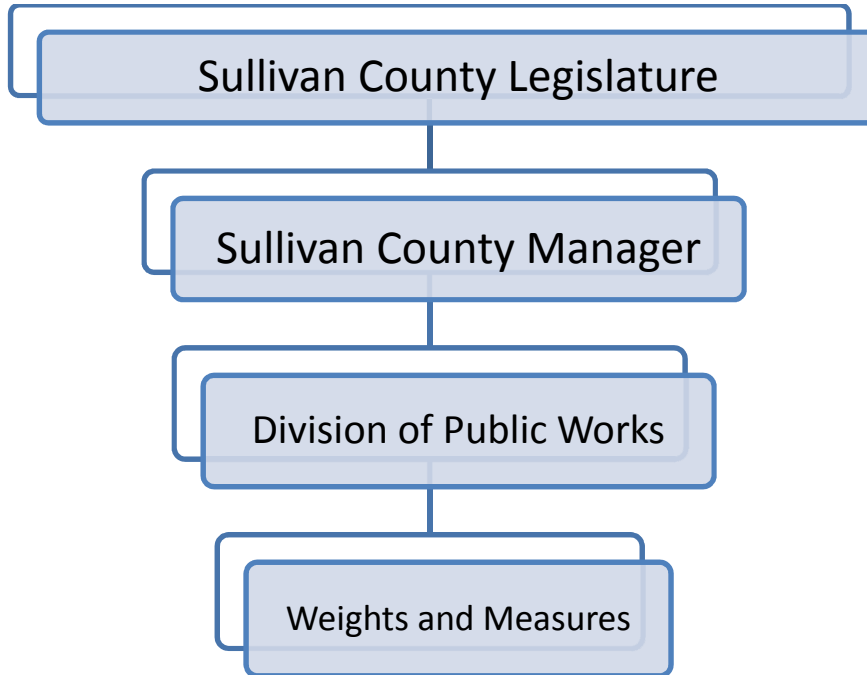
|                                | 2016 Amended | 2017 Adopted  |
|--------------------------------|--------------|---------------|
| Budgetary Appropriations       |              |               |
| Personal Services              | \$51,905     | \$54,351      |
| Contract Services              | \$11,370     | \$26,700      |
| Employee Benefits              | \$24,866     | \$26,165      |
| Total Budgetary Appropriations | \$88,141     | \$107,216     |
| <br>Budgetary Revenues         |              |               |
| Departmental Revenue           | \$0          | \$0           |
| State Aid                      | \$3,000      | \$3,000       |
| Total Budgetary Revenues       | \$3,000      | \$3,000       |
| <br>County Share               | <br>\$85,141 | <br>\$104,216 |

## Five Year Budget History





## Organizational Structure



## Position Summary

|                              | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|------------------------------|-----------------|-------------------|---------------------|-----------------|
| MUNIC DIR WEIGHTS & MEASURES | 1               | 1                 | 1                   | 1               |
|                              | 1               | 1                 | 1                   | 1               |

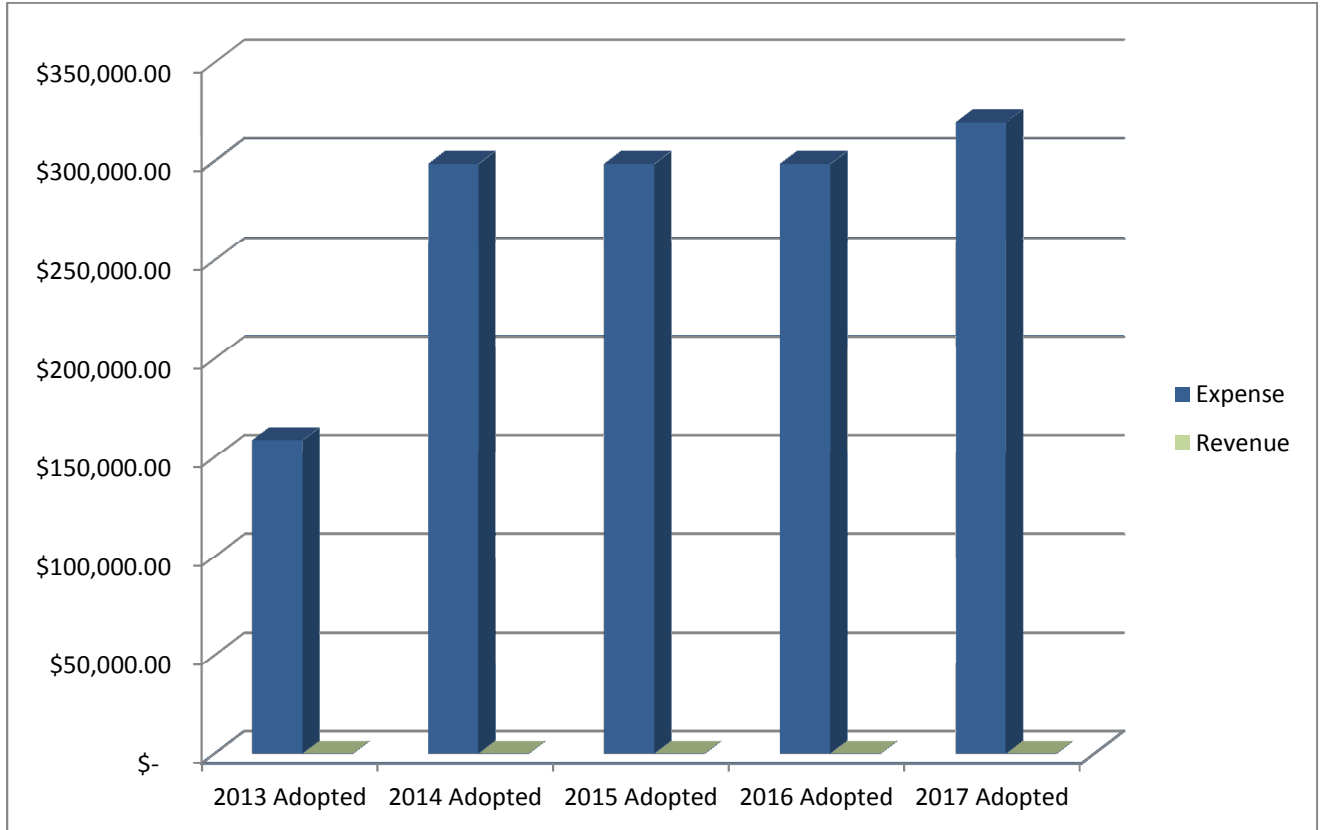
## A8745 Flood and Erosion Control

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

### Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Contract Services              | \$298,535           | \$320,000           |
| Total Budgetary Appropriations | \$298,535           | \$320,000           |
| <br>Budgetary Revenues         |                     |                     |
| State Aid                      | \$0                 | \$0                 |
| Total Budgetary Revenues       | \$0                 | \$0                 |
| <br>County Share               | <br>\$298,535       | <br>\$320,000       |

### Five Year Budget History



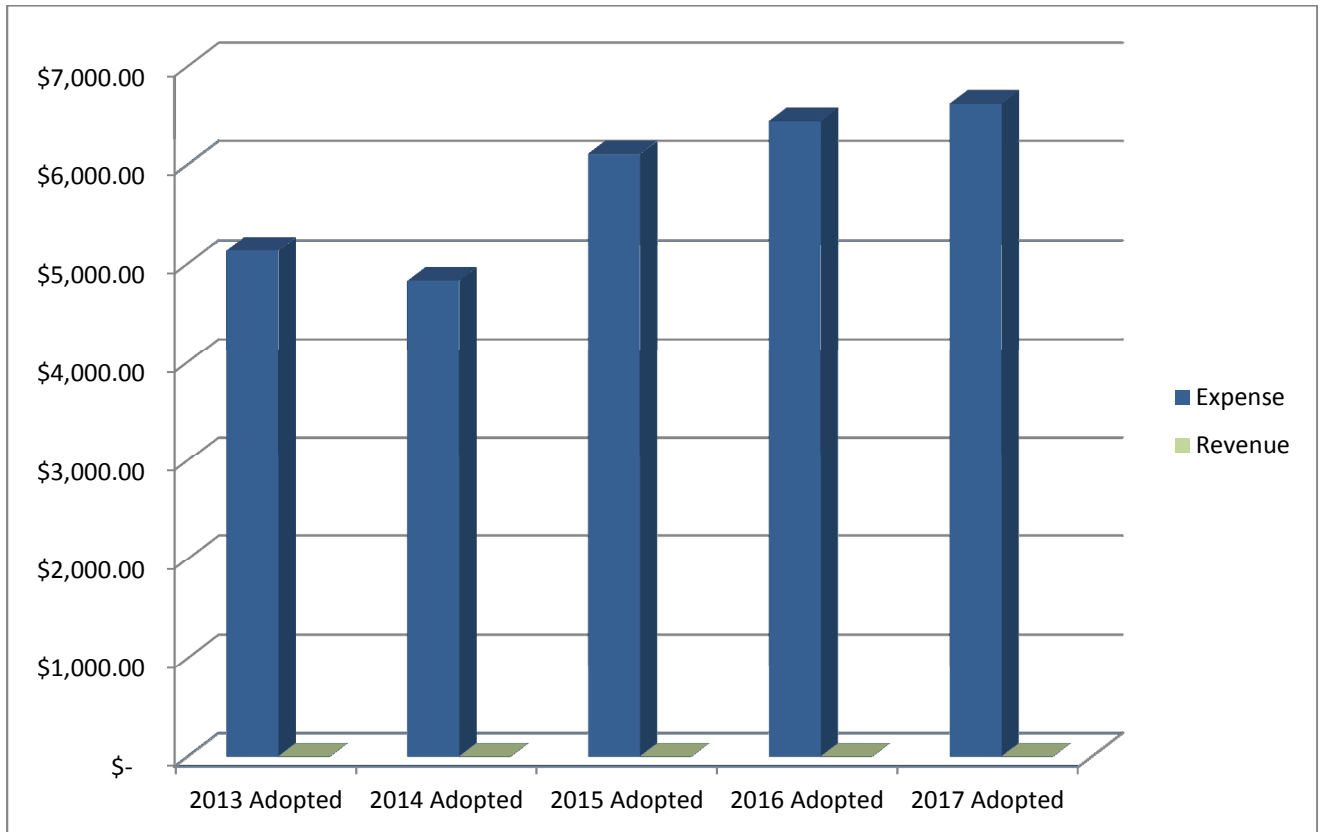
# A8810 Sullivan County Veterans Cemetery

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

## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$0                 | \$0                 |
| Contract Services              | \$6,450             | \$6,625             |
| Total Budgetary Appropriations | \$6,450             | \$6,625             |
| County Share                   | \$6,450             | \$6,625             |

## Five Year Budget History



## CL8160 Refuse and Garbage

***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.***

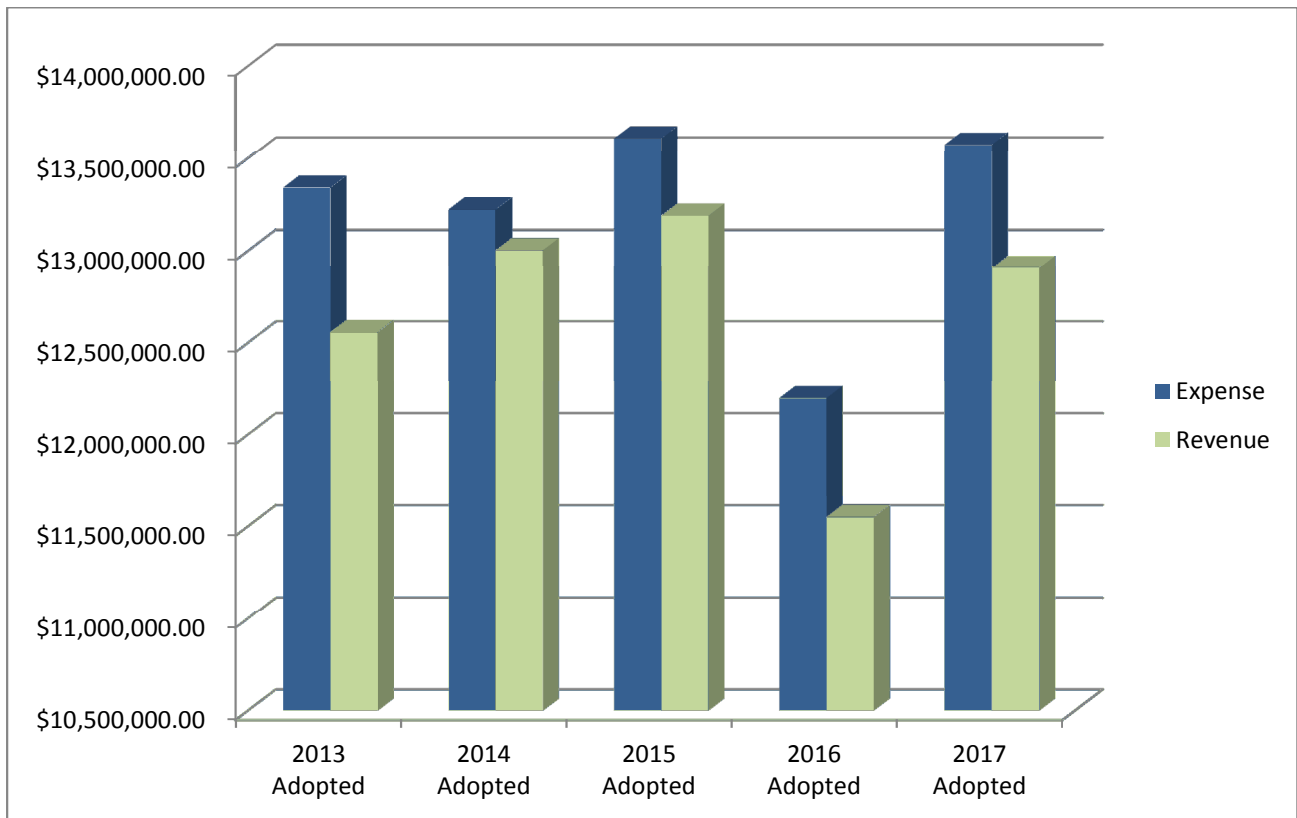
Sullivan County Public Works is responsible for the operation and maintenance of Sullivan County's six solid waste convenience stations, including Ferndale, Mamakating, Rockland, Interim Western Sullivan, Highland and Monticello Transfer Stations. It is also responsible for the landfill facility and 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.

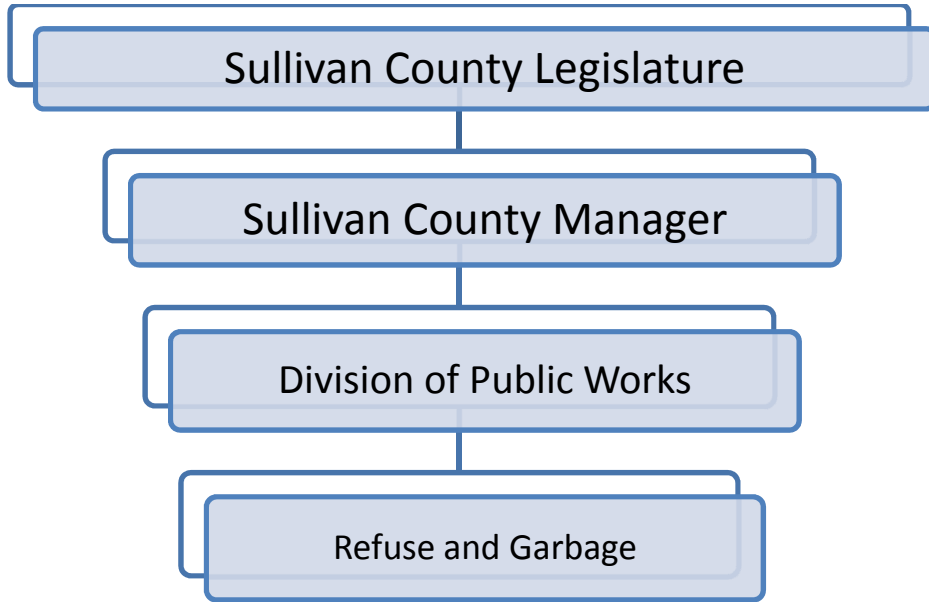
## Budget Summary

|                                       | 2016 Amended        | 2017 Adopted        |
|---------------------------------------|---------------------|---------------------|
| Budgetary Appropriations              |                     |                     |
| Personal Services                     | \$1,009,827         | \$1,036,380         |
| Fixed Equipment                       | \$250,000           | \$799,000           |
| Contract Services                     | \$5,390,990         | \$6,241,000         |
| Debt Service                          | \$99,612            | \$385,152           |
| Employee Benefits                     | \$618,373           | \$652,516           |
| Interfund Transfer                    | \$4,830,203         | \$4,462,705         |
| <b>Total Budgetary Appropriations</b> | <b>\$12,199,005</b> | <b>\$13,576,753</b> |
| <br>Budgetary Revenues                |                     |                     |
| Departmental Revenue                  | \$11,268,425        | \$12,224,500        |
| State Aid                             | \$32,500            | \$32,500            |
| Interfund Transfer                    | \$250,000           | \$650,000           |
| <b>Total Budgetary Revenues</b>       | <b>\$11,550,925</b> | <b>\$12,907,000</b> |
| <br>County Share                      | <br>\$648,080       | <br>\$669,753       |

## Five Year Budget History



## Organizational Structure



## Position Summary

|                               | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|-------------------------------|-----------------|-------------------|---------------------|-----------------|
| BUILDING MAINTENANCE MECHANIC | 1               | 1                 | 1                   | 1               |
| DIR SOLID WASTE MANAGEMENT    | 1               | 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              |
|                               | <b>18</b>       | <b>18</b>         | <b>18</b>           | <b>18</b>       |

## D3310-9998 County Road Fund

***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.

## 2016 Statistics and Accomplishments

| 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   |



| PROGRAM   | KEY STATISTICS  | OUTCOME   |
|---|---|---|
| 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.   |

## 2017 Goals

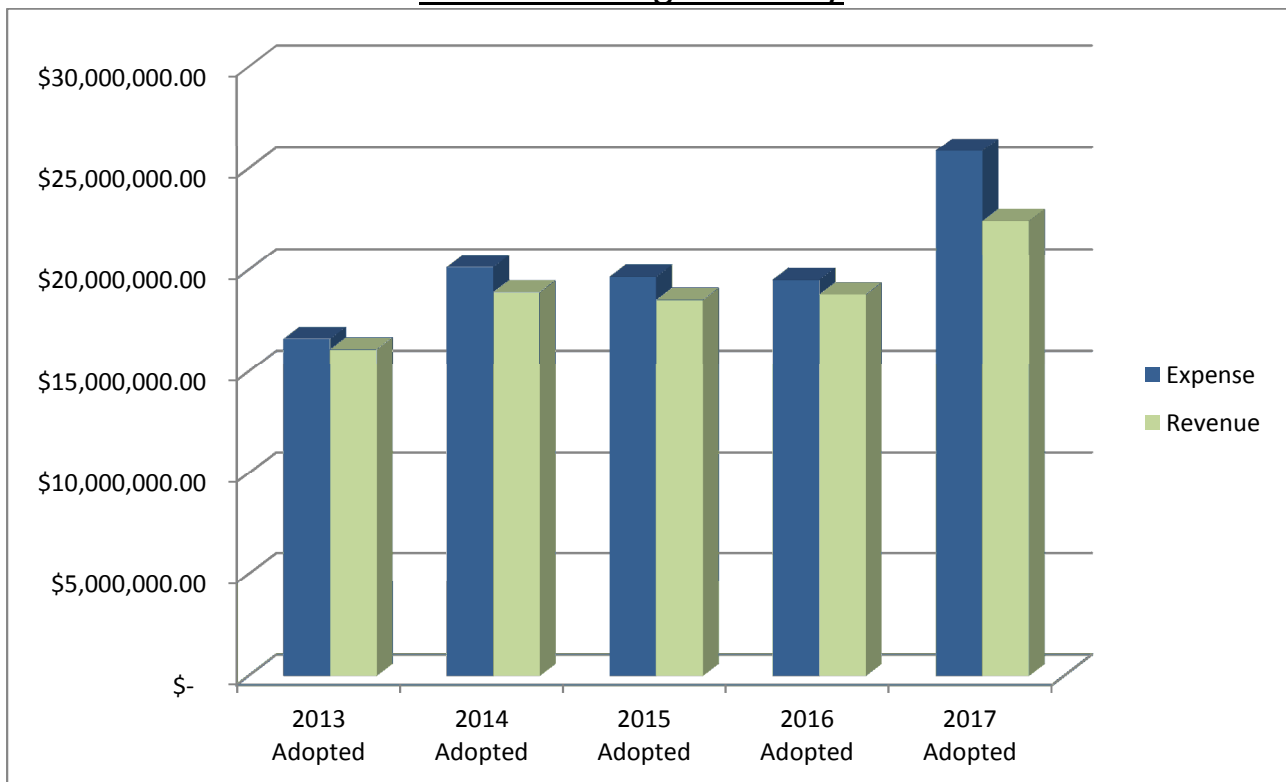
1. The Bridge Unit will endeavor to complete design and planning work using the most economic blend of Force and Contract services for maximizing the use of County and State funding to replace four bridges using DPW Operation's forces efforts and obtain the most efficient design for more expensive construction 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.

## Budget Summary

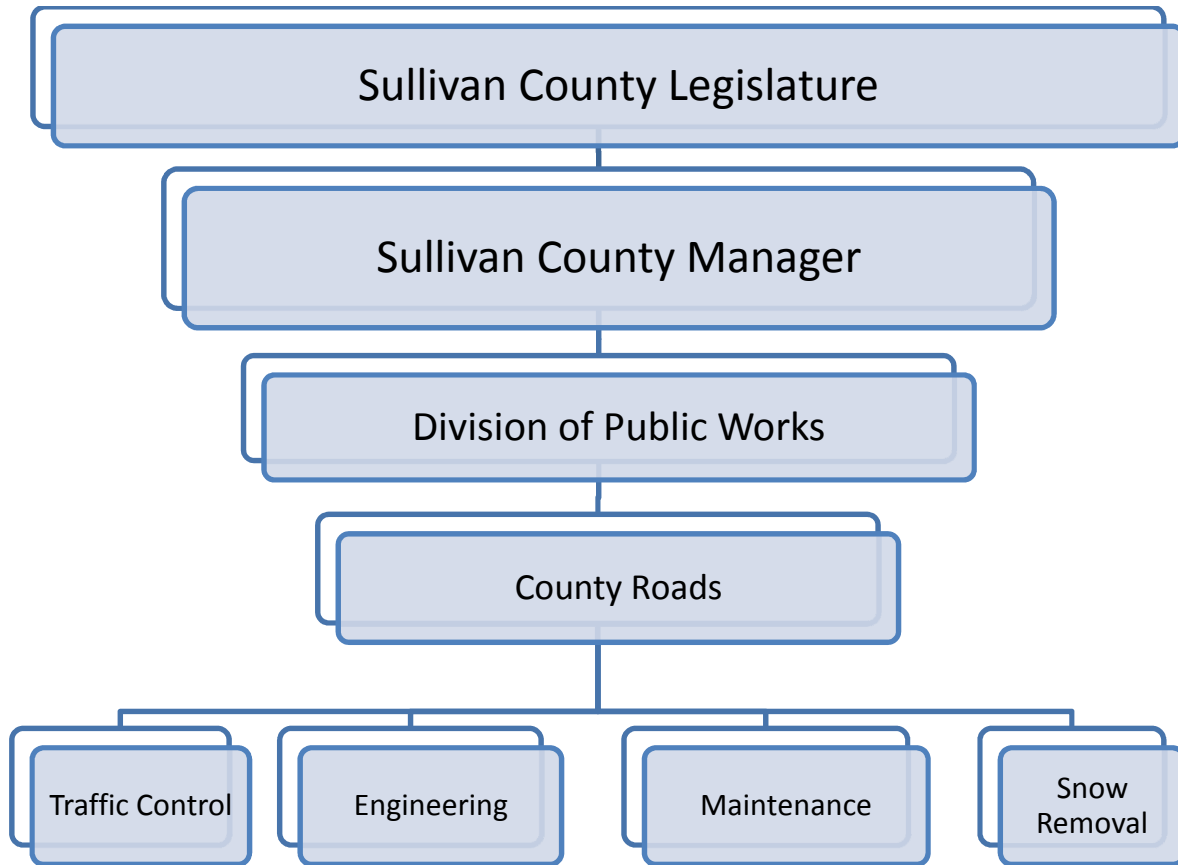
|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$4,131,863         | \$4,459,991         |
| Fixed Equipment                | \$32,906            | \$0                 |
| Contract Services              | \$9,388,569         | \$12,251,304        |
| Debt Service                   | \$1,198,482         | \$1,836,000         |
| Employee Benefits              | \$3,382,233         | \$3,734,045         |
| Interfund Transfer             | \$2,120,179         | \$3,600,222         |
| Total Budgetary Appropriations | \$20,254,232        | \$25,881,562        |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$702,006           | \$602,100           |
| State Aid                      | \$4,146,641         | \$5,330,410         |
| Federal Aid                    | \$622,831           | \$134,375           |
| Interfund Transfer             | \$14,057,869        | \$16,364,726        |
| Total Budgetary Revenues       | \$19,529,347        | \$22,431,611        |
| County Share                   | \$724,885           | \$3,449,951*        |

\*\$3,449,951 from appropriated fund balance debt reserve allocated to repay debt.

## Five Year Budget History



## Organizational Structure



## Position Summary

### TRAFFIC CONTROL

|                      | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|----------------------|-----------------|-------------------|---------------------|-----------------|
| ASST SIGN INSTALLER  | 1               | 1                 | 1                   | 1               |
| SIGN FABRICATOR      | 1               | 1                 | 1                   | 1               |
| SIGN INSTALLER       | 1               | 1                 | 1                   | 1               |
| SIGN SHOP PAINTER II | 1               | 1                 | 1                   | 1               |
| SIGN SHOP SUPERVISOR | 1               | 1                 | 1                   | 1               |
|                      | 5               | 5                 | 5                   | 5               |

**ENGINEERING**

|                           | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|---------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| BRIDGE ENGINEER           | 1                       | 1                         | 1                           | 1                       |
| BUILDING ENGINEER         | 1                       | 1                         | 1                           | 1                       |
| CIVIL ENGINEER            | 1                       | 1                         | 1                           | 1                       |
| DEP. COMM PUB WKS-ENG     | 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                       |
| LAND & CLAIMS ADJUSTER    | 1                       | 1                         | 1                           | 1                       |
|                           | <b>11</b>               | <b>11</b>                 | <b>11</b>                   | <b>11</b>               |

**DPW - ROAD MAINTENANCE**

|                                 | <b>AMENDED<br/>2016</b> | <b>REQUESTED<br/>2017</b> | <b>RECOMMENDED<br/>2017</b> | <b>ADOPTED<br/>2017</b> |
|---------------------------------|-------------------------|---------------------------|-----------------------------|-------------------------|
| 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 SUPERVISOR | 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                       |
|                                 | <b>57</b>               | <b>57</b>                 | <b>57</b>                   | <b>57</b>               |

**Department Total Position Count:                      73                      73                      73                      73**

## DM 5130 Road Machinery/Shops

***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.

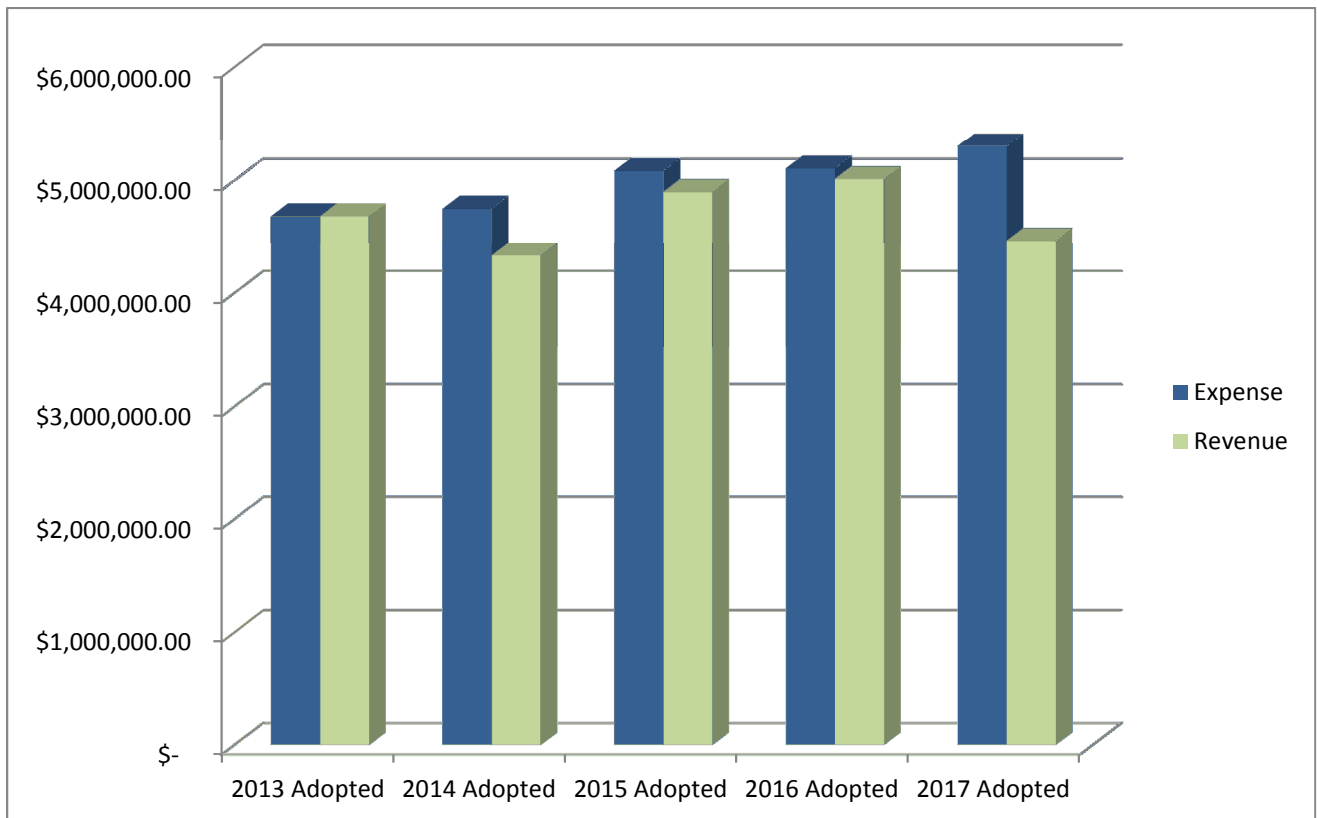
The Road Machinery/Shops department receives no outside funding. It is a non-mandated program.

## Budget Summary

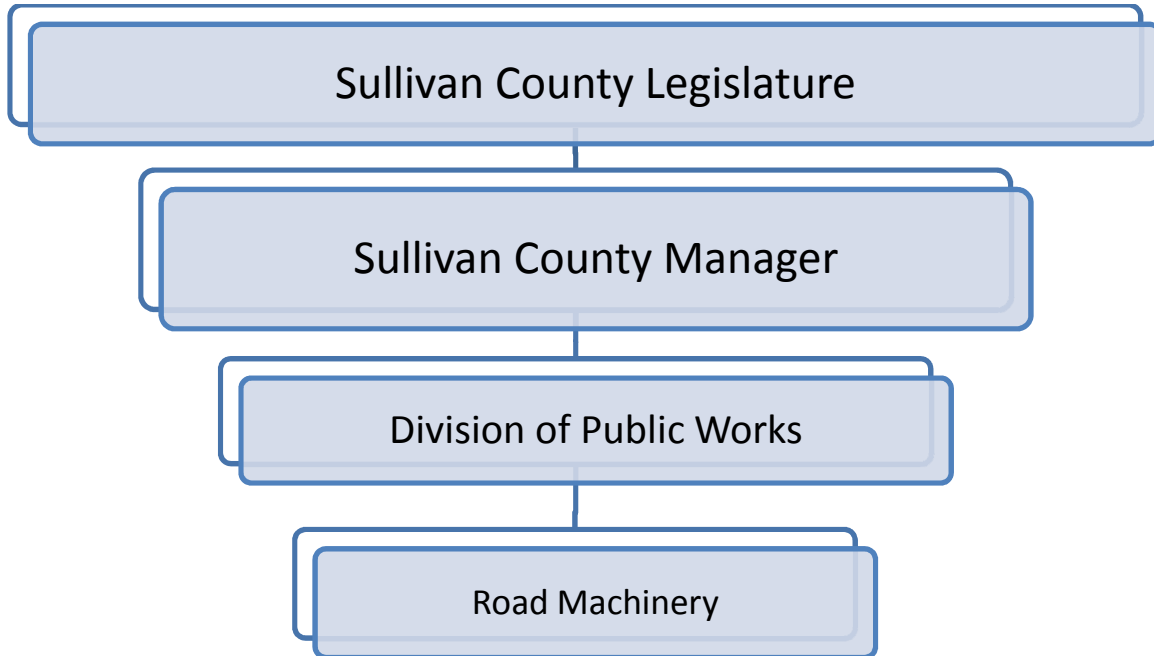
|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Personal Services              | \$1,148,260         | \$1,115,063         |
| Fixed Equipment                | \$132,240           | \$129,000           |
| Contract Services              | \$1,932,833         | \$1,931,050         |
| Debt Service                   | \$62,891            | \$243,168           |
| Employee Benefits              | \$878,776           | \$885,051           |
| Interfund Transfer             | \$883,911           | \$1,002,893         |
| Total Budgetary Appropriations | \$5,038,911         | \$5,306,225         |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$902,000           | \$902,000           |
| Interfund Transfer             | \$3,892,565         | \$3,566,907         |
| Total Budgetary Revenues       | \$4,794,565         | \$4,468,907         |
| County Share                   | \$244,346           | \$837,318*          |

\*\$837,318 from appropriated fund balance debt reserve allocated to repay debt.

## Five Year Budget History



## Organizational Structure



## Position Summary

|                                | AMENDED<br>2016 | REQUESTED<br>2017 | RECOMMENDED<br>2017 | ADOPTED<br>2017 |
|--------------------------------|-----------------|-------------------|---------------------|-----------------|
| AUTOMOTIVE BODY REPAIRER       | 1               | 1                 | 1                   | 1               |
| AUTOMOTIVE EQUIPMENT ATTENDANT | 1               | 1                 | 1                   | 1               |
| AUTOMOTIVE MECHANIC            | 3               | 3                 | 2                   | 2               |
| AUTOMOTIVE SHOP SUPERVISOR     | 1               | 1                 | 1                   | 1               |
| CONSTRUCTION EQUIPMENT OP III  | 1               | 1                 | 1                   | 1               |
| EQUIPMENT PAINTER              | 1               | 1                 | 1                   | 1               |
| 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               |
|                                | <b>20</b>       | <b>20</b>         | <b>19</b>           | <b>19</b>       |



# Miscellaneous

## A1910 Unallocated Insurance

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

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

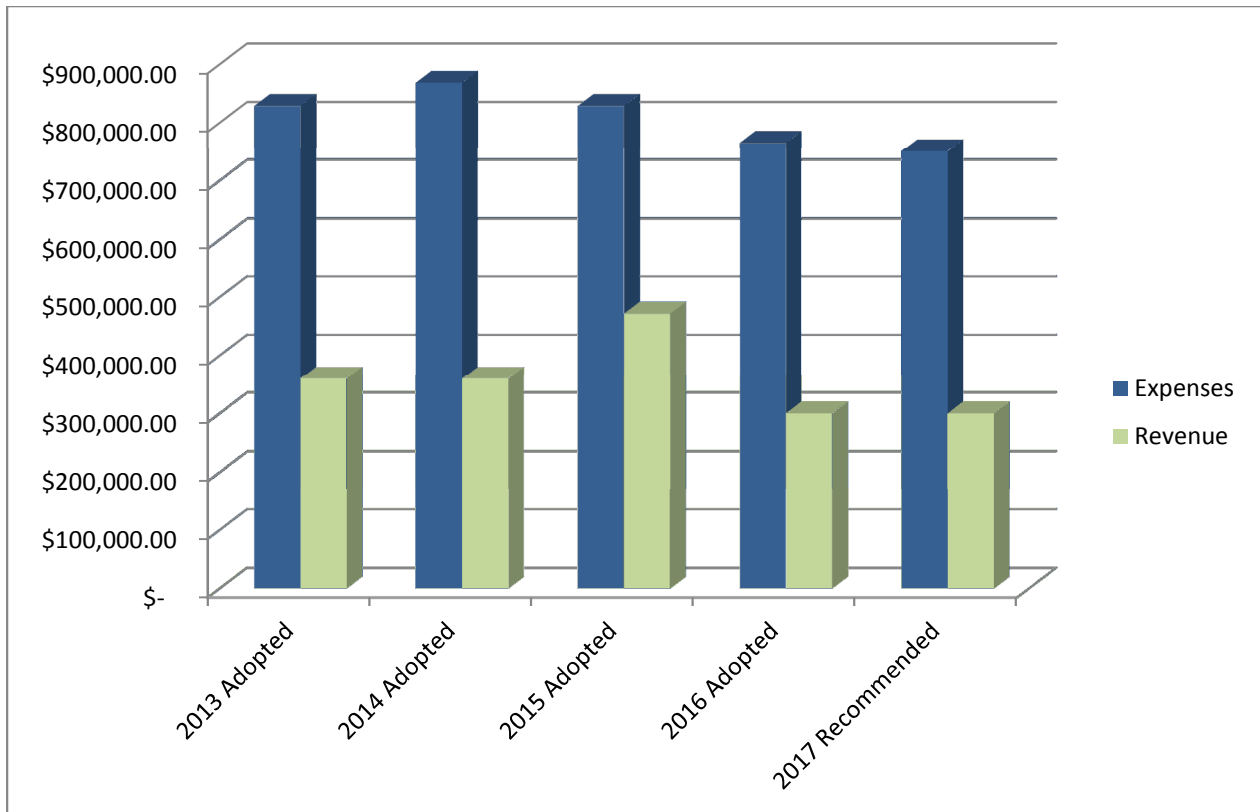
All of the bills for these services are expensed to this organization. This organization bills back various departments for their share of the coverage. Not all of the organizations expenses are charged back to the departments.

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

## Budget Summary

|                                | <u>2016 Amended</u>  | <u>2017 Adopted</u>  |
|--------------------------------|----------------------|----------------------|
| Budgetary Appropriations       |                      |                      |
| Contract Services              | \$765,560            | \$751,000            |
| Total Budgetary Appropriations | \$765,560            | \$751,000            |
| <br>Budgetary Revenues         |                      |                      |
| Departmental Revenue           | \$300,000            | \$300,000            |
| Total Budgetary Revenues       | \$300,000            | \$300,000            |
| <br><b>County Share</b>        | <br><b>\$465,560</b> | <br><b>\$451,000</b> |

## Five Year Budget History



## A1920 Municipal Association Dues

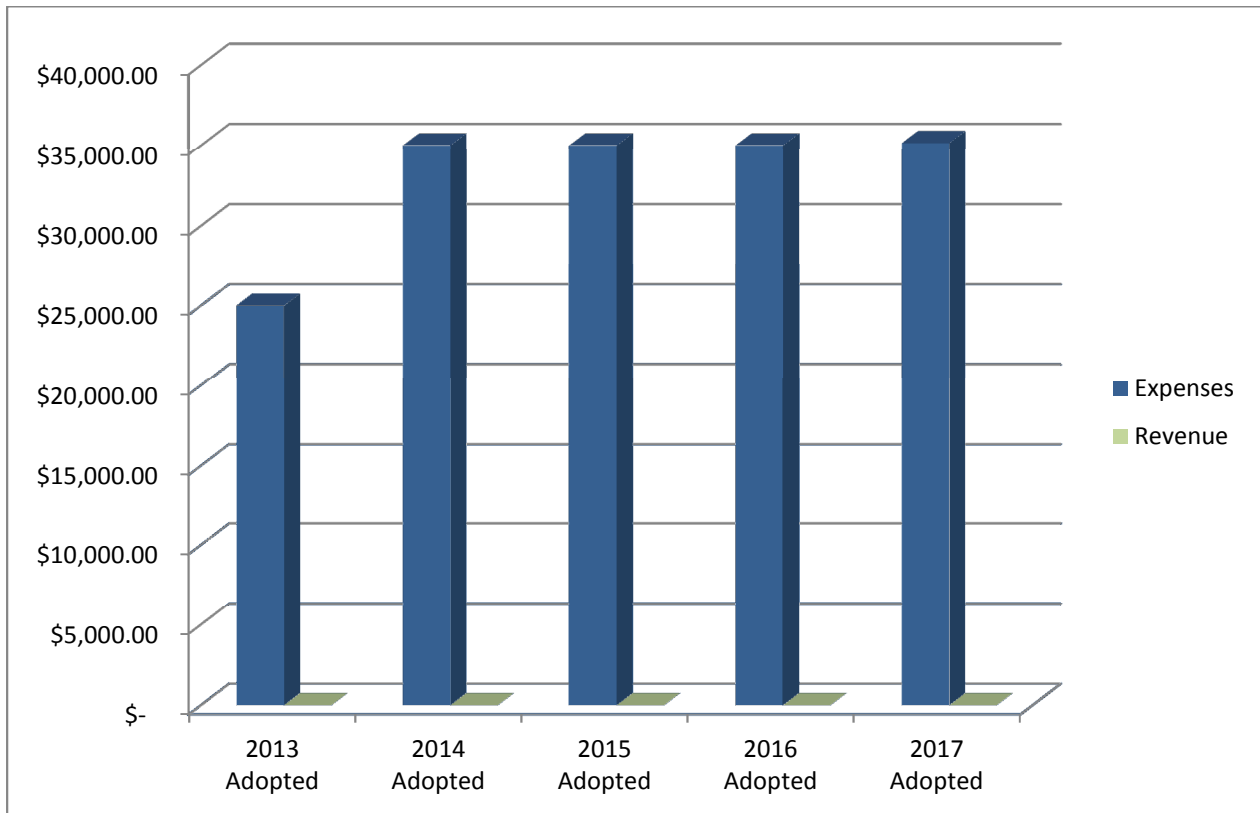
The Municipal Association Dues organization provides funding for municipal dues to the New York State Association of Counties, National Association of Counties, Hudson Valley Regional Council, Coalition of Watershed Towns, ICLEI Local Government for Sustainability, and Pattern for Progress. All dues 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.
- ICLEI Local Governments for Sustainability
  - ICLEI's mission is to build and serve a worldwide movement of local governments to achieve tangible improvements in global sustainability with special focus on environmental conditions through cumulative local actions.
- Pattern for Progress
  - Pattern for Progress' mission is to promote regional, balanced and sustainable solutions that enhance the growth and vitality of the Hudson Valley.

## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Contract Services              | \$35,150            | \$35,150            |
| Total Budgetary Appropriations | \$35,150            | \$35,150            |
| <br>                           |                     |                     |
| <b>County Share</b>            | <b>\$35,150</b>     | <b>\$35,150</b>     |

## Five Year Budget History



## A1930 Judgments and Claims

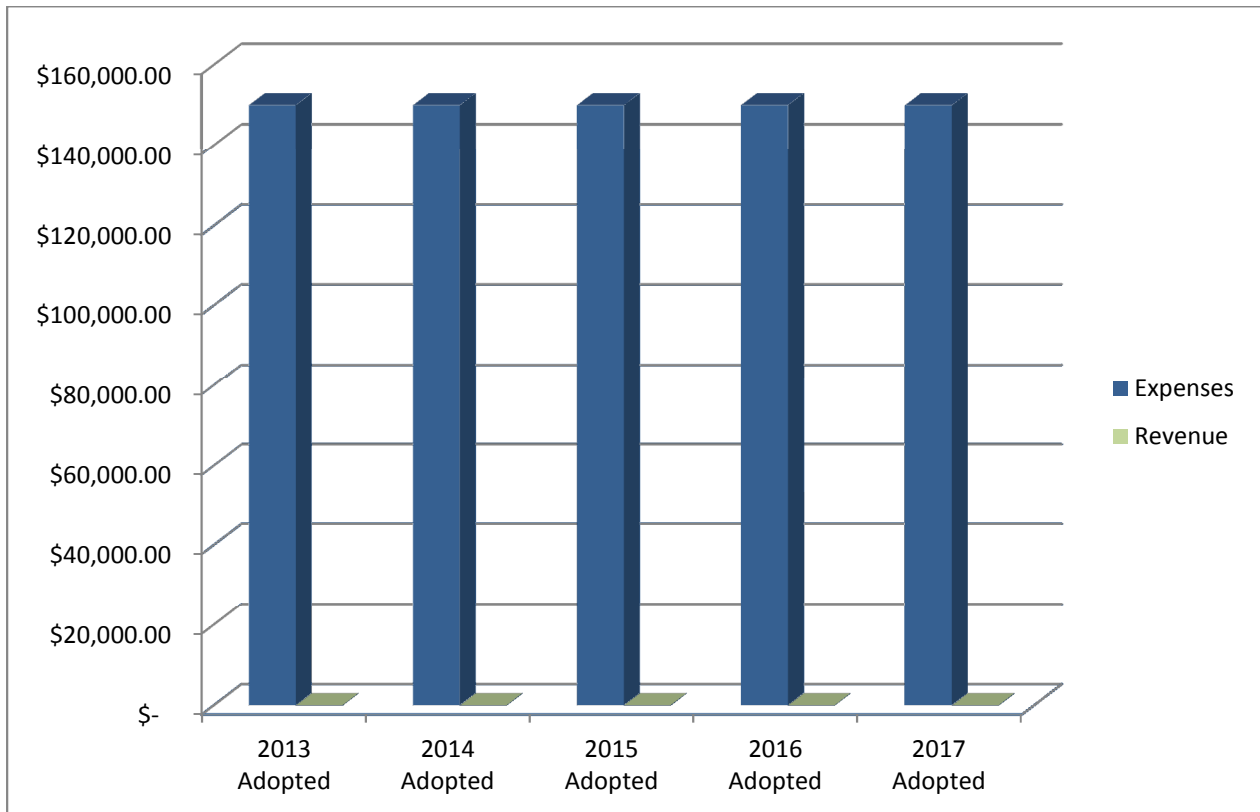
The Judgments and Claims organization is used to record expenses for judgments and settlements against the County.

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

## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Contract Services              | \$576,000           | \$150,000           |
| Total Budgetary Appropriations | \$576,000           | \$150,000           |
| Budgetary Revenues             |                     |                     |
| Federal Aid                    | \$0                 | \$0                 |
| Total Budgetary Revenues       | \$0                 | \$0                 |
| <b>County Share</b>            | <b>\$150,000</b>    | <b>\$150,000</b>    |

## Five Year Budget History



## A1989-99 Other Government Support – Misc. Expense

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

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

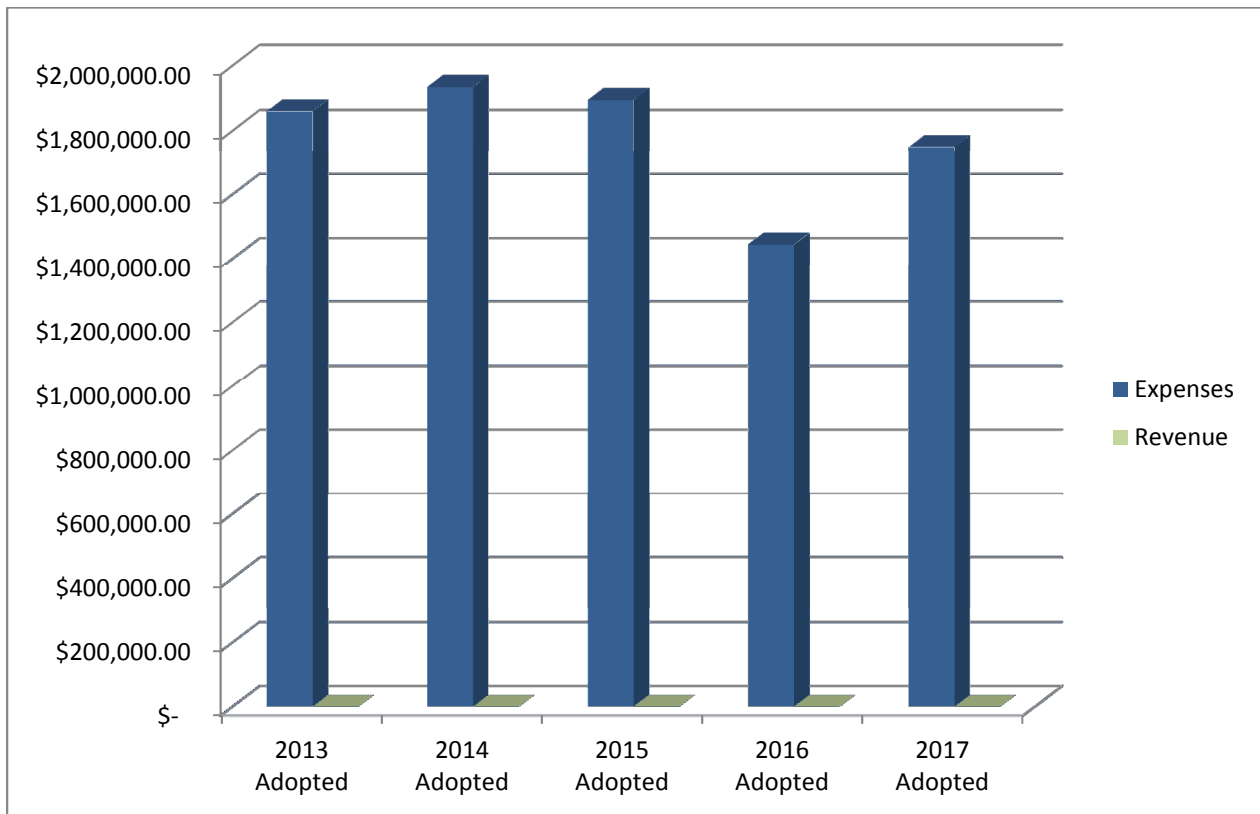
- Refund of Real Property Taxes:
  - The Refund of Real Property Taxes expense appropriation is used to record expenses associated with the cancellation of unenforceable taxes, correct errors in essential fact on tax rolls, correct clerical errors on tax rolls, and for the reduction in taxes associated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



## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Contract Services              | \$1,272,752         | \$1,750,000         |
| Total Budgetary Appropriations | \$1,272,752         | \$1,750,000         |
| <br>                           |                     |                     |
| <b>County Share</b>            | <b>\$1,272,752</b>  | <b>\$1,750,000</b>  |

## Five Year Budget History



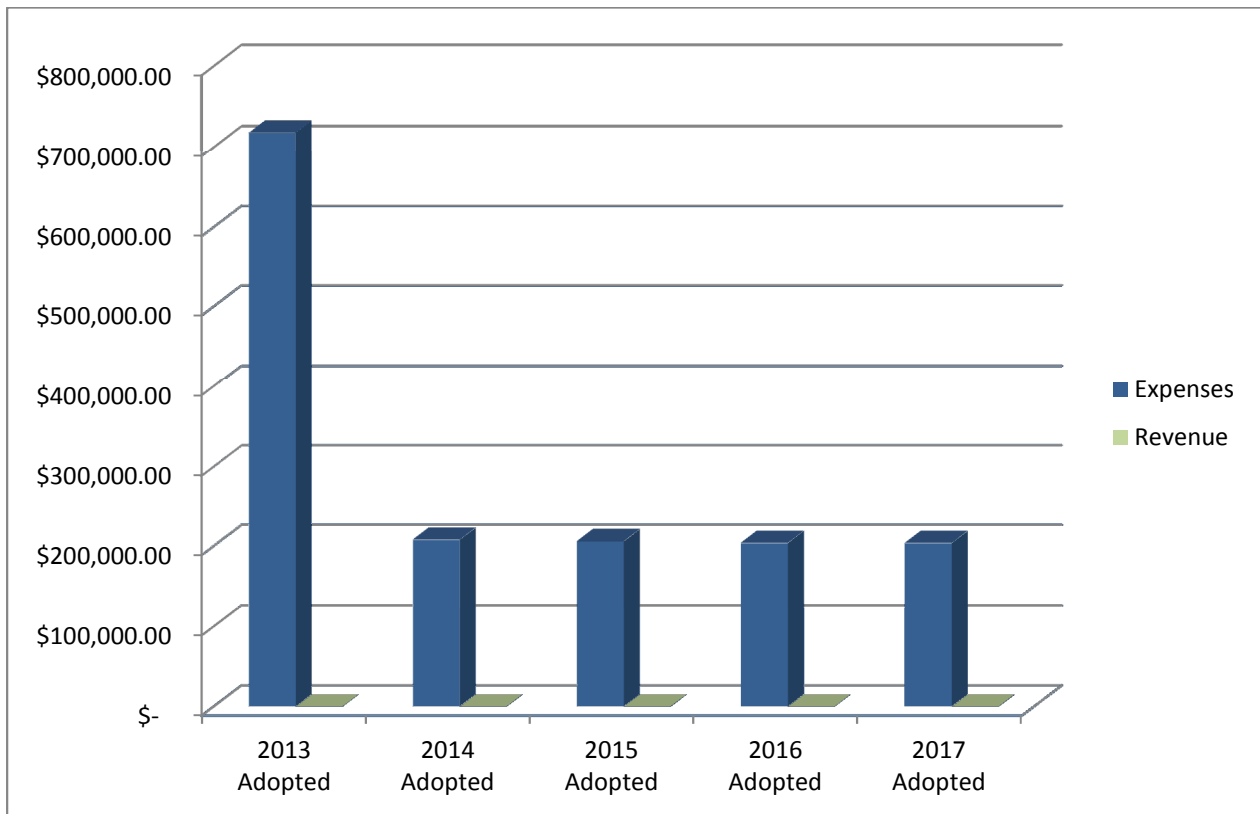
# A9730 Bond Anticipation Notes

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

## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Debt Service                   | \$203,989           | \$204,000           |
| Total Budgetary Appropriations | \$203,989           | \$204,000           |
| <br>                           |                     |                     |
| <b>County Share</b>            | <b>\$203,989</b>    | <b>\$204,000</b>    |

## Five Year Budget History



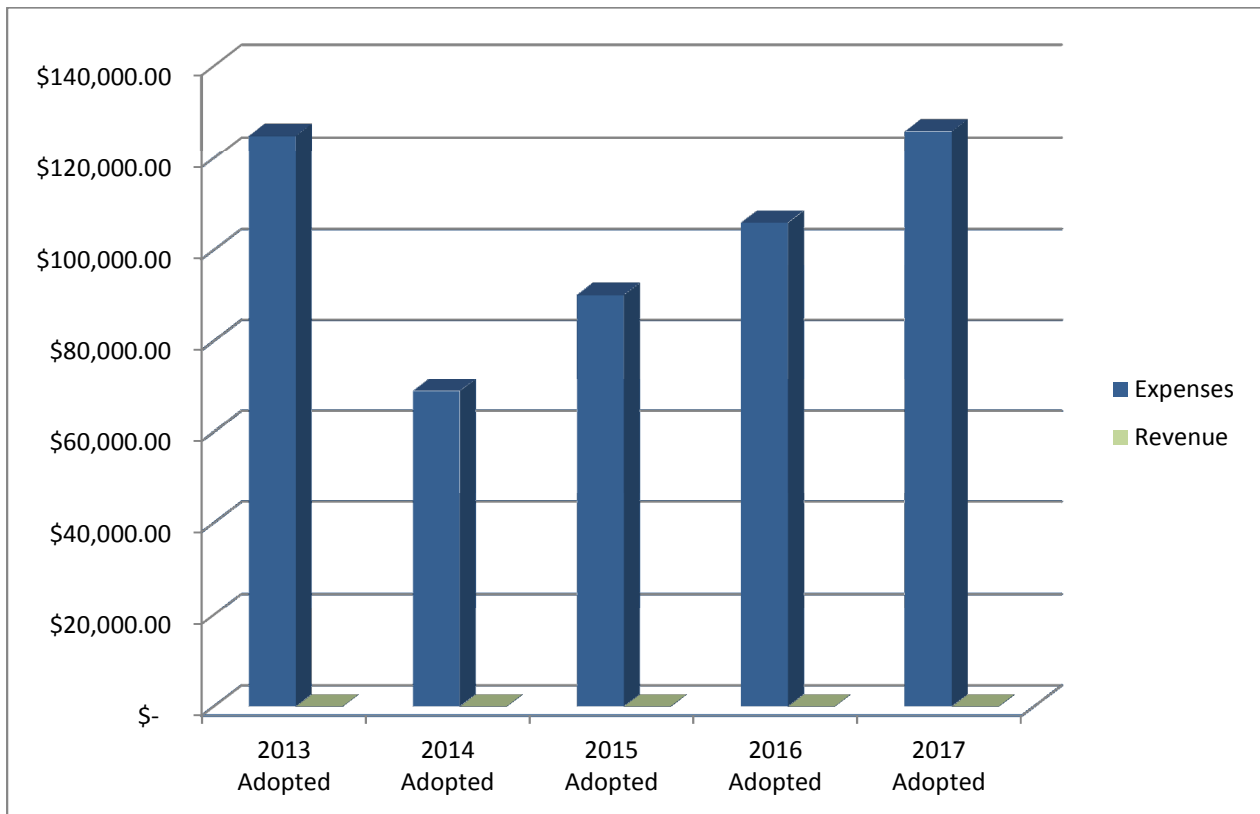
## A9760 Tax Anticipation Notes

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

### Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Debt Service                   | \$105,955           | \$126,000           |
| Total Budgetary Appropriations | \$105,955           | \$126,000           |
| <br>                           |                     |                     |
| <b>County Share</b>            | <b>\$105,955</b>    | <b>\$126,000</b>    |

### Five Year Budget History



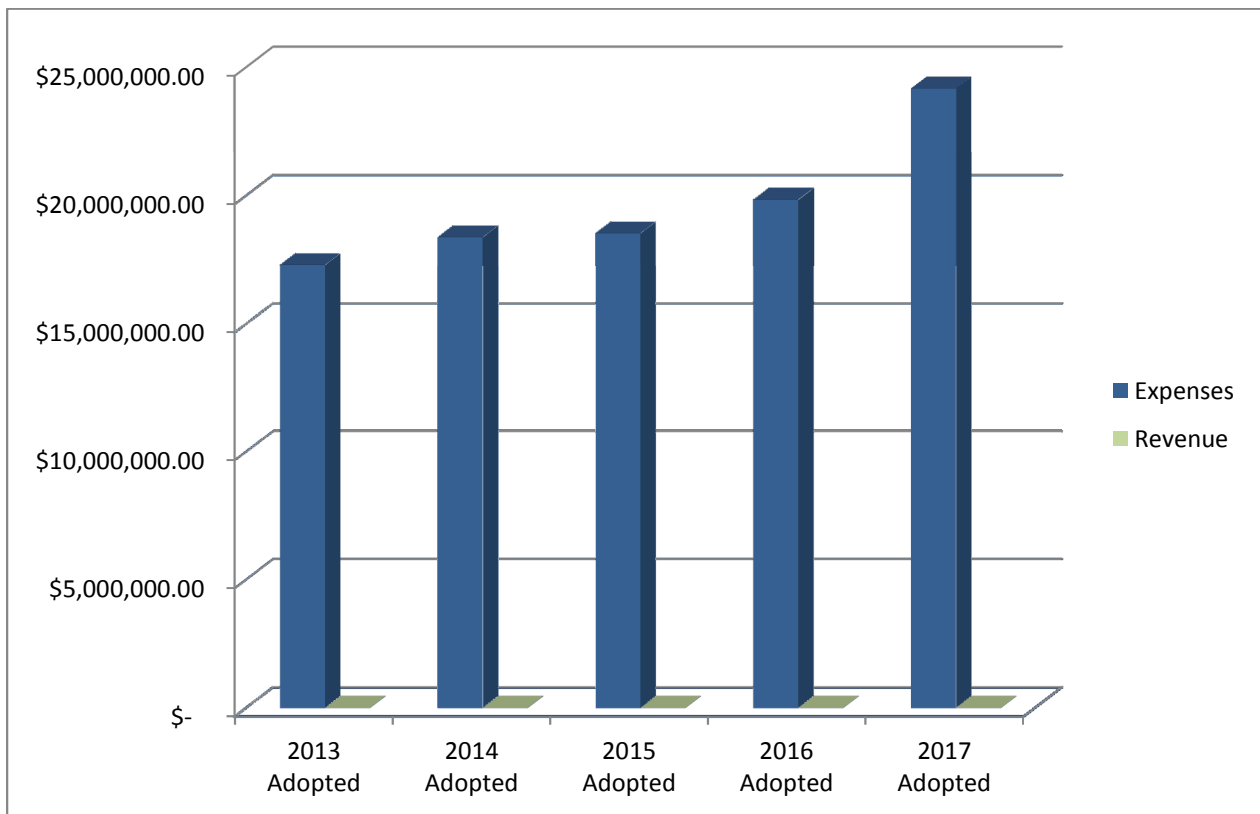
## A9901 Interfund Transfers

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

### Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Interfund Transfer             | \$19,618,740        | \$24,175,881        |
| Total Budgetary Appropriations | \$19,618,740        | \$24,175,881        |
| <br>                           |                     |                     |
| <b>County Share</b>            | <b>\$19,618,740</b> | <b>\$24,175,881</b> |

### Five Year Budget History



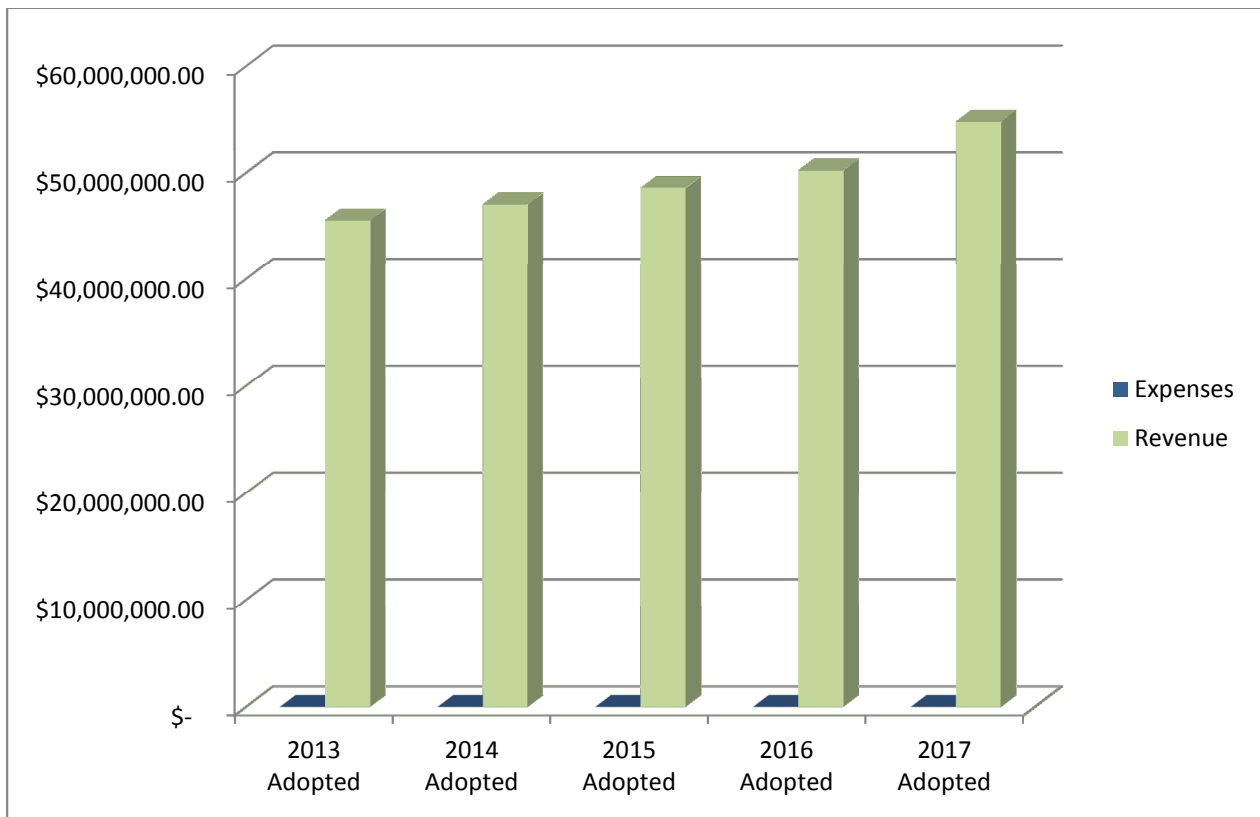
## A9999 General Fund Revenues

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

### Budget Summary

|                          | <u>2016 Amended</u>   | <u>2017 Adoptedd</u>  |
|--------------------------|-----------------------|-----------------------|
| Budgetary Revenues       |                       |                       |
| Departmental Revenue     | \$50,153,750          | \$54,078,596          |
| State Aid                | \$2,476               | \$1,644               |
| Interfund Transfer       | \$500,000             | \$500,000             |
| Total Budgetary Revenues | \$50,656,226          | \$54,580,240          |
| <br>                     |                       |                       |
| <b>County Share</b>      | <b>\$(50,656,226)</b> | <b>\$(54,580,240)</b> |

### Five Year Budget History



## AXX89-98 Post Employment Benefits

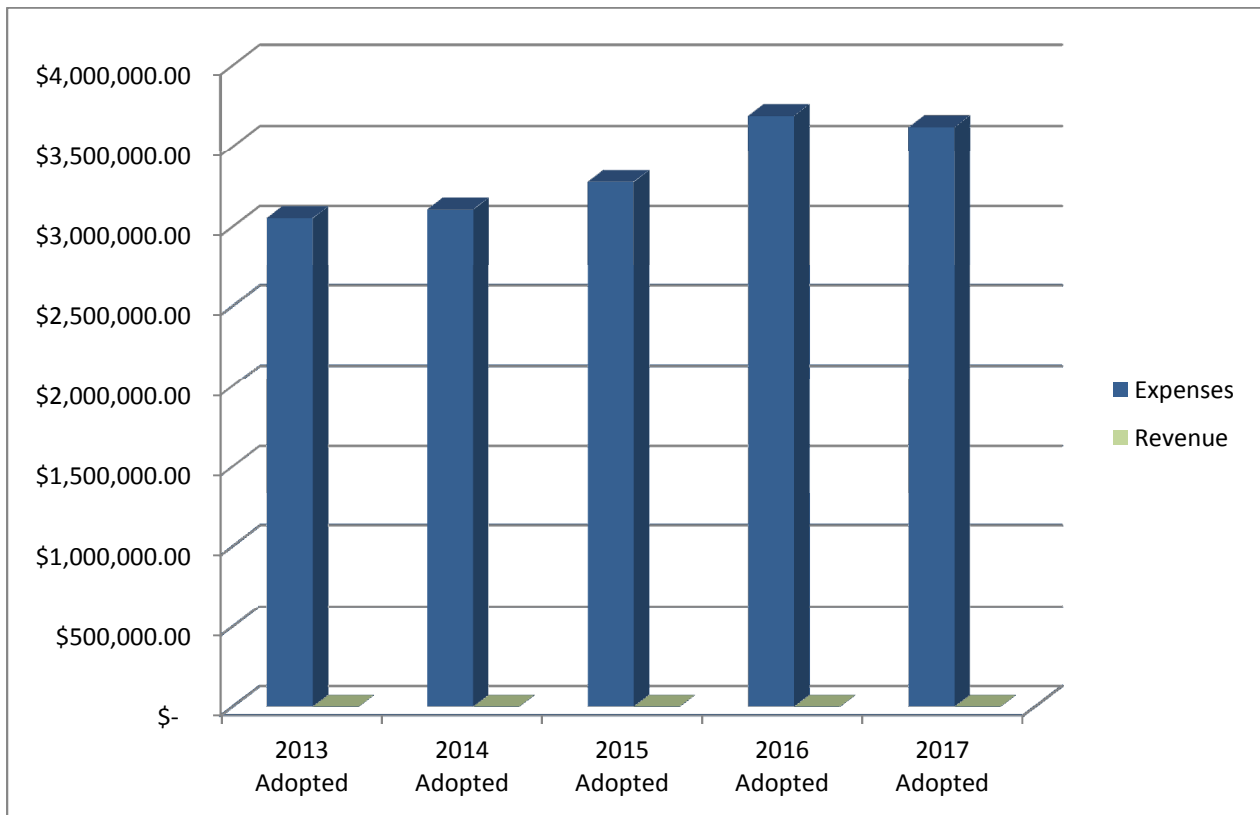
Post Employment Benefits are available to all retired County employees meeting who are eligible based on age and on years of service. These budget organizations also account for expenses related to employees who are separated from employment and are eligible for unemployment benefits. There are seven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

## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Employee Benefits              | \$3,692,488         | \$3,622,247         |
| Total Budgetary Appropriations | \$3,692,488         | \$3,622,247         |
| <br>                           |                     |                     |
| <b>County Share</b>            | <b>\$3,692,488</b>  | <b>\$3,622,247</b>  |

## Five Year Budget History

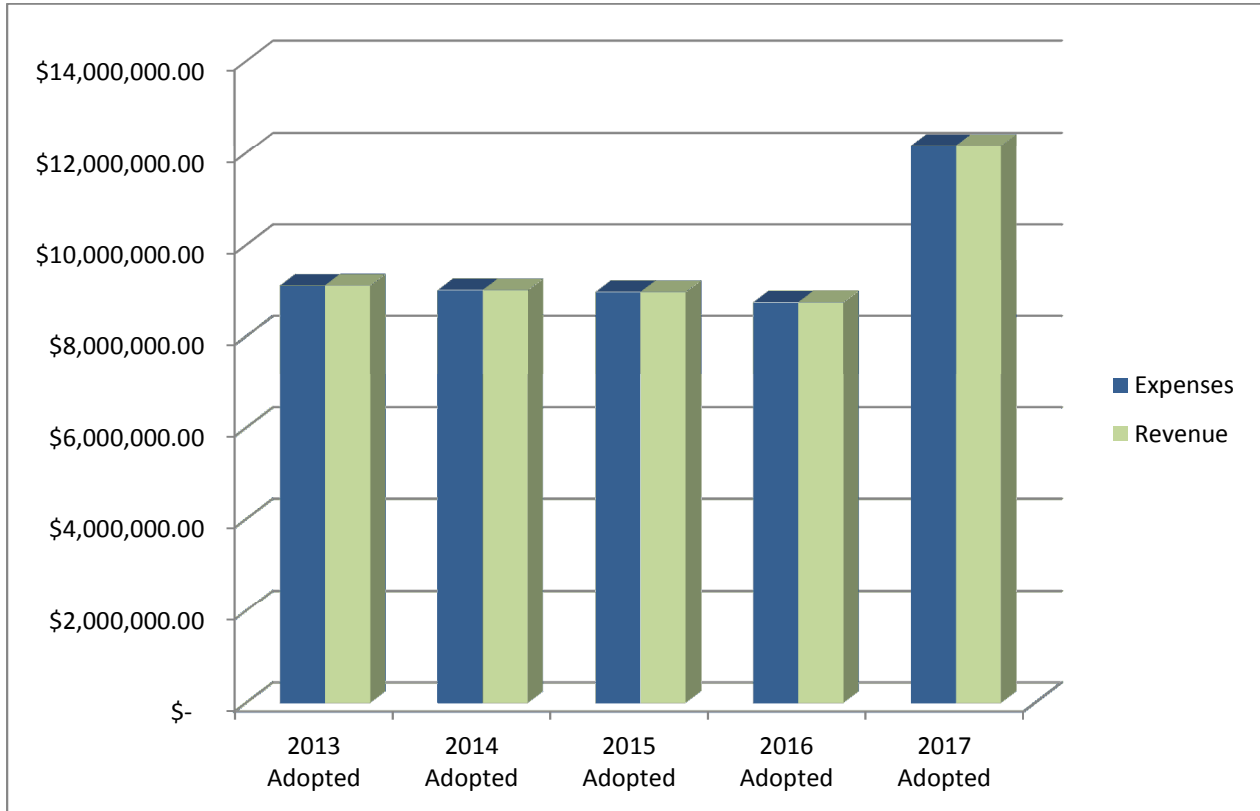


# V-Fund: Debt Service

## Budget Summary

|                                | <u>2016 Amended</u> | <u>2017 Adopted</u> |
|--------------------------------|---------------------|---------------------|
| Budgetary Appropriations       |                     |                     |
| Contract Services              | \$4,339             | \$2,912             |
| Debt Service                   | \$8,728,263         | \$12,157,156        |
| Interfund Transfer             | \$0                 | \$0                 |
| Total Budgetary Appropriations | \$8,732,602         | \$12,160,068        |
| Budgetary Revenues             |                     |                     |
| Departmental Revenue           | \$0                 | \$0                 |
| Federal Aid                    | \$0                 | \$0                 |
| Interfund Transfer             | \$8,732,602         | \$12,160,068        |
| Total Budgetary Revenues       | \$8,732,602         | \$12,160,068        |
| <b>County Share</b>            | <b>\$0</b>          | <b>\$0</b>          |

## Five Year Budget History







**County of Sullivan Adopted  
Budget Executive Summary**

**2017**

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

## **Glossary**

## County of Sullivan

### 2016 Adopted Budget

#### Executive Summary – Glossary



**Access Fee:** A fee charged to each improved parcel based upon the parcel's access to certain infrastructure. In Sullivan County, an access fee is charged to each improved parcel based upon the parcel's access to the County solid waste system.

**Account Code:** An expenditure classification based upon types or categories of spending, such as positions, office supplies, or various types of interdepartmental expenses.

**Accounting System:** The total set of records and procedures, which are used to record and report information on the financial operations of an organization.

**Accrual Basis of Accounting:** Transactions are recorded to a fiscal year when the event takes place, regardless of when payment was actually received. The revenues are recorded during the period which the revenue-generating activities are being performed. The expenses are recorded when the services and goods are received.

**Administrative Cost:** The expense that an organization incurs not directly tied to a specific function such as manifesting, production or sales.

**Agritourism:** The practice of touring agricultural areas to see farms and often to participate in farm activities.

**Allocate:** to set apart for a particular purpose; assign or allot

**Anticipation:** The performance of an act or obligation before it is legally due.

**Appropriation:** A government legislative body's authority that allows officials to incur obligations and to make public fund expenditures. Usually made for fixed amounts and are normally granted for a one-year period.

**Assessed Valuation:** The estimated value for real estate or other property by a government as a basis for levying taxes. The value may only be a fraction of its market value.

**Asset:** Property that has a monetary value that must be accounted for, owned by the county.

**Assigned Fund Balance:** Amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority.

**Attributable Revenue:** The revenue generated as a direct consequence of the provision of a specific governmental activity, such as fees for service, state or federal aid for programs, and income from sales.

**Audit:** The collection and careful review of appropriate documents to assess the accuracy of financial statements and the fairness and efficiency with which management carries out its responsibilities.

**Authorized Positions:** Positions that the legislative body has formally approved for a given period.

## **B**

**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.

## **C**

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

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

**Capital Improvement Plan:** A plan for capital expenditures to be incurred each year over a period of six future years. It describes and details each capital project, the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.

**Capital Improvements:** Land, Building or other physical asset improvements. Roads, parks, equipment and vehicles are typically included.

**Capital Outlay:** Land, equipment, vehicles or machinery expenditures that result in the acquisition of or addition to, fixed assets.

**Cash Basis of Accounting:** A basis of accounting that only when cash is received or disbursed are transactions recognized.

**Committed Fund Balance:** Using a government's highest level decision-making authority to have amounts constrained to specific purposes. Unless the government takes the same highest level action, amounts cannot be used for any other purpose.

**Constitutional Debt Limit:** The County's maximum legal amount of debt that can be incurred.

**Constitutional Tax Margin:** The maximum legal property tax rate (or levy) at which a municipality may levy a tax.

**Consumer Price Index (CPI):** A U.S. Bureau of Labor Statistic provided price level statistical description (used to measure the cost of living).

**Contingency:** A budgetary reserve set aside for unforeseen expenditures that occur during the fiscal year.

**County fleet:** A group of motor vehicles operating under the ownership of the county.

**County Share:** The total cost of an item or service to the County after the total expense has been offset by available revenue.

## **D**

**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.

## **E**

**Employee Benefits:** County appropriations that could be for retirement, worker's compensation, Social Security, health, dental and unemployment cost.

**Encumbrance:** The commitment of appropriated funds to purchase an item or service. Funding is set aside or committed for future expenditure.

**Enterprise Resource Planning (ERP) software:** A business process management software that allows an organization to use a system of integrated applications to manage operations and automate many back office functions. Currently Sullivan County uses New World.

**Equalization:** An annual assessment of real estates to ensure that assessments accurately reflect current market values.

**Equipment:** One of the major expense codes used to categorizes appropriations. Motor vehicles, tools, office equipment, construction equipment, laboratory equipment, grounds equipment, safety equipment and shop equipment are included.

**Estimated Revenue:** The amount of revenue projected or forecasted to be collected during the current or future fiscal years. Estimated revenue becomes budgeted revenue when approved as part of the annual budget process by the County legislature.

**Executive Summary:** A short document or section of a document, produced for business purpose that summarizes a larger report or proposal or a group of related reports in such a way that readers can become rapidly acquainted with a large body of material.

**Expenditure (Expense):** Charges incurred by an organization for the rendering of services, or delivery or production of goods.

**Expense Code:** See "Account Code".

## **F**

**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.

- **Capital Fund:** A fund established to account for planning, acquisition and construction of capital projects.
- **County Road Fund:** The operating fund of the County which accounts for the County's financial resources including financing and expenditures for functions related to the maintenance of the County's highway and bridge infrastructure (commonly referred to as the "D" Fund).
- **Enterprise Fund:** A governmental accounting fund in which the services provided are financed and operate similarly to those of a private business. The County's enterprise, or "EI" Fund, is used to account for financial resources including financing and expenditures for the Adult Care Center nursing home.
- **General Fund:** The primary operating fund of the County which accounts for most of the County's financial resources including financing and expenditures for most of the basic operating functions, such as parks and recreation, public safety and data processing (commonly referred to as the "A" Fund).

- **Road Machinery Fund:** The operating fund of the County which accounts for the County’s financial resources including financing and expenditures for functions related to the maintenance of the County’s fleet and equipment (commonly referred to as the “DM” Fund).
- **Self-Insurance Fund:** The internal service fund used to account for the risk of loss, including workers compensation, all liability risk and certain physical damage risks (administered by a third-party).
- **Solid Waste Fund:** The operating fund of the County which accounts for the County’s financial resources including financing and expenditures for functions related to the maintenance of the County’s solid waste system (commonly referred to as the “CL” Fund).

**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.

- **Appropriated Fund Balance:** The amount of funds from previous years that is estimated to be available and is intended to be used for a particular purpose in the current year or in future years.
- **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.
- **Non-spendable Fund Balance:** Amounts that are required to be maintained intact or are not in a spendable form.
- **Reserve:** An account used to indicate that a portion of an operating fund’s “fund balance” is legally restricted for a specific purpose and is ,therefore, not available for general appropriations.
- **Restricted Fund Balance:** Through constitutional provisions, or by enabling legislation, amounts are constrained to specific purposes by their providers.
- **Unassigned Fund Balance:** Amounts that are available for any purpose; these amounts are reported only in the general fund.

## G

**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 or non-competitive basis.

## H

**Health Insurance Buyout:** A financial incentive offered to an employee in exchange for an early retirement or voluntary resignation.

## **I**

**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.

## **J**

## **K**

## **L**

**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.

## **M**

**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.

## **N**

## **O**

**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.

## **P**

**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.

## Q

## R

**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.

## S

**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

## T

**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.

## **U**

**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.

## **V**

## **W**

## **X**

## **Y**

## **Z**