



**2023**

**COUNTY OF SULLIVAN**

**ADOPTED BUDGET  
EXECUTIVE SUMMARY**



**Sullivan**  
COUNTY CATSKILLS  
*Mountains of Opportunities*



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# INTRODUCTION

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# Transmittal Letter

Robert Doherty, Legislative Chairman

ROBERT A. DOHERTY  
CHAIR

MICHAEL BROOKS  
VICE CHAIR



ANMARIE MARTIN  
CLERK TO THE LEGISLATURE  
TEL: 845-807-0435

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

December 2022

Dear Neighbors and Friends:

I am pleased to present to you the 2023 Sullivan County Adopted Budget.

As approved by the Sullivan County Legislature, the Adopted Budget builds upon and stands testament to the successes and tenacity of legislators to reduce debt, improve services and avoid further burdening taxpayers.

This budget is entirely born of serious and concerted efforts to be fiscally prudent and responsible to the people we represent and serve.

Significant initiatives in the 2023 Budget include expanding the Sullivan Promise Scholarship from one year to two, investing in our roads and bridges without bonding, and eliminating the Solid Waste Access Fee without having to simultaneously raise taxes.

Sullivan County is growing in population, jobs and opportunity, and we remain committed to making all our communities attractive and vibrant places to live, work and visit. As you will see in the attached detail, this will be accomplished through strategic and innovative investments in staff, materials, facilities and equipment.

The Legislature and I look forward to working with all County employees and citizens to carry out the goals and initiatives contained within this Adopted Budget.

Cordially,

Robert A. Doherty  
Legislature Chairman  
County of Sullivan

# **GFOA - Distinguished Budget Award for 2022 Edition**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**County of Sullivan  
New York**

For the Fiscal Year Beginning

**January 01, 2022**

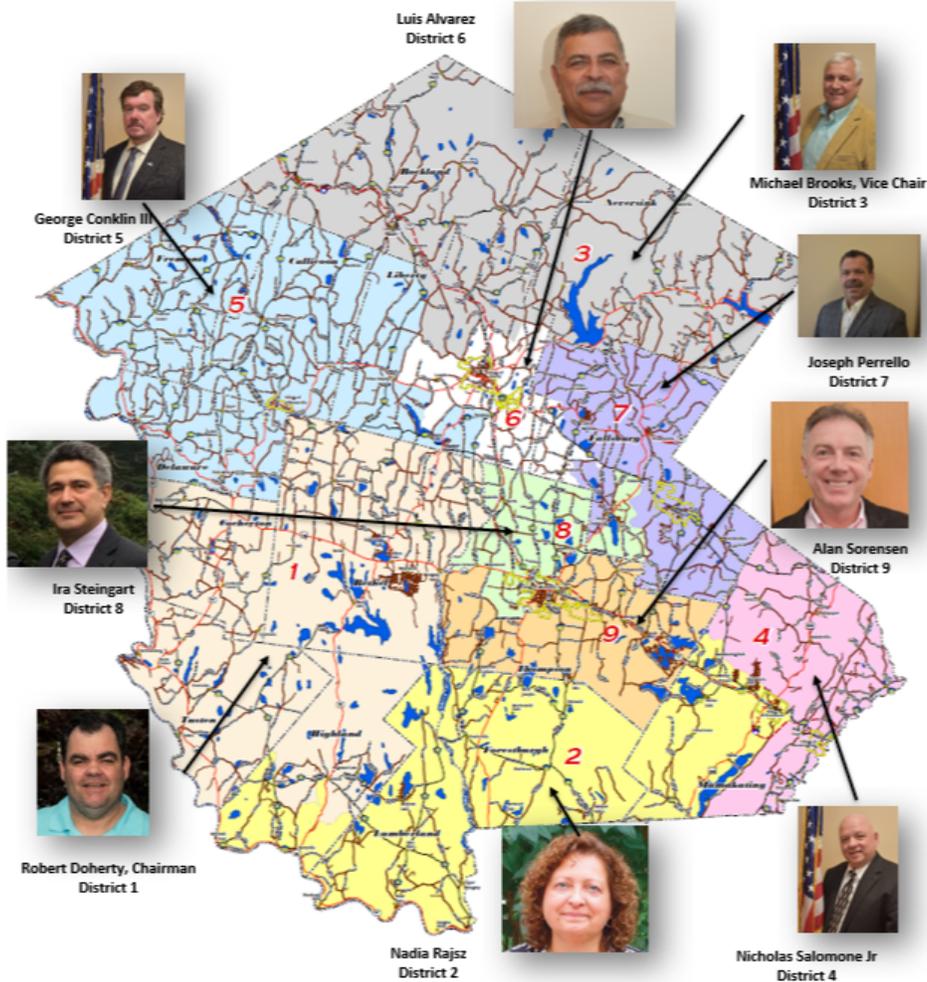
*Christopher P. Morill*

Executive Director

# Legislators 2023

## 2023 ADOPTED BUDGET FOR SULLIVAN COUNTY

### SULLIVAN COUNTY LEGISLATURE



# Committee Chairs

## 2023 ADOPTED BUDGET FOR SULLIVAN COUNTY CHAIRS OF STANDING COMMITTEES OF COUNTY LEGISLATURE

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

# Elected Officials

## 2023 ADOPTED BUDGET FOR SULLIVAN COUNTY SULLIVAN COUNTY ELECTED OFFICIALS

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

## Introduction

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

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

# History

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

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

Perhaps the most famous event within Sullivan County occurred as a stroke of luck when the town of Woodstock, NY (located in Ulster County) decided it would not host the Woodstock Festival of 1969. Instead, the festival was moved to Max Yasgur's dairy farm in Bethel in August of that year, with over 400,000 attendees and famous young legends performing such as Carlos Santana, Jimi Hendrix and Bob Dylan, just to name a few. Today, the site is home to Bethel Woods Center for the Arts, featuring a museum, 400 seat event gallery and 15,000 capacity outdoor staging area[4]. In February of 2018, Resorts World Catskill Casino and Hotel opened in the Town of Thompson, followed by the Kartrite Resort & Indoor Waterpark in April of 2019. While there has been a downturn in their ability to operate as a result of the COVID-19 pandemic, the added tourism these properties have brought to the County have been a great asset. Interest in buying locally produced foods has continued its surge in popularity, and agritourism has become a staple recreational option. Combined with steady growth in the healthcare industry, as well as investment in the expansion of several existing businesses, recent economic activity has given Sullivan County reason to be highly optimistic about its future[5].

[1] Bethel Woods Center for the Arts

[2] Sullivan County Visitors Association

[3] Sullivan County Historical Society

[4] Sullivan County NY Wikipedia page

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



## Geography

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

[1] Sullivan County NY Wikipedia page

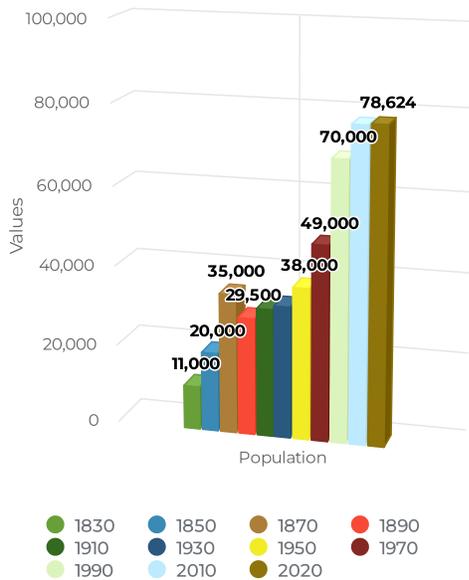


## Population

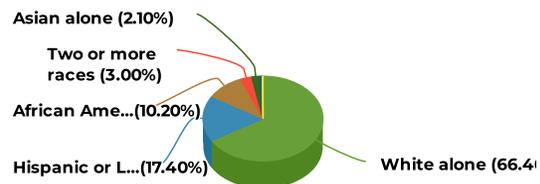
As of the 2020 U.S. Census, Sullivan County has a full-time population of 78,624. This number is estimated to triple during the summer season, when the County experiences an influx of second homeowners and vacationers. The median household income was \$60,433 from 2016-2020, and 16.2% of the population was estimated to live below the poverty level for the same period. There were a total of 51,270 housing units in the County, and the homeownership rate was 67.7%.

In the early days of Sullivan County, the population was at around 6,100 residents. That number slowly grew as manufacturing and tourism developed. In 2020, the U.S. Census estimated a population of 78,624. In 2020, 61% of the population was working age (between 16 and 64).

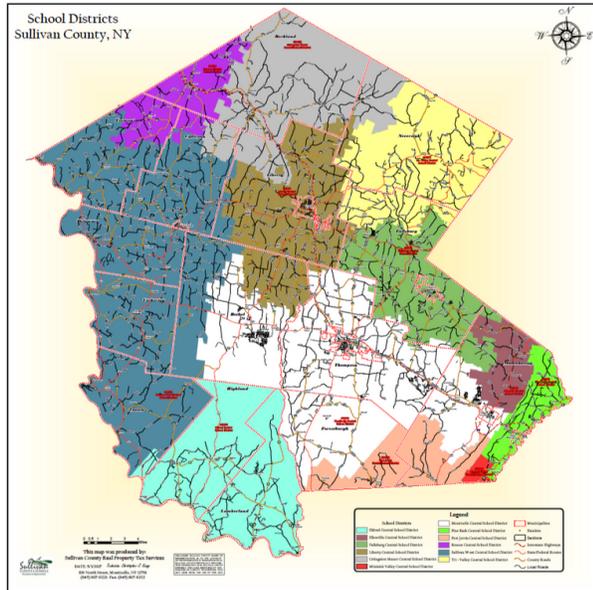
Sullivan County Population 1810-2020



Population by Race 2020



## Education



With 8 school districts, making up 21 schools and servicing over 10,000 students, Sullivan County has a well-oiled infrastructure for Kindergarten to Grade 12 education. Sullivan County Community College enrolls an average of 1,600 students at any time with 71% of these students representing County residents. According to the 2019 U.S. Census, 86.2% of the population of Sullivan County have a high school diploma or higher, with 23.2% of the population obtaining a bachelor' degree or higher[1].

[1] New York Schools statistics

## Transportation



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

[1] Sullivan County Government

[2] CoachUSA

[3] NJ Transit

## Government

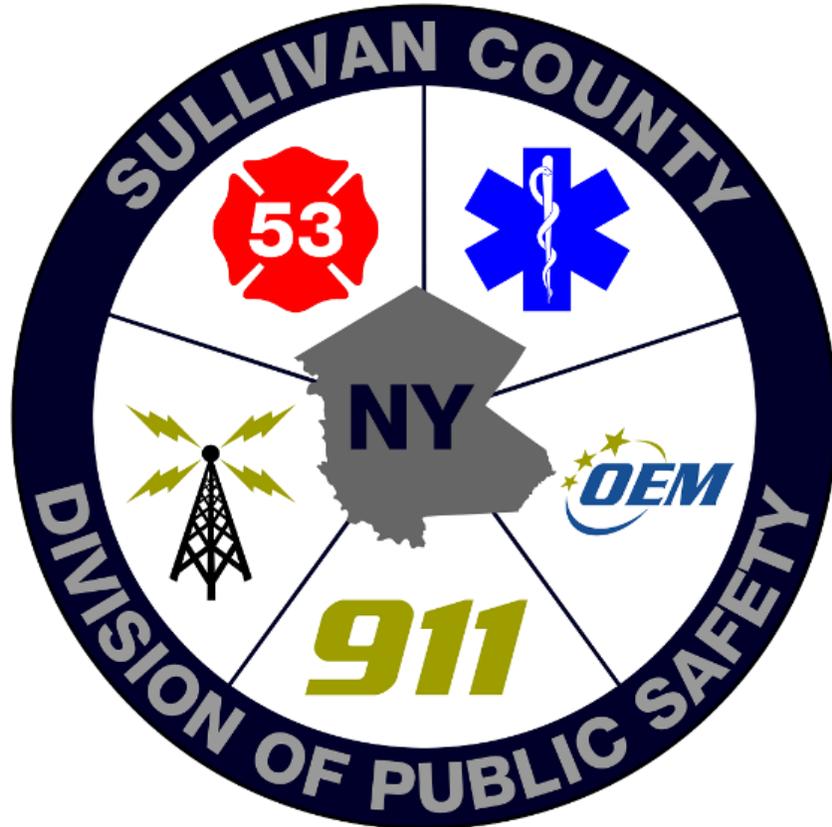
The Sullivan County Charter currently provides for a government consisting of nine elected County Legislators, each representing one legislative district within the County. The nine-member board of legislators appoints a County Manager to oversee the day-to-day County operations. County departments each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

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

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

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

## Public Safety



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

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

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

## Arts, Culture & Entertainment



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

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

The North American Culture Library or NACL Theatre, is a professional, non-profit theatre arts company that has developed 20 original ensemble theatre productions and countless public spectacles, located in Highland Lake.

Nesin Cultural Arts in Monticello supports artistic growth providing year round education programs in music, dance and visual arts and presents the professional Sullivan County Chamber Orchestra (SCCO) Concert Series. The Hurleyville Arts Centre offers weekly movies, yoga classes, live performances and family programs, in a beautiful state of the art building located in the downtown Hurleyville.

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

[1] Sullivan County Visitor's Association

# Economic Outlook

The 2020 U.S. Census estimated a civilian labor force of 58.2% of the total population of Sullivan County or 43,901 people. Total retail sales per capita were \$10,047. New York State Department of Labor statistics indicate that Sullivan County has a lower rate of unemployment compared with other Counties within the state at a range of 6.6% unemployed. A look at private sector jobs by area in New York State indicate that Sullivan County is gaining jobs faster than the state rate of between 0.9% and 1.3%[1].

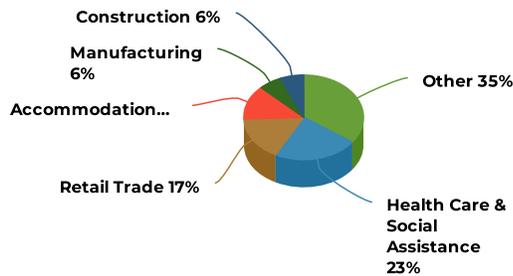
The 2020 assessed values for property in Sullivan County totaled \$5.6 billion with a 2021 estimated property tax revenue of \$69.9 million expected[2].

Employment by sector is broken down as follows:

[1] U.S. Census

[2] Sullivan County 2020 Assessment Rolls

**Employment by Sector**



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

# Healthcare



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

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

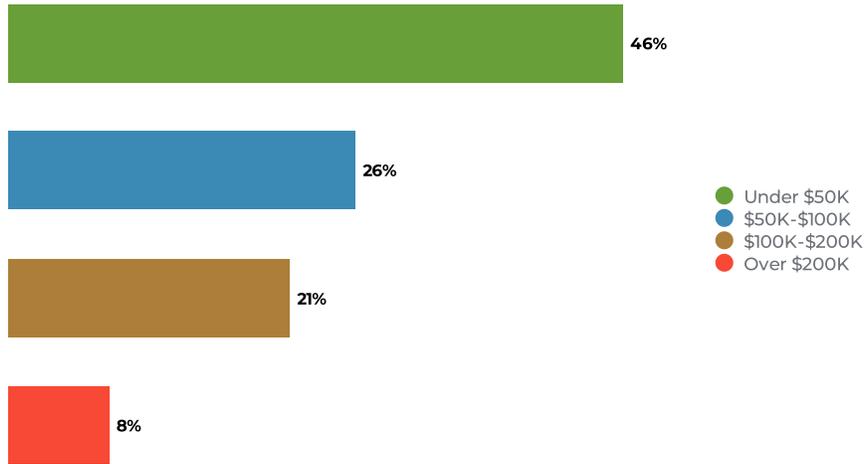
The Sullivan County Department of Public Health provides a variety of programs and health related services in Sullivan County. Sullivan County Public Health Services works within the framework of the Ten Essential Public Health Services, from the National Public Health Performance Standards which outline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

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

[1] Sullivan County Government

# Income

## 2021 Household Income



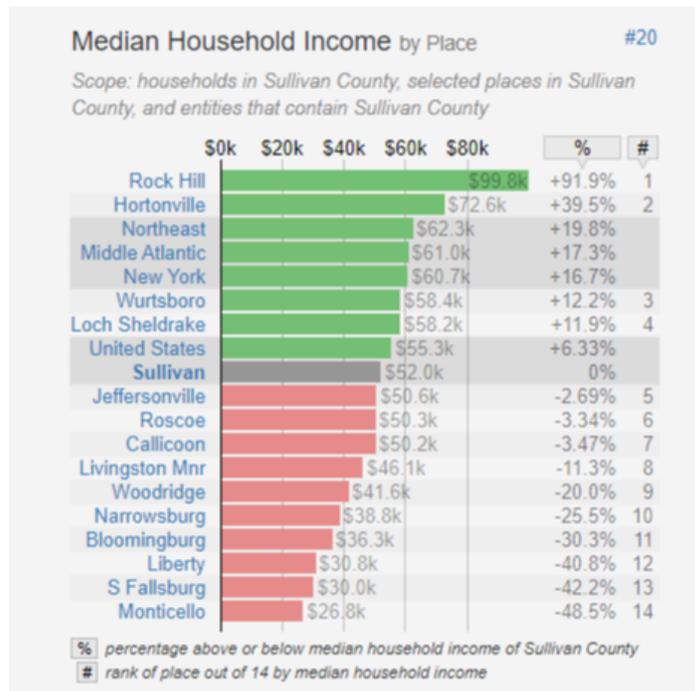
Percent (%)

Per capita income for Sullivan County is \$32,346 with median household income at \$60,433. The poverty rate is 12.7% within the County, while the New York State poverty rate was 13.6% in 2018. Poverty status is determined by comparing annual income to a set of dollar values that vary by family size, number of children and the age of the household. If a family's before-tax money income is less than the dollar value of their threshold, then that family and every individual in it are considered to be in poverty. For people not living in families, poverty status is determined by comparing the individual's income to his or her poverty threshold[1].

Household demographics with relation to income are as follows:

[1] U.S. Census

## Median Household Income by Place



# Readers Guide

This 2023 Adopted Budget Executive Summary represents a supplement, intended to be used in conjunction with the 2023 Adopted Budget Detail, and meant to supply a rounded understanding of the workings of the Sullivan County Government. The summary below describes each section of the book to help the reader find and understand the information contained within.

## Organization of the Budget Book

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

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

**Budget Overview-** This section goes over the budget process, including an explanation of fund structures and through the process behind budget development. A strategy map outlines the priorities and issues for 2023 and clarifies the reasoning behind some of the spending for 2023. Included in the Budget Overview section are the following:

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

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

**Department Summaries-** An overview of each department by division, with the 2023 Adopted revenues and expenses, position counts and performance measures can be found here.

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

# Population Overview



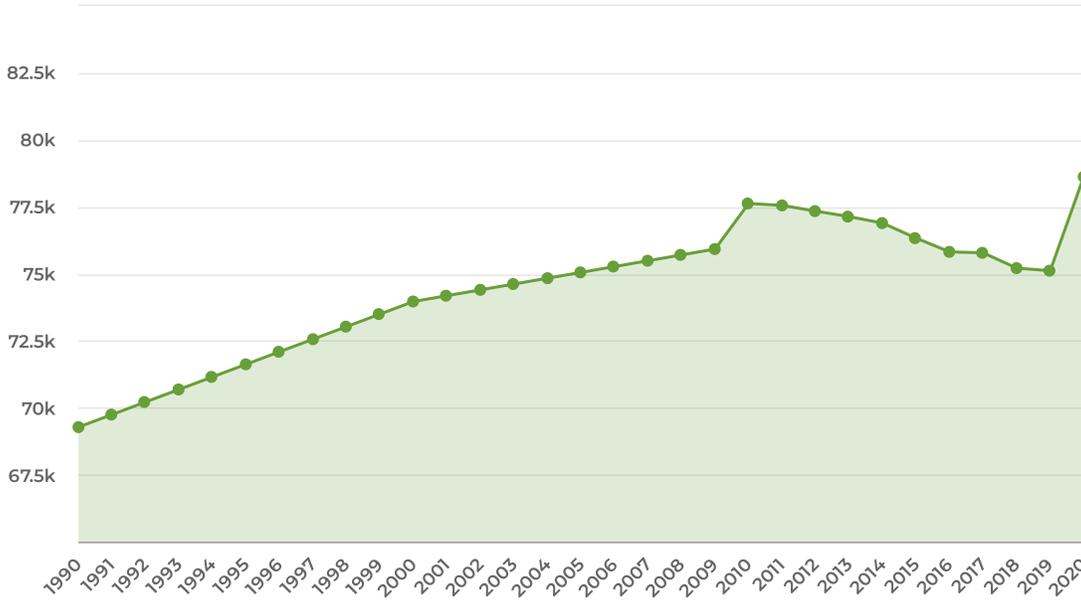
TOTAL POPULATION

**78,624**

▲ **4.7%**  
vs. 2019

GROWTH RANK

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



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



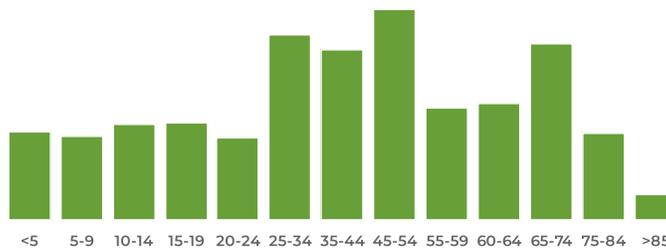
DAYTIME POPULATION

**70,066**

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

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

## POPULATION BY AGE GROUP



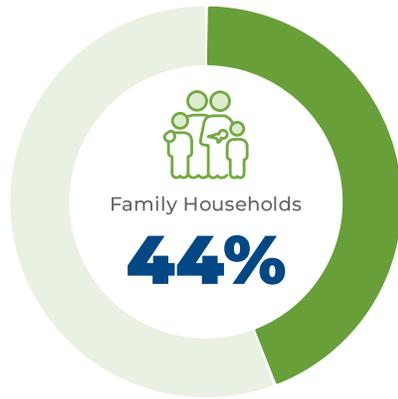
Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

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

# Household Analysis

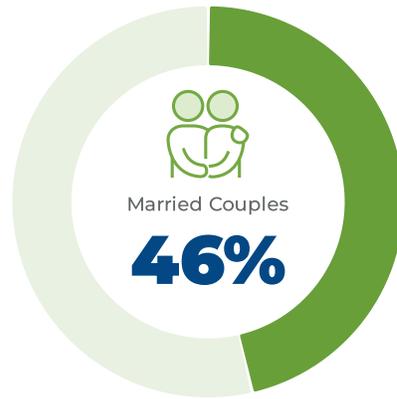
TOTAL HOUSEHOLDS  
**28,762**

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



▲ .5%

higher than state average



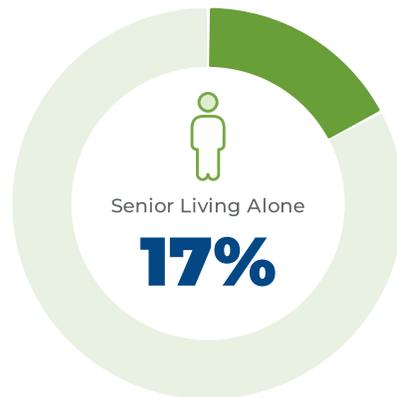
▲ 5%

higher than state average



▲ 1%

higher than state average



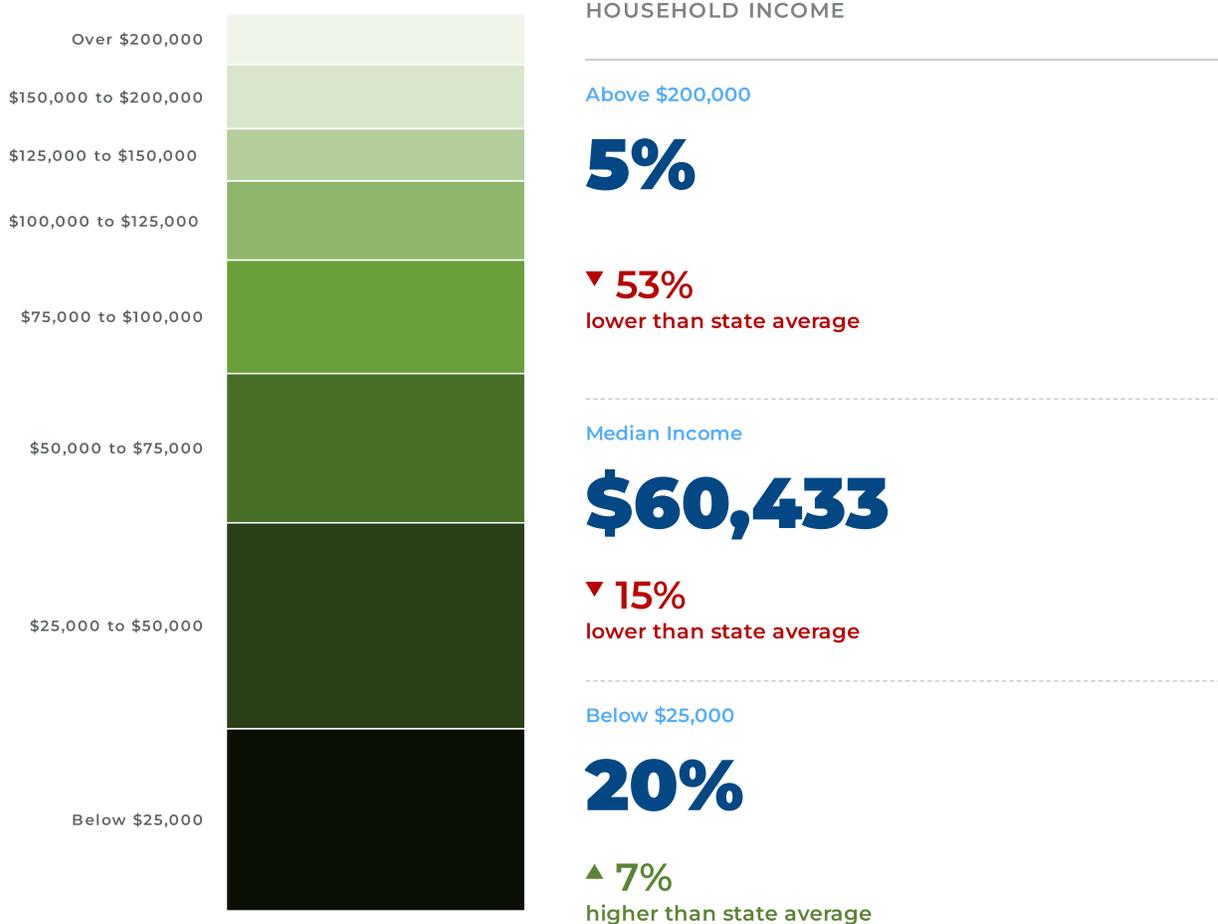
▼ 1%

lower than state average

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

# Economic Analysis

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



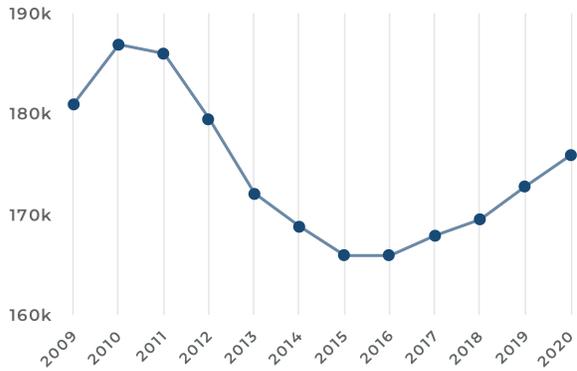
\* Data Source: American Community Survey 5-year estimates

# Housing Overview



2020 MEDIAN HOME VALUE

**\$175,900**

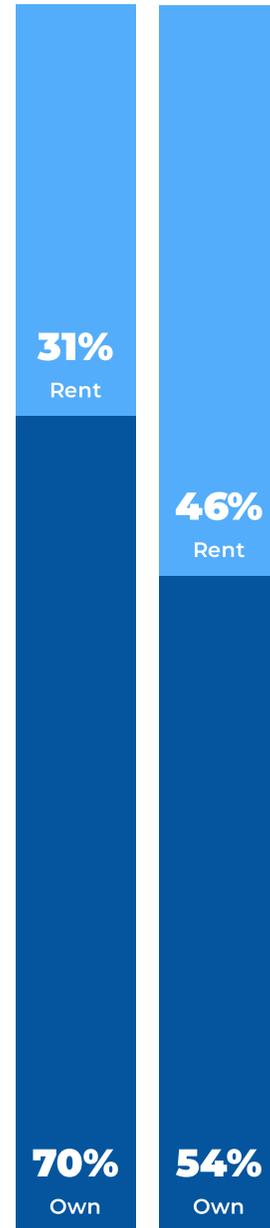


\* Data Source: 2020 US Census Bureau

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

## HOME OWNERS VS RENTERS

Sullivan State Avg.



## HOME VALUE DISTRIBUTION



\* Data Source: 2020 US Census Bureau

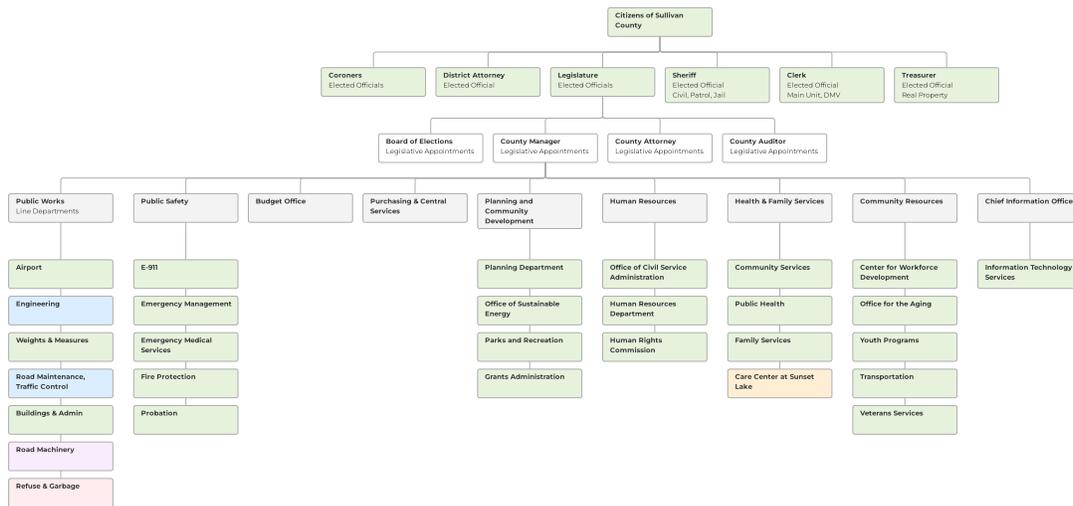
(<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

\* Data Source: 2020 US Census Bureau

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

# County Government Organization Chart

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



## Sullivan County Fund Structure & Categories

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

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

The following are the non-major governmental funds:

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

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

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

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

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

### **Funds Subject to Appropriation**

The Sullivan County operating budget includes the General Fund (A), County Road Fund (D), Refuse and Garbage Fund (CL), Road Machinery Fund (DM), Debt Service Fund (M), and the Sullivan County Adult Care Center Fund (E). 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 (E1) is budgeted on a modified accrual basis of accounting. The audited financial statements are recorded on a full accrual basis. The budget does not appropriate money for future debt service payments, the unfunded portion of post-retirement benefits, future pension obligation, and depreciation. Under a full accrual basis of accounting, revenue is recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.

# Financial Policies

## Capital Budget and Planning

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

Policy:

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

## Debt Management & Investment

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

Purpose:

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

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

## Fund Balance

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

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

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

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

Policy:

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

### **Operating Budget**

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

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

### **Long-Range Financial Planning**

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

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

# Budget Adoption and Amendment Process

## Operating Budget Adoption

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

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

## Operating Budget Amendment Process

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

### ***Transfers within departments***

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

### ***Transfers requiring increases in total revenue/expense***

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

### Capital Plan Budget Adoption Process

- During the month of March, capital plan instructions are sent to County departments.
- During the month of May, the capital plan department requests are submitted to the Management and Budget office.
- The Sullivan County Charter requires that the capital plan department requests are submitted to the Sullivan County Legislature no later than June 1.
- During the months of July, August, September, and October, the Capital Planning and Budgeting Committee meet with commissioners, department heads, and external agencies to discuss their budget request.
- The County Manager includes the tentative capital budget in the operating budget submission to the Legislature. This is submitted no later than October 21.
- During the period of October 21 through December 20, the Sullivan County Legislature, through the Capital Planning and Budgeting Committee, reviews the tentative capital budget. The Management and Budget Committee meet with commissioners and department heads to discuss their budget requests and the County Manager's recommendation for their department.
- The Sullivan County Legislature holds two public hearings on the tentative capital budget to obtain taxpayer comments.
- All line item changes are made through majority vote by the County Legislature.
- After the two public hearings and on or before December 20, the Legislature holds a meeting to consider the adoption of the capital budget.
- The County Legislature has established legal control of the capital budget at the project level of expenditures. Transfers within projects can be performed administratively so long as total expenses do not increase. Transfers that require increases in total expenses require a two-thirds majority vote of the Legislature.

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# **BUDGET OVERVIEW**

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# Understanding the Strategic Plan

Sullivan County's 2023 Strategic Plan encompasses goals and targets set for this particular year but also reflects goals and targets moving forward, since performance improvement is ongoing.

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

Important terms in the following presentation include:

- Key Strategy – The particular strategic initiative
- Measurement Method – The way the strategy will be evaluated
- Target – The specific goal to be achieved
- Achieved – What was actually accomplished
- 2023 Actions – The details of how strategies will be carried out so that goals are achieved

The Achieved column remains blank on all strategies, as the related goals and initiatives are being implemented throughout 2023. The Achieved column will contain data at the end of the year.

## Strategic Plan

Transportation, Mobility & Infrastructure			
KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
▶ <b>Ensure Safe Modes of Transportation</b>			
▶ Paved roads	Actual miles paved/surface-treated	50	
▶ Maintained bridges	Actual number of bridges maintained	5	
▶ Road striping	Actual miles striped	50	
▶ Bike-pedestrian facilities	Total miles of multi-use trails	30	
▶ <b>2023 ACTIONS</b>			
▶ Promote funding opportunities for bike-pedestrian projects to local municipalities			
▶ Pursue creation of a bicycle-pedestrian plan			
▶ <b>Manage Ownership Costs of Buildings via Effective Maintenance and Efficiency</b>			
▶ "Clean" energy sources	Percentage of clean energy in use	100%	
▶ Cost of building stock	Total costs divided by total square footage	\$20/sq. ft.	
▶ Workers' Compensation claims	Annual percentage of reduction in claims	10%	
▶ <b>2023 ACTIONS</b>			
▶ Complete Facilities Master Plan			
▶ Continue construction on SUNY Sullivan Energy Improvement Project			

# Transportation, Mobility & Infrastructure (cont.)

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<ul style="list-style-type: none"> <li>▶ Increase Public Transportation Opportunities                             <ul style="list-style-type: none"> <li>▶ Ridership</li> <li>▶ County cost</li> </ul> </li> <li>▶ Focus on Expanding Move Sullivan by Expanding Routes and Working with Community Partners and Businesses                             <ul style="list-style-type: none"> <li>▶ New routes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Total number of 1-way riders per week</li> <li>County cost per rider</li> <li>Actual number of new routes</li> </ul>	<ul style="list-style-type: none"> <li>400</li> <li>\$10</li> <li>2</li> </ul>	
<p>2023 ACTIONS</p> <ul style="list-style-type: none"> <li>▶ Convene Coordinated Transportation Council</li> <li>▶ Enroll in Medicaid Transportation</li> </ul>			
<ul style="list-style-type: none"> <li>▶ Continued Development of the O&amp;W Rail Trail                             <ul style="list-style-type: none"> <li>▶ Rail trail mileage</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Total actual miles in County</li> </ul>	<ul style="list-style-type: none"> <li>30</li> </ul>	
<p>2023 ACTIONS</p> <ul style="list-style-type: none"> <li>▶ Liberty-to-Livingston Manor development</li> <li>▶ Complete design, engineering and permitting of the Neversink Crossing, and complete (with the Town of Fallsburg) bid process to secure a contractor</li> <li>▶ Complete design of on-road connections and improvements to the trail sections between Mountaindale and Liberty</li> </ul>			

# Safe Communities

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<ul style="list-style-type: none"> <li>▶ Improve Collaboration and Training Among EMS Agencies                             <ul style="list-style-type: none"> <li>▶ County-hosted training for EMS providers</li> <li>▶ EMS training participant satisfaction</li> </ul> </li> <li>▶ Ensure Preparedness for Emergency Situations                             <ul style="list-style-type: none"> <li>▶ Emergency drills</li> <li>▶ Planning exercises</li> </ul> </li> <li>▶ Increase Assistance with Recruitment of Fire and EMS Volunteers                             <ul style="list-style-type: none"> <li>▶ Recruit for EMS</li> <li>▶ Recruit for Fire Service</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Total annual trainings</li> <li>Percentage of satisfied trainees</li> <li>Actual number of emergency drills</li> <li>Actual number of planning exercises</li> <li>Actual number of EMS recruits</li> <li>Actual number of firefighter recruits</li> </ul>	<ul style="list-style-type: none"> <li>4</li> <li>75%</li> <li>3</li> <li>3</li> <li>5</li> <li>10</li> </ul>	
<p>2023 ACTIONS</p> <ul style="list-style-type: none"> <li>▶ Increase recruitment efforts and develop new strategies for recruitment</li> <li>▶ Work with volunteer fire and EMS providers to recruit and retain volunteers</li> <li>▶ Develop a Youth Explorer program</li> </ul>			

# Safe Communities (cont'd.)

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<ul style="list-style-type: none"> <li>▶ <b>Update Emergency Management Plan and Conduct Trainings</b> <ul style="list-style-type: none"> <li>▶ Participant satisfaction with trainings</li> <li>▶ Establish Threat Assessment group</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▶ Percentage of satisfied participants</li> <li>▶ Total recurring annual meetings (minimum)</li> </ul>	<ul style="list-style-type: none"> <li>75%</li> <li>4</li> </ul>	
<ul style="list-style-type: none"> <li>▶ <b>Review and Recommend Enhancements to Building Security</b> <ul style="list-style-type: none"> <li>▶ Review of building security</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▶ Percentage of buildings analyzed</li> </ul>	<ul style="list-style-type: none"> <li>100%</li> </ul>	
<ul style="list-style-type: none"> <li>▶ <b>Improve Emergency Communications Coverage</b> <ul style="list-style-type: none"> <li>▶ Install additional equipment/towers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▶ Number of additional towers in operation</li> </ul>	<ul style="list-style-type: none"> <li>1</li> </ul>	
<ul style="list-style-type: none"> <li>▶ <b>2023 ACTIONS</b> <ul style="list-style-type: none"> <li>▶ Review and update the Hazard Mitigation Plan</li> <li>▶ Review the Comprehensive Emergency Management Plan</li> <li>▶ Review and update the County Emergency Preparedness Assessment (CEPA)</li> <li>▶ Review and update the Domestic Terrorism Prevention Plan</li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li>▶ <b>2023 ACTIONS</b> <ul style="list-style-type: none"> <li>▶ Review building security posture and make recommendations to management concerning improved security needs</li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li>▶ <b>2023 ACTIONS</b> <ul style="list-style-type: none"> <li>▶ Procure and deploy new equipment to improve emergency communications</li> <li>▶ Analyze and recommend new tower locations/construction</li> </ul> </li> </ul>			

# Healthy Communities

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<ul style="list-style-type: none"> <li>▶ <b>Improve Length of Life and Quality of Life for All Residents</b> <ul style="list-style-type: none"> <li>▶ Premature death rate</li> <li>▶ Poor or fair health</li> <li>▶ Poor physical health days</li> <li>▶ Poor mental health days</li> <li>▶ Low birthweight</li> <li>▶ Families spending &gt;30% income on housing</li> <li>▶ Weekly work hours needed to afford housing</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▶ Years of potential life lost before age 75</li> <li>▶ Percentage of adults reporting poor health</li> <li>▶ Average # of unhealthy days in past month</li> <li>▶ Average # of unhealthy days in past month</li> <li>▶ Percentage of births with low birthweight</li> <li>▶ American Community Survey 5-yr estimates</li> <li>▶ Nat'l Low Income Housing Coalition report</li> </ul>	<ul style="list-style-type: none"> <li>7,900/100K</li> <li>18%</li> <li>3.9</li> <li>4.4</li> <li>7%</li> <li>27%</li> <li>50</li> </ul>	
<ul style="list-style-type: none"> <li>▶ <b>End Sullivan County's Opioid Crisis</b> <ul style="list-style-type: none"> <li>▶ Opioid deaths</li> <li>▶ Opioid overdoses</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▶ NYS Dept of Health reporting of deaths</li> <li>▶ NYS Dept of Health reporting of ER visits</li> </ul>	<ul style="list-style-type: none"> <li>30/100K</li> <li>65/100K</li> </ul>	
<ul style="list-style-type: none"> <li>▶ <b>2023 ACTIONS</b> <ul style="list-style-type: none"> <li>▶ Continue Drug Task Force operations</li> <li>▶ Continue to improve substance use data quality</li> <li>▶ Implement opioid settlement spending plans</li> <li>▶ Fully Implement NY MATTERS at Garnet, Jail</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▶ Utilize grant funding and supports</li> <li>▶ Advocate for infant recovery centers and restricting access to pill presses in NYS</li> </ul>		

# Healthy Communities (cont'd.)

## ▶ Ease Access to Physical and Behavioral Health Care

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
▶ Primary care provider ratio	# of primary care providers per capita	1/2,000	
▶ Mental health provider ratio	# of mental health providers per capita	1/400	
▶ Mental health patient census	Community Services and forensic patients	550	
▶ Providers able to prescribe buprenorphine	DEA, local providers w/DATA 2000 waiver	40	
▶ Maternal Child Health (MCH) Program census	Monthly MCH and Healthy Families report	125	

2023 ACTIONS

- ▶ Facilitate increase in substance use disorder and behavioral health treatment capacity
- ▶ Recruit staff to enable Community Services to rebuild Adult Behavioral Health and co-occurring substance use disorder services
- ▶ Fully implement United Sullivan project to increase interagency referrals and utilization of local resources
- ▶ Implement public/private partnerships to expand pediatric mental health services in Community Services and local schools
- ▶ Expand peer services and community outreach to raise awareness of available community supports

# Healthy Communities (cont'd.)

## ▶ Enhance Community

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
▶ Local children in congregate care	Local foster care census	12	
▶ Homeless	Social Services biweekly report	85	
▶ High school graduates	American Community Survey data	89%	
▶ SUNY Sullivan enrollment of local residents	SUNY Sullivan census	75	

2023 ACTIONS

- ▶ Continue Housing Task Force and Continuum of Care activities
- ▶ Open additional foster homes
- ▶ Continue collaboration with BOCES and school districts on child welfare and behavioral health care
- ▶ Implement Behavioral Health System of Care for youth
- ▶ Increase childcare subsidy utilization

# Healthy Communities (cont'd.)

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<p><b>Encourage Healthy Behavior</b></p> <ul style="list-style-type: none"> <li>Adult smoking</li> <li>Adult obesity</li> <li>Perinatal care</li> <li>Mammography screenings</li> <li>Flu vaccinations</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of adults currently smoking</li> <li>Percentage of adults at/above 30 BMI</li> <li>NYS Dept of Health statistics</li> <li>Centers for Medicaid/Medicare map</li> <li>Centers for Medicaid/Medicare map</li> </ul>	<ul style="list-style-type: none"> <li>15%</li> <li>30%</li> <li>25%</li> <li>40%</li> <li>52%</li> </ul>	
<p><b>2023 ACTIONS</b></p> <ul style="list-style-type: none"> <li>Implement Community Health Improvement Plan (CHIP)</li> <li>Support Sullivan 180's Empowering a Healthier Generation and Encouraging Healthier Behavior challenges</li> <li>Develop a new website for United Sullivan</li> <li>Promote and support maternal and child health programs by all interested agencies</li> </ul>			

# Economic Opportunities

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<p><b>Support the Growth and Attraction of Businesses</b></p> <ul style="list-style-type: none"> <li>Unemployment rate</li> <li>Number of employed</li> <li>Change in assessed property values</li> <li>Per-capita income</li> <li>Business development</li> <li>Business development</li> </ul>	<ul style="list-style-type: none"> <li>U.S. Department of Labor statistics</li> <li>Total employment in County</li> <li>Increase in total taxable assessed value</li> <li>Mean income for every local individual</li> <li>Total employer establishments</li> <li>Total non-employer establishments</li> </ul>	<ul style="list-style-type: none"> <li>3%</li> <li>37,000</li> <li>2%</li> <li>\$35,000</li> <li>2,000</li> <li>6,000</li> </ul>	
<p><b>2023 ACTIONS</b></p> <ul style="list-style-type: none"> <li>Restructure the delivery of business services through Workforce Development</li> <li>Increase focus of work-ready services for traditionally overlooked populations</li> <li>The Workforce Development Board will develop a new, multi-year strategic plan</li> <li>Provide assistance to businesses seeking help, particularly through County sponsorship of Community Development Block Grants (CDBGs)</li> <li>Revise and reissue Revolving Loan Fund brochure, with information on the full spectrum of business assistance available in the County</li> </ul>			

# Economic Opportunities (cont'd.)

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<b>Tourism Enhancement and the Creation and Promotion of Events</b>			
▶ New events	Number of new events	2	
▶ Room tax revenues	Received from lodging establishments	\$3,500,000	
▶ Visitation to County parks and attractions	# of park passes/tickets sold annually	10,000	
<b>2023 ACTIONS</b> <ul style="list-style-type: none"> <li>▶ Award a contract or contracts for the development and promotion of tourism-related events</li> <li>▶ Design a sports complex at SUNY Sullivan</li> <li>▶ Increase and expand participation in events at County parks</li> <li>▶ Complete improvements to the Upper Delaware River access site in the Town of Highland</li> <li>▶ Complete initial improvements to open the new County park in Callicoon, including site cleanup, invasive species remediation, access drive, parking and trails</li> <li>▶ Develop County Parks and Recreation Plan, including marketing component</li> <li>▶ Spend U.S. Economic Development Agency grant</li> <li>▶ Secure other funding</li> </ul>			

# Economic Opportunities (cont'd.)

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<b>Housing and Quality-of-Life Improvement</b>			
▶ Housing units	Total number of housing units	51,500	
▶ Occupied housing units	Percentage of occupied housing units	58%	
▶ Parks and recreation	Acres of active recreational areas	10/1K people	
▶ Walkability	Average "walk score" for downtowns	50	
▶ Public perception of quality of life	U.S. News Overview Score	50	
▶ Commute time	Mean travel time to work in minutes	25	
<b>2023 ACTIONS</b> <ul style="list-style-type: none"> <li>▶ Execute CDBG housing activities, including 5 rehabilitated homes for existing owners, 10 downpayment assistances to first-time homebuyers (with 4 home rehabs), and 4 mobile home replacements</li> <li>▶ Pursue implementation of the 2022 Housing Strategy, prioritizing development and administration of a housing trust fund</li> <li>▶ Sell Land Bank properties for new home development</li> <li>▶ Develop transitional housing for Social Services</li> <li>▶ Support village and hamlet center business development through assistance with grants and loans</li> </ul>			

# Economic Opportunities (cont'd.)

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<ul style="list-style-type: none"> <li>Support and Increase Services for the Business Industry</li> </ul>	<ul style="list-style-type: none"> <li>Broadband Internet</li> </ul>	Percentage of homes/businesses served	95%
<ul style="list-style-type: none"> <li>2023 ACTIONS</li> </ul>	<ul style="list-style-type: none"> <li>Spend U.S. Economic Development Agency grant</li> <li>Secure other funding</li> <li>Support and collaborate with Sullivan County BOCES and Its Adult Education program</li> </ul>		

# Accountable Government

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<ul style="list-style-type: none"> <li>Value Employees as Our Most Important Resource</li> </ul>	<ul style="list-style-type: none"> <li>Employee motivation and satisfaction</li> <li>Employee development</li> </ul>	<ul style="list-style-type: none"> <li>Percentage motivated and satisfied</li> <li>Percentage feeling support in development</li> </ul>	<ul style="list-style-type: none"> <li>75%</li> <li>75%</li> </ul>
<ul style="list-style-type: none"> <li>Be Fiscal Stewards of Taxpayer Funds by Managing Bond Ratings, Debt and Fund Balance Levels, and County Tax Rate</li> </ul>	<ul style="list-style-type: none"> <li>Bond rating</li> <li>Fund balance (FB) level</li> <li>Tax rate</li> <li>Debt outstanding</li> </ul>	<ul style="list-style-type: none"> <li>Reported by S&amp;P</li> <li>Gen'l Fund Uncommitted + Committed FB</li> <li>Average County tax rate increase</li> <li>Gen'l Fund debt divided by revenues</li> </ul>	<ul style="list-style-type: none"> <li>AA-</li> <li>2-mo cushion</li> <li>&lt;2% annually</li> <li>&lt;10%</li> </ul>
<ul style="list-style-type: none"> <li>Improve Communication About County Information and Services to Residents and Customers</li> </ul>	<ul style="list-style-type: none"> <li>Event participation and/or office/web visits</li> <li>Facebook/Instagram fans/followers</li> <li>Legistar accounts created by local citizens</li> </ul>	<ul style="list-style-type: none"> <li>Website statistics/office reports</li> <li>Year-over-year increase total</li> <li>Number of accounts created annually</li> </ul>	<ul style="list-style-type: none"> <li>5-25/instance</li> <li>1,000</li> <li>50-100</li> </ul>

# Accountable Government (cont'd.)

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<p>▶ <b>Talent Management</b></p> <ul style="list-style-type: none"> <li>▶ Retaining employees</li> <li>▶ Timely filling of positions</li> </ul>	<p>Percentage retained for at least 2 years</p> <p>Average # of days from posting to offering</p>	<p>66%</p> <p>90 days</p>	
<p>2023 ACTIONS</p> <ul style="list-style-type: none"> <li>▶ Review and make recommendations to the management handbook</li> <li>▶ Implement a management and supervisory leadership training program</li> <li>▶ Implement an enhanced education and credentialing program</li> <li>▶ Implement flexible work schedules, where possible</li> </ul>			
<p>▶ <b>Improve Financial Stewardship</b></p> <ul style="list-style-type: none"> <li>▶ Financial training for County staff</li> </ul>	<p>Percentage of trained employees</p>	<p>90%</p>	
<p>2023 ACTIONS</p> <ul style="list-style-type: none"> <li>▶ Review all financial policies and make recommendations for updates, where needed</li> <li>▶ Develop a formal financial training curriculum</li> <li>▶ Identify financial training programs for departments and positions</li> </ul>			

# Accountable Government (cont'd.)

KEY STRATEGY	MEASUREMENT METHOD	TARGET	ACHIEVED
<p>▶ <b>Develop a Complete County Compliance Program</b></p> <ul style="list-style-type: none"> <li>▶ Policies/procedures to detect/prevent issues</li> <li>▶ Tailored corporate compliance training</li> <li>▶ Time to issue discovery</li> <li>▶ Re-establish Corp. Compliance Committee</li> </ul>	<p>Percent of adopted policies/procedures</p> <p>Percent of trained County workers</p> <p>Gap between incident start &amp; notification</p> <p>Time to restart ongoing meetings</p>	<p>90%</p> <p>100%</p> <p>Same day</p> <p>&lt;3 months</p>	
<p>2023 ACTIONS</p> <ul style="list-style-type: none"> <li>▶ Complete Corporate Compliance Plan, Policies and Procedures</li> <li>▶ Develop a formal corporate compliance training curriculum</li> <li>▶ Establish a County-level Corporate Compliance Committee, chaired by Corporate Compliance Officer</li> <li>▶ Establish relationships with employees, so they are comfortable reporting incidents</li> <li>▶ Remind employees of the methods of reporting potential violations</li> <li>▶ Update the Whistleblower Policy</li> </ul>			



# Priorities and Issues

The Sullivan County 2023 Adopted Budget was developed in the wake of an unprecedented period in recent history – a global pandemic. While the worldwide impact was significant and too often tragic, local consequences counterintuitively proved more positive than negative.

Devastating death tolls and fiscal losses never materialized. Businesses and schools reopened with minimal health scares. Federal and State aid, soaring sales tax revenues and prudent fiscal management created an environment where Sullivan County could pay for the present and plan for the future without dipping into reserves or borrowing money.

As 2021 gave way to 2022, the County's real estate market remained one of the hottest in the region, boosted not just by pandemic-fueled interest but our County's natural setting and less expensive cost of living compared to our downstate counterparts. Visitors, too, kept coming, and lodging revenue from room taxes arrived from all corners of the County.

Online sales increased exponentially, a sign of consumers' growing preference for the wide selection and near-same-day delivery offered by Internet-based retailers. Local merchants, offering more unique items, experienced a much-needed increase as well. Sullivan County captured 4% of every sale, shooting well past historic highs and easily offsetting potential losses from the early sunset of the 4% Energy Tax.

**The \$267 million 2023 Adopted Budget proposes no increase in the tax levy, which will actually result in a slight decrease in the estimated tax rate: .127%. In addition, the Solid Waste Access Fee is proposed to be completely eliminated, annually saving taxpayers between \$45 and \$750 per parcel.**

*This Adopted Budget does not include any layoffs and strategically recommends adding staff to better serve the public and fulfill our municipal mandate. Notably, this Budget also does NOT propose any short- or long-term borrowing, nor does it appropriate General Fund fund balance, continuing a trend initiated last year.*

The budgetary focus remains on stabilizing County finances so that we are prepared for future economic downturns without relying as much on property taxpayers, particularly by maintaining a healthy fund balance, reducing debt and investing in our aging infrastructure.

Our strategic focus areas are:

- Accountable government
- Transportation, mobility and infrastructure
- Economic opportunities
- Safe communities
- Healthy communities

## ACCOUNTABLE GOVERNMENT

### *Eliminating the Solid Waste Access Fee*

Unpopular ever since its initiation a dozen years ago, the Solid Waste Access Fee was designed to pay down the debt for our now-closed landfill and to make the solid waste system self-sustaining. That has now been accomplished, and so the fee – currently \$50 per residential parcel and up to \$750 per commercial parcel – is proposed to be completely eliminated for 2023.

### *Getting Rid of Debt*

With the full support of the Legislature, the County has determinedly decreased its debt ahead of schedule over the last several years, to the tune of \$18.3 million, representing short- and long-term debt, pension debt and loans. It is the County's intention to avoid borrowing as much as possible, and the 2023 Budget makes no provision for further indebtedness (though a prudent amount of funds are set aside for contingency purposes).

### *A Right-Sized Fund Balance*

The County's Fund Balance Policy stipulates that at least two months' worth of operating funds be available in the County Budget at all times, per best-practices recommendations from the NYS Comptroller's Office and the Government Finance Officers Association. The goal is to maintain at least 16% of gross appropriations in fund balance. Significant strides will be made in 2023 to ensure that target is achieved by the end of the year.

#### *Finalizing Collective Bargaining Agreements*

With seven of the eight labor union contracts now settled, the 2023 Budget provides funding sufficient to cover the anticipated agreements with the remaining union. The County is negotiating in good faith, eager to provide the unionized workforce with fair compensation and a supportive work environment that encourages superior service to taxpayers. In fact – independent of collective bargaining – the County increased the starting salaries of all Teamsters positions and substantially raised the pay of much-needed mental health clinicians.

#### *Better Serving the Public*

The 2023 Budget includes funding for smoothing out the workflow at one of the County's busiest offices – the Department of Motor Vehicles – making visits quicker and easier for both customers and staff. Funding has also been set aside to renovate and expand the County Clerk's Office to provide a more customer-friendly setting.

#### *Training and Retaining Employees*

Sullivan County is leading the State in job growth, but potential employees have a wide array of employer choices. The County must be competitive to attract and retain high-quality candidates, and the 2023 Budget will invest \$200,000 in such retention and training. The County is committed to the development of employees and the belief that education is a lifelong process which enhances work performance and increases career mobility within the organization, thereby helping employees provide better service to the public.

#### *Fostering Fiscal Transparency*

Debuting with this document, an online “budget book” allows anyone to easily browse the intricacies of the 2023 Budget – or just skim the surface, searching for exactly what they want to understand. The County Budget should not be a mystery to those we serve.

## TRANSPORTATION, MOBILITY AND INFRASTRUCTURE

#### *Investing in Roads and Bridges*

The County currently maintains 385 centerline miles of highways and 400 bridges. The 2023 Budget provides \$10.55 million for roadwork, of which \$5.11 million is the County's share – none of which will be bonded but instead paid out of 2023 operating funds. This represents the second year in a row not borrowing for road infrastructure. Historically the County has routinely bonded millions of dollars for roadwork, racking up thousands of dollars in interest and finance fees.

An additional \$10.63 million is earmarked for work on bridges Countywide in 2023. Just over \$3.16 million of that will be the County's share, again paid for without bonding and the attendant interest charges. The proposed Budget also provides for two fully staffed bridge crews, to ensure work is done on time and within budget.

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

It should be noted that, to the benefit of the towns with whom we partner, the 2023 Budget sets aside \$1.36 million to maintain, repair and replace bridges on town-level roads.

#### *Planning for the Future of Our Buildings*

The County's Building Master Plan was reactivated in 2022. For 2023, more than \$5 million is proposed to be earmarked toward a 20-year plan to address aging County structures and to cover the County's share of a to-be-constructed indoor sports and swim arena at SUNY Sullivan – without bonding and the attendant interest payments.

*A complete listing of all 2023 proposed capital projects can be found in the capital budget narrative.*

## ECONOMIC OPPORTUNITIES

### *Addressing the Housing Crisis*

With a white-hot real estate market, it's been difficult for even middle- and high-income-earners to find housing in Sullivan County. It's become nearly impossible for our low-income-earners, even if all they want to do is rent. So the 2023 Budget sets aside \$200,000 to implement the recommendations of our recently completed Housing Study, including hiring a full-time Housing Coordinator in our Department of Social Services. Only \$70,000 of that, however, will come from the County – \$130,000 will be used from American Rescue Plan Act (ARPA) monies received from the Federal government. It is recommended that the Legislature identify a recurring source of funding to address long-term the pressing needs listed in the Housing Study – perhaps dedicating a portion of the proceeds of the Annual Tax Auction.

### *Thinking Ahead with Move Sullivan*

Over \$1 million has been allocated to the increasingly popular Move Sullivan public transportation system, which in 2022 doubled the amount of routes and buses, plus instituted fare-free rides for all.

### *Tearing Down and Building Up*

The 2023 Budget continues the 2022 levels of support for the Sullivan County Land Bank, including \$200,000 to demolish blighted buildings.

## SAFE COMMUNITIES

### *Bolstering Emergency Management*

The Office of Emergency Management is proposed to have a deputy commissioner with additional support staff, for which the 2023 Budget makes provision. Also, the Bureau of EMS staff and the Bureau of Fire's investigative team will be paid for the first time in County history.

The proposed Budget also allocates \$5,000 for efforts to recruit firefighters via the Join Sullivan Fire group under the aegis of the Bureau of Fire.

### *Increasing 911's Reach*

As part of the 2023 Budget, the 911 Center will mount new emergency communications equipment on the just-built cell tower at our Emerald Corporate Park in Rock Hill, providing reliable, consistent coverage in one of our growing population centers.

## HEALTHY COMMUNITIES

### *Investing in and Retaining Our Young Adults*

Continuing a well-utilized and appreciated "Sullivan Promise" initiative, the 2023 Budget proposes to double the funding for local high school graduates who wish to start their higher-education pursuits at SUNY Sullivan. Thus, instead of just one year of college tuition being covered, the County will cover two full years, with the twin goals of keeping our young people in Sullivan County and boosting the enrollment at our incredibly valuable community college.

### *Investing in Our Children*

The 2023 Budget proposes doubling the funding for the Youth Bureau from \$100,000 to \$200,000. Under new leadership, the Bureau has already begun expanding its role and offerings – including a successful internship program. An intergenerational program is also in the works, allowing for healthy, productive and fun collaborations between youth and seniors.

### *Providing for Our Veterans*

The County proposes to take over the transportation service offered by the separate, nonprofit Sullivan County Veterans Coalition, in order to ensure local vets get to medical appointments within or close to Sullivan County. To that end, a new van will be acquired, along with hiring a dedicated driver.

### *Keeping the County Clean*

The 2023 Budget sustains the popular municipal cleanups, roadside litterpluck and household hazardous waste events coordinated through our Department of Solid Waste and Recycling.

### *Expanding Access to the Outdoors*

The Office of Parks, Recreation and Beautification plans a busy year ahead, with \$150,000 set aside in the 2023 Budget to create a Parks Master Plan for the County's six park properties. The Plan will address more than infrastructure and landscaping by also pioneering ways to attract more youth.

Another \$150,000 – completely paid for by a grant – will launch the conversion of the former Upper Delaware Campgrounds in Callicoon into a Delaware Riverside park, the County's newest. Matched by \$150,000 from County funds, these monies will help create signage, undertake landscaping and build a parking lot. When opened, the Callicoon Riverside Park will offer 47.5 acres of recreation within walking distance of downtown Callicoon.

Approximately \$50,000 is being earmarked for an attractive education center at the County-maintained Lake Superior State Park in Bethel, along with \$25,000 to continue trail design and development around arguably the most popular and visited lake in Sullivan County.

## CONCLUSION

This Adopted Budget balances need versus capability. While the 2023 Budget essentially proposes a slight tax decrease, a key goal remains attainable: building a solid foundation for growth and to weather a potential recession.

The 2023 Budget was crafted amidst a moment of fiscal stability and plentiful resources, but my office's approach to the Budget adhered to time-honored planning and processes intended to ensure we are prepared to face whatever financial storms may loom. For example, the budget is conservative in its sales tax estimations, as the coming year's fiscal picture is uncertain.

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

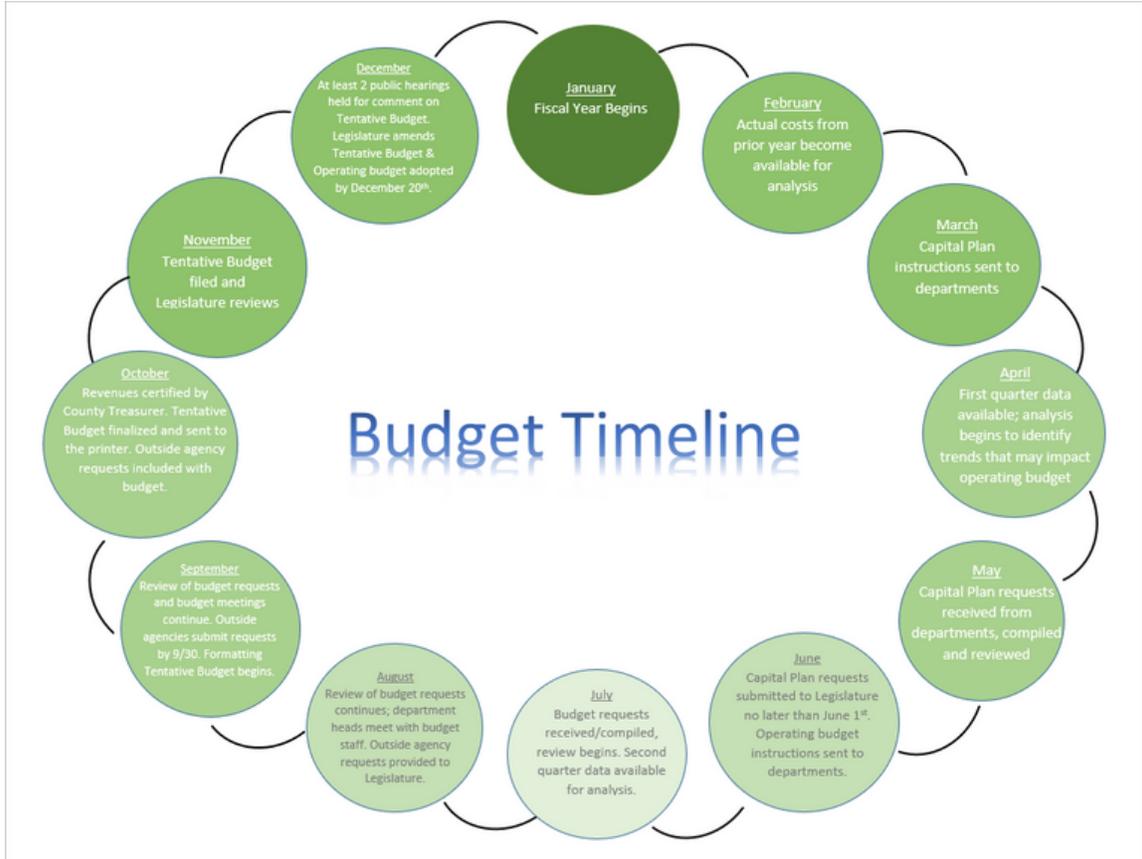
We continue to "right the ship" as we emerge from the pandemic-induced storm, and I am confident this 2023 Budget, as proposed, positions Sullivan County for such progress in a fiscally sound and responsible manner.

**Joshua A. Potosek**  
**County Manager**  
**December 2022**

## Budget Calendar for Fiscal Year 2023

Date	Activity
February 1-28	Analysis of actual costs from prior years begins
March 1-31	Capital Plan instructions sent to departments
April 1-30	First quarter data available, trend analysis begins
May 1-31	Capital Plan requests received, compiled and reviewed
June 1st	Capital Plan requests submitted to Legislature
June 1-30	Operating budget instructions sent to departments
July-September	Budget requests received/compiled. Review begins.
August-September	Meetings between department heads and budget staff commence
September 30th	Outside agency requests are provided to the Legislature for review.
September 1-30	Tentative Budget formatting begins
October 21st	County Treasurer certifies revenues
November 10th	Tentative Budget submitted to Legislature for review
November 11-30	Legislature reviews Tentative Budget
December 1-19	Two public hearings for comment on Tentative Budget
December 20th	Legislature submits amendments to budget and operating budget adopted.

# Budget Timeline



*2023 Adopted Budget for Sullivan County*

*Summary of Budget - All Funds*

Total Appropriations - Excluding Interfund Items	268,364,511
Less: Estimated Revenues - Excluding Interfund Items	193,984,835
Appropriated Fund Balance-Road Machinery Fund	407,892
Appropriated Fund Balance - County Road	1,784,561
Appropriated Fund Balance-Refuse and Garbage	1,787,501
Appropriated Fund Balance - Assigned Fund Balance Health Insurance Contributions	1,000,000
	<u>198,964,789</u>
Real Property Tax Levy For Current Budget	69,399,722
Add: Allowance for Uncollectible Taxes*	<u>750,000</u>
Total Tax Levy	<u><u>70,149,722</u></u>
Medicaid	17,572,430
Welfare Mandates	11,861,799
Other State Mandates	20,724,516
County Levy	19,990,977

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

2023 Adopted Budget for Sullivan County

Summary of Budget - By Fund

	Total	General Fund	County Road Fund	Road Machinery Fund	Enterprise Fund Adult Care Center	Refuse & Garbage Fund	Debt Service Fund
Appropriations - Excluding Interfund Items	268,364,511	189,349,687	31,331,622	5,242,887	18,233,439	12,449,278	11,757,598
Interfund Appropriations	41,572,932	34,974,189	3,736,143	675,099	1,400,000	787,501	
<b>Total Appropriations</b>	<b>309,937,443</b>	<b>224,323,876</b>	<b>35,067,765</b>	<b>5,917,986</b>	<b>19,633,439</b>	<b>13,236,779</b>	<b>11,757,598</b>
Less:							
Estimated Revenues, other than Real Estate Taxes and excluding Interfund Items	193,984,835	152,524,154	11,781,700	702,000	18,470,981	10,506,000	
Interfund Revenue, etc.	41,572,932	1,400,000	21,501,504	4,808,094	1,162,458	943,278	11,757,598
Appropriated Fund Balance - Road Machinery	407,892			407,892			
Appropriated Fund Balance - County Road	1,784,561		1,784,561				
Appropriated Fund Balance - Refuse & Garbage	1,787,501					1,787,501	
Appropriated Fund Balance - Assigned Fund Balance - Health Insurance Contribution	1,000,000	1,000,000					
<b>Total Revenues, etc.</b>	<b>240,537,721</b>	<b>154,924,154</b>	<b>35,067,765</b>	<b>5,917,986</b>	<b>19,633,439</b>	<b>13,236,779</b>	<b>11,757,598</b>
Appropriations to be raised by Real Property Tax	69,399,722	69,399,722					
Allowance for Uncollectible Taxes	750,000	750,000					
<b>Total Tax Levy</b>	<b>70,149,722</b>	<b>70,149,722</b>					
Medicaid	17,572,430						
Welfare Mandates	11,861,799						
Other State Mandates	20,724,516						
County Levy	19,990,977						

2023 TAX CAP CALCULATION		
2022 Tax Levy		\$71,657,952.00
Tax Base Growth Factor*	x	1.0084
	=	\$72,259,878.80
Estimated PILOTS in 2022	+	\$1,770,047.00
	=	\$74,029,925.80
Allowable Levy Growth (1.02%)**	x	1.02
	=	\$75,510,524.31
Estimated PILOTS in 2023	-	\$1,620,286.40
Available Carryover	+	
Maximum Tax Levy to remain within the cap	=	\$73,890,237.91
Allowable increase in Tax Levy within the Tax Cap before chargebacks		\$2,232,285.91
Chargeback - 2023 Town Portion of Worker's Comp Costs	-	\$1,671,164.00
Chargebacks - Other (Estimated)	-	\$331,954.00
2023 Total Tax Levy Cap after chargebacks	=	\$71,887,119.91
2022 Total Tax Levy after chargebacks	-	\$70,149,722.00
Allowable Increase in Tax Levy within the Tax Cap after chargebacks		\$1,737,397.91
2023 Adopted Tax Levy		\$70,149,722.00
* Provided by NYS Taxation & Finance		
** Provided by NYS Comptroller's Office		

## Tax Rate Calculation

2022

Amount to be raised for 2022 budget	70,149,722.00
Less Prorated and Omitted Taxes	<u>(238,484.03)</u>
Adjusted taxes to be levied	69,911,237.97
Divided by Taxable Assessed Value of County	<u>5,664,467,254</u>
Tax Rate	0.01234206764

**Summary of Financial Sources and Uses 2023 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 (*)	69,399,722	-	-	-	-	-	69,399,722
Other Tax Items	8,120,286	-	-	-	-	-	8,120,286
Non-Property Taxes	70,912,000	-	-	-	-	-	70,912,000
Departmental Income	19,048,811	-	10,206,000	-	700,000	-	29,954,811
Intergovernmental Charges	645,247	373,309	-	-	-	-	1,018,556
Use of Money and Property	240,224	-	-	88	-	-	240,312
Licenses and Permits	3,052,100	4,000	-	-	-	-	3,056,100
Fines and Forfeitures	130,500	-	-	-	-	-	130,500
Sales of Property and Compensation for Loss	822,300	50	250,000	-	-	-	1,072,350
Miscellaneous Local Sources	1,958,713	500	-	10,470,893	2,000	-	20,432,106
Interfund Revenue	-	-	-	-	-	-	-
State Aid	25,055,178	4,684,283	50,000	-	-	-	29,789,461
Federal Aid	22,538,795	6,719,550	-	-	-	-	29,258,345
Transfers	1,400,000	21,501,504	943,278	1,162,450	4,808,094	11,757,598	41,572,932
Fund Balance	1,000,000	1,784,561	1,787,501	-	407,892	-	4,979,954
<b>Total Revenues</b>	<b>\$ 224,323,876</b>	<b>\$ 35,067,765</b>	<b>\$ 13,236,779</b>	<b>\$ 19,633,439</b>	<b>\$ 5,917,986</b>	<b>\$ 11,757,598</b>	<b>\$ 309,937,443</b>
<b>Expenditures - By Function</b>							
General Government Support	44,303,787	-	-	-	-	-	44,303,787
Education	6,175,000	-	-	-	-	-	6,175,000
Public Safety	33,715,574	1,031,529	-	-	-	-	34,747,103
Health	29,046,789	-	-	19,633,439	-	-	48,680,228
Transportation	4,167,221	30,300,093	-	-	5,242,887	-	39,710,201
Economic Opportunity and Development	64,581,905	-	-	-	-	-	64,581,905
Culture and Recreation	4,523,627	-	-	-	-	-	4,523,627
Home and Community Services	2,835,784	-	13,236,779	-	-	-	16,072,563
Debt Service	-	-	-	-	-	11,757,598	11,757,598
Other Financing Uses	34,974,189	3,736,143	-	-	675,099	-	39,385,431
<b>Total Expenditures</b>	<b>\$ 224,323,876</b>	<b>\$ 35,067,765</b>	<b>\$ 13,236,779</b>	<b>\$ 19,633,439</b>	<b>\$ 5,917,986</b>	<b>\$ 11,757,598</b>	<b>\$ 309,937,443</b>
<b>Expenditures - By Category</b>							
Personal Services	53,088,132	4,479,118	1,182,791	8,333,792	1,286,814	-	68,370,647
Fixed Equipment	1,655,000	-	810,000	-	494,000	-	2,959,000
Contracted Services	100,665,921	23,418,256	9,741,370	4,550,295	2,535,085	-	140,910,927
Employee Benefits	33,940,634	3,434,248	715,117	5,349,352	926,988	-	44,366,339
Debt Service	-	-	-	-	-	-	-
Principal Interest	-	-	-	-	-	8,260,000	8,260,000
Transfers	34,974,189	3,736,143	787,501	1,400,000	675,099	3,497,598	41,572,932
<b>Total Expenditures</b>	<b>\$ 224,323,876</b>	<b>\$ 35,067,765</b>	<b>\$ 13,236,779</b>	<b>\$ 19,633,439</b>	<b>\$ 5,917,986</b>	<b>\$ 11,757,598</b>	<b>\$ 309,937,443</b>
<b>Fund Balance</b>							
2022 Beginning Balance	28,520,086	3,160,864	4,712,960	(6,085,432)	2,343,564	-	-
Appropriated Fund Balance	-	1,784,561	1,787,501	-	407,892	-	-
2023 Surplus/(Deficit)	4,000,000	1,000,000	780,000	-	500,000	-	-
Change in balance	4,000,000	(784,561)	(1,007,501)	-	92,108	-	-

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

Summary of Financial Resources and Uses 2021 - 2023

(in thousands of dollars)

	General Fund			County Road Fund			Special Revenue Fund (Refuse and Garage)			Enterprise Fund (ACC)			Road Machinery Fund			Debt Service Fund			Total All Funds		
	2021 Actual	2022 Amended Budget	2023 Tentative Budget	2021 Actual	2022 Amended Budget	2023 Tentative Budget	2021 Actual	2022 Amended Budget	2023 Tentative Budget	2021 Actual	2022 Amended Budget	2023 Tentative Budget	2021 Actual	2022 Amended Budget	2023 Tentative Budget	2021 Actual	2022 Amended Budget	2023 Tentative Budget	2021 Actual	2022 Amended Budget	2023 Tentative Budget
<b>Revenues</b>																					
Real Property Taxes (*)	49,787	49,400	49,400																49,787	49,400	49,400
Other Tax Items	7,386	8,270	8,120																7,386	8,270	8,120
Non-Property Taxes	70,948	60,888	70,912																70,948	60,888	70,912
Departmental Income	14,316	19,840	19,049				9,667	8,861	10,206	8,215			689	770	700				34,879	29,471	29,955
Intergovernmental Charges	746	421	640	142	155	373													888	577	1,016
Use of Money and Property	233	270	240				1												234	270	240
Licenses and Property	2,900	2,802	3,052	4	5	4													2,904	2,807	3,056
Fines and Penalties	116	209	131																116	209	131
Sales of Property and Compensation for Loss	892	587	822				240	230	230				162						1,314	817	1,072
Miscellaneous Local Sources	1,437	2,420	1,959	85	1	1	2,507	2,330		5,468	20,021	18,471	6	2	1				9,503	25,164	20,433
Interfund Revenue										145									145	-	-
State Aid	21,906	24,848	25,055	5,577	4,741	4,684	20	10	30										27,503	29,599	29,789
Federal Aid	19,470	22,813	22,539	161	2,248	6,720				498									20,129	25,063	29,259
Miscellaneous																					
Transfers	2,270		1,400	18,830	25,477	21,501	128			203	1,879	1,162	4,655	4,923	4,808	16,944	13,180	11,758	43,023	45,439	40,629
Other Financing Sources																					
Fund Balance	(28,427)	10,540	1,000	(1,524)	1,366	1,705	(1,200)	1,922	1,738	1,308	428		(823)	1,813	408				(28,548)	16,389	4,982
<b>Total Revenues</b>	<b>\$ 184,000</b>	<b>\$ 223,621</b>	<b>\$ 224,324</b>	<b>\$ 23,273</b>	<b>\$ 33,993</b>	<b>\$ 35,068</b>	<b>\$ 12,469</b>	<b>\$ 13,553</b>	<b>\$ 13,237</b>	<b>\$ 15,837</b>	<b>\$ 22,528</b>	<b>\$ 19,633</b>	<b>\$ 4,683</b>	<b>\$ 7,588</b>	<b>\$ 5,918</b>	<b>\$ 16,944</b>	<b>\$ 13,180</b>	<b>\$ 11,758</b>	<b>\$ 259,186</b>	<b>\$ 314,363</b>	<b>\$ 309,938</b>
<b>Expenditures - By Function</b>																					
General Government Support	32,239	47,890	44,304																32,239	47,890	44,304
Education	2,446	5,675	6,175																2,446	5,675	6,175
Public Safety	29,812	32,008	33,715	924	1,062	1,032													30,736	33,070	34,747
Health	24,671	24,750	29,047																40,508	49,278	48,800
Transportation	2,323	2,734	4,167	17,684	21,888	30,300				15,837	22,528	19,633							33,919	32,218	39,710
Econ. Opportunity and Development	53,175	61,314	64,582										3,912	6,496	5,243				53,175	61,314	64,582
Culture and Recreation	3,100	3,704	4,524																3,100	3,704	4,524
Home and Community Services	1,837	2,707	2,836				12,459	13,553	13,237										14,316	16,260	16,078
Debt Service	2,466	3,776	-	990	7,193								109	408		16,941	13,180	11,758	20,704	22,357	11,758
Other Financing Uses	30,715	38,961	34,974	3,675	3,750	3,736							662	684	675	3			37,021	43,395	39,357
<b>Total Expenditures</b>	<b>\$ 184,000</b>	<b>\$ 223,621</b>	<b>\$ 224,324</b>	<b>\$ 23,273</b>	<b>\$ 33,993</b>	<b>\$ 35,068</b>	<b>\$ 12,469</b>	<b>\$ 13,553</b>	<b>\$ 13,237</b>	<b>\$ 15,837</b>	<b>\$ 22,528</b>	<b>\$ 19,633</b>	<b>\$ 4,683</b>	<b>\$ 7,588</b>	<b>\$ 5,918</b>	<b>\$ 16,944</b>	<b>\$ 13,180</b>	<b>\$ 11,758</b>	<b>\$ 259,186</b>	<b>\$ 314,363</b>	<b>\$ 309,938</b>
<b>Expenditures - By Category</b>																					
Personal Services	43,241	47,882	53,088	3,950	3,999	4,479	1,046	1,098	1,189	5,839	9,370	8,334	1,068	1,191	1,287				55,163	63,523	68,371
Fixed Equipment	206	2,254	1,655		55			784	810		27		5	2,176	494				211	5,294	2,959
Contracted Services	77,589	102,782	100,666	11,160	12,650	13,419	8,391	8,812	9,741	6,210	6,958	4,950	1,849	2,115	2,310	3,693			108,242	136,272	140,916
Employee Benefits	31,429	29,844	33,941	3,499	3,346	3,434	816	769	715	3,769	6,195	5,349	990	1,005	927				40,503	41,161	44,966
Debt Service																					
Principal	2,150	1,852	-	813	7,087								100	402		9,075	9,315	8,280	12,146	18,456	8,280
Interest	507	123	-	176	106								9	5		4,175	3,845	3,498	4,867	4,101	3,498
Transfers	30,920	39,030	34,974	3,675	3,750	3,736	2,206	2,090	788				1,400			3			37,466	45,554	41,573
<b>Total Expenditures</b>	<b>\$ 184,000</b>	<b>\$ 223,621</b>	<b>\$ 224,324</b>	<b>\$ 23,273</b>	<b>\$ 33,993</b>	<b>\$ 35,068</b>	<b>\$ 12,469</b>	<b>\$ 13,553</b>	<b>\$ 13,237</b>	<b>\$ 15,837</b>	<b>\$ 22,528</b>	<b>\$ 19,633</b>	<b>\$ 4,683</b>	<b>\$ 7,588</b>	<b>\$ 5,918</b>	<b>\$ 16,944</b>	<b>\$ 13,180</b>	<b>\$ 11,758</b>	<b>\$ 259,186</b>	<b>\$ 314,363</b>	<b>\$ 309,938</b>



**Sullivan County Multiyear Budget**  
2023-2028

	2023 Adopted Budget	2024	2025	2026	2027	2028
<b>Revenues</b>						
Real Property Taxes (*)	69,399,722	70,787,716	72,203,470	73,647,539	75,120,490	76,622,900
Other Tax Items	8,120,286	8,120,286	8,120,286	8,120,286	8,120,286	8,120,286
Non-Property Taxes	70,912,000	72,330,240	73,776,845	75,252,382	76,757,430	78,292,579
Departmental Income	19,048,811	19,048,811	19,048,811	19,048,811	19,048,811	19,048,811
Intergovernmental Charges	645,247	645,247	645,247	645,247	645,247	645,247
Use of Money and Property	240,224	240,224	240,224	240,224	240,224	240,224
Licenses and Permits	3,052,100	3,052,100	3,052,100	3,052,100	3,052,100	3,052,100
Fines and Forfeitures	130,500	130,500	130,500	130,500	130,500	130,500
Sales of Property and Compensation for Loss	822,300	822,300	822,300	822,300	822,300	822,300
Miscellaneous Local Sources	1,958,713	1,958,713	1,958,713	1,958,713	1,958,713	1,958,713
Interfund Revenue						
State Aid	25,055,178	25,055,178	25,055,178	25,055,178	25,055,178	25,055,178
Federal Aid	22,538,795	22,538,795	22,538,795	22,538,795	22,538,795	22,538,795
Miscellaneous						
Transfers	1,400,000					
Other Financing Sources						
Fund Balance	1,000,000					
<b>Total Revenues</b>	<b>\$ 224,323,876</b>	<b>\$ 224,730,110</b>	<b>\$ 227,592,469</b>	<b>\$ 230,512,075</b>	<b>\$ 233,490,074</b>	<b>\$ 236,527,633</b>
<b>Expenditures - By Category</b>						
Personal Services	53,088,132	54,149,895	55,232,893	56,337,551	57,464,302	58,613,588
Fixed Equipment	1,655,000	1,655,000	1,655,000	1,655,000	1,655,000	1,655,000
Contracted Services	100,665,921	102,679,239	104,732,824	106,827,480	108,964,030	111,143,311
Employee Benefits	33,940,634	35,637,666	37,419,549	39,290,526	41,255,052	43,317,805
Debt Service						
Principal						
Interest						
Transfers	34,974,189	35,323,931	35,677,170	36,033,942	36,394,281	36,758,224
<b>Total Expenditures</b>	<b>\$ 224,323,876</b>	<b>\$ 229,445,731</b>	<b>\$ 234,717,436</b>	<b>\$ 240,144,499</b>	<b>\$ 245,732,665</b>	<b>\$ 251,487,928</b>
<b>Debt Schedule Additions/(Subtractions)</b>						
Changes in Debt Payments - Existing Schedule	-	(87,940)	(2,576,152)	(54,501)	(143,659)	(33,094)
2022 Borrowing	-	-	-	-	-	-
2023 Borrowing	-	-	-	-	-	-
2024 Borrowing	-	-	-	-	-	-
2025 Borrowing	-	-	-	-	-	-
2026 Borrowing	-	-	-	-	-	-
Total New Debt - Tentative Capital Budget	-	-	-	-	-	-
<b>Total Net New Debt Payment</b>	<b>\$ -</b>	<b>\$ (87,940)</b>	<b>\$ (2,576,152)</b>	<b>\$ (54,501)</b>	<b>\$ (143,659)</b>	<b>\$ (33,094)</b>

## Assumptions Used For Multiyear Budget

### Revenues

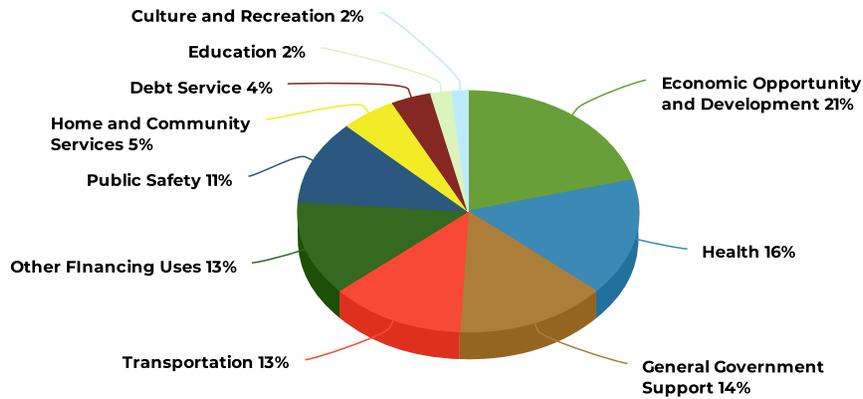
- Real Property Tax: 2% Annual Growth
- Other Property Tax Items: 0% Growth
- Non-Property Tax Items: 2024 through 2028 2% Annual Growth
- Departmental Income: 0% based upon historic trend
- Intergovernmental Charges: 0% based upon historic trend
- Use of Money and Property: 0% based upon historic trend
- Licenses and Permits: 0% based upon historic trend
- Fines and Forfeitures: 0% based upon historic trend
- Sale of Property and Comp. for Loss: 0% based upon historic trend
- Misc. Local Sources: 0% based upon historic trend
- State and Federal Aid: 0%
- Casino Resort Mitigation Payment: 2023 - \$3 million; 2024 through 2028 \$3 million based upon New York State Department of Budget estimates
- Fund Balance

### Expenses:

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

# Total Appropriations by Function - 2023 Adopted Budget

Total Appropriations by Function



## Five Year Trend

Expenditures- By Function	2019	2020	2021	2022	2023
General Government Support	31,711,598	35,457,039	35,646,510	41,038,754	44,303,787
Education	5,675,000	5,675,000	5,675,000	5,675,000	6,175,000
Public Safety	30,452,920	30,710,749	31,084,244	31,867,327	34,747,103
Health	44,433,489	44,452,965	42,476,111	48,491,140	48,680,228
Transportation	27,067,129	20,184,648	24,429,458	28,363,104	39,710,201
Economic Opportunity and Development	64,016,036	64,767,464	64,074,282	63,960,974	64,581,905
Culture and Recreation	3,765,038	3,859,047	3,580,997	3,565,453	4,523,627
Home and Community Services	15,647,928	15,587,752	14,012,847	15,659,226	16,072,563
Debt Service	14,410,079	14,525,645	17,058,596	22,557,908	11,757,598
Other Financing Uses	30,318,513	31,831,885	32,140,884	43,280,786	39,385,431
<b>Total Expenditures</b>	<b>267,497,730</b>	<b>267,052,194</b>	<b>270,178,929</b>	<b>304,459,672</b>	<b>309,937,443</b>

Expenditures- By Function	2020	2021	2022	2023
General Government Support	11.81%	0.53%	15.13%	7.96%
Education	0.00%	0.00%	0.00%	8.81%
Public Safety	0.85%	1.22%	2.52%	9.04%
Health	0.04%	-4.45%	14.16%	0.39%
Transportation	-25.43%	21.03%	16.10%	40.01%
Economic Opportunity and Development	1.17%	-1.07%	-0.18%	0.97%
Culture and Recreation	2.50%	-7.21%	-0.43%	26.87%
Home and Community Services	-0.38%	-10.10%	11.75%	2.64%
Debt Service	0.80%	17.44%	32.24%	-47.88%
Other Financing Uses	4.99%	0.97%	34.66%	-9.00%
<b>Total Expenditures</b>	<b>-0.17%</b>	<b>1.17%</b>	<b>12.69%</b>	<b>1.80%</b>

## Definition of Expenditures

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

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

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

## Expense Discussion

The following operational expenses represent those areas with significant, recurring increases that will impact the 2023 Operating budget as well as future budgets.

### Employee Related Costs

Employee related costs total over \$110 million and represent 36% of total appropriations. Salaries and Wages total \$68 million and employee benefits total \$41.9 million. Employee benefits as a percentage of wages equal 62%.

The elevated and rapidly increasing cost of health benefits has made it difficult to be able to adequately compensate our County employees while holding spending to a level that is responsible to the taxpayers of Sullivan County. The County and eight bargaining unions have had ongoing negotiations for contracts of various lengths in 2022. Sullivan County participates in the New York Health Insurance Plan (NYSHIP). This plan (or a plan that is comparable) is required to be provided for county employees as detailed in the various collective bargaining agreements. NYSHIP administers the program and determines the applicable employer contribution rates. The adopted budget anticipates a 5% increase in contribution rates for active and retired employees for 2023. The 2022 budget anticipated total employer contributions of \$26.5 million. The 2023 Adopted Budget anticipates contributions of \$26.3 million, representing a decrease of \$199,291. This can be attributed to a shift in NYSHIP insurance plans, agreed to in many of the settled collective bargaining agreements.

Sullivan County employees are participants in the New York State Retirement System. The New York State Comptroller is the sole trustee of the plan. He and his office administer the program and set employer contribution rates as a percentage of payroll, with the goal of ensuring that the plan is fully funded. The plan is heavily invested in the stock and bond markets. As these markets underperform, employer contribution rates can increase dramatically. This was evidenced during the last global recession when contribution rates went from the low single digits to over twenty percent. The adopted budget appropriates \$8.9 million for pension contributions. This represents an average contribution rate of 13.1% 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 \$3.65 million. This represents the same dollar level as 2022. Total plan contributions are set based upon estimated claim expenses and administrative costs. The County's portion of the plan cost is \$1.33 million.

### New York State Mandates

New York State mandates various programs that County governments must run. However, the State does not fully fund the costs of the programs. Examples of such programs are the Early Intervention program in Public Health, Social Service Programs, and the County Jail. The costs of these mandates equal \$32 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 2023 that bill equals \$19.7 million. Mandated programs and our share of Medicaid costs represents 45.7 % of the 2023 tax levy.

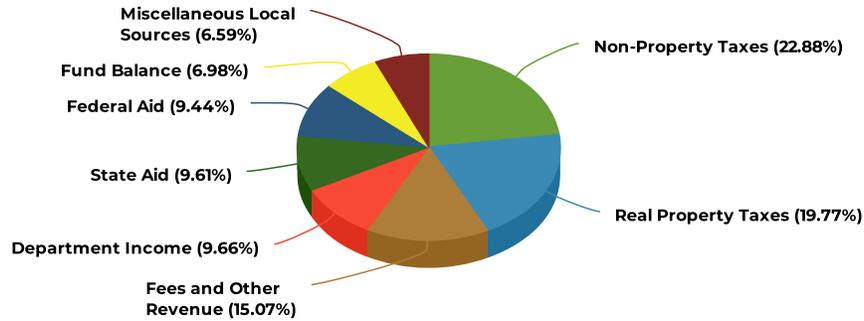
**County of Sullivan Employee Workforce Costs**

2018-2023 Adopted Budgets

Employee Costs	2018	2019	2020	2021	2022	2023	Five Yr Inc	Avg Yrly Inc
<b>All Positions at Adoption</b>	<b>1220</b>	<b>1240</b>	<b>1260</b>	<b>1164</b>	<b>1235</b>	<b>1229</b>		
<b>Salaries and Wages</b>								
Salaries	53,063,436	55,801,127	59,587,870	55,897,261	59,113,734	64,086,568	11,023,132	3.44%
Overtime	2,245,100	2,449,370	2,424,020	2,041,024	2,760,300	2,707,000	461,900	3.41%
Longevity	1,140,905	1,077,575	1,053,556	998,831	1,026,031	1,011,561	(129,344)	-2.56%
Shift Differential	400,429	299,461	269,141	231,227	247,956	283,300	(117,129)	-8.27%
Other Pay	621,383	365,366	303,750	354,978	330,178	282,218	(339,165)	-24.04%
<b>Total Salaries and Wages</b>	<b>57,471,253</b>	<b>59,992,899</b>	<b>63,638,337</b>	<b>59,523,321</b>	<b>63,478,199</b>	<b>68,370,647</b>	<b>10,899,394</b>	<b>3.19%</b>
<b>Employee Benefits</b>								
<b>Health Insurance</b>								
Active Employees	20,521,976	20,920,467	20,908,276	19,683,786	20,599,967	21,953,422	1,431,446	1.30%
Retired Employees	5,677,759	5,490,760	5,903,085	6,257,269	5,762,469	6,559,333	881,574	2.69%
Buyout	51,750	117,000	95,881	125,250	115,001	160,459	108,709	13.55%
Pension	8,782,416	8,982,053	9,043,464	10,423,409	8,348,545	8,922,128	139,712	0.31%
Workers Comp	2,101,685	1,350,023	1,388,082	1,410,299	1,461,729	1,348,501	(753,184)	-11.17%
FICA & Medicare	4,439,566	4,650,992	4,918,728	4,597,455	4,733,890	5,140,887	701,321	2.73%
Disability	115,779	111,294	107,635	103,363	110,465	113,799	(1,980)	-0.35%
Unemployment	25,000	25,000	-	6,850	6,000	6,000	(19,000)	-63.33%
Other	1,728	44,200	-	80,300	136,000	161,810	160,082	19.79%
<b>Total Employee Benefits</b>	<b>41,717,659</b>	<b>41,691,789</b>	<b>42,365,151</b>	<b>42,687,981</b>	<b>41,274,066</b>	<b>44,366,339</b>	<b>2,648,680</b>	<b>1.19%</b>
<b>Total Salaries and Wages</b>	<b>99,188,912</b>	<b>101,684,688</b>	<b>106,003,488</b>	<b>102,211,302</b>	<b>104,752,265</b>	<b>112,736,986</b>	<b>13,548,074</b>	<b>2.40%</b>

# Total Revenues by Function - 2023 Adopted Budget

Total Revenues by Type - 2023 Adopted Budget



## Five Year Trend

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

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

# Definition of Revenues

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

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

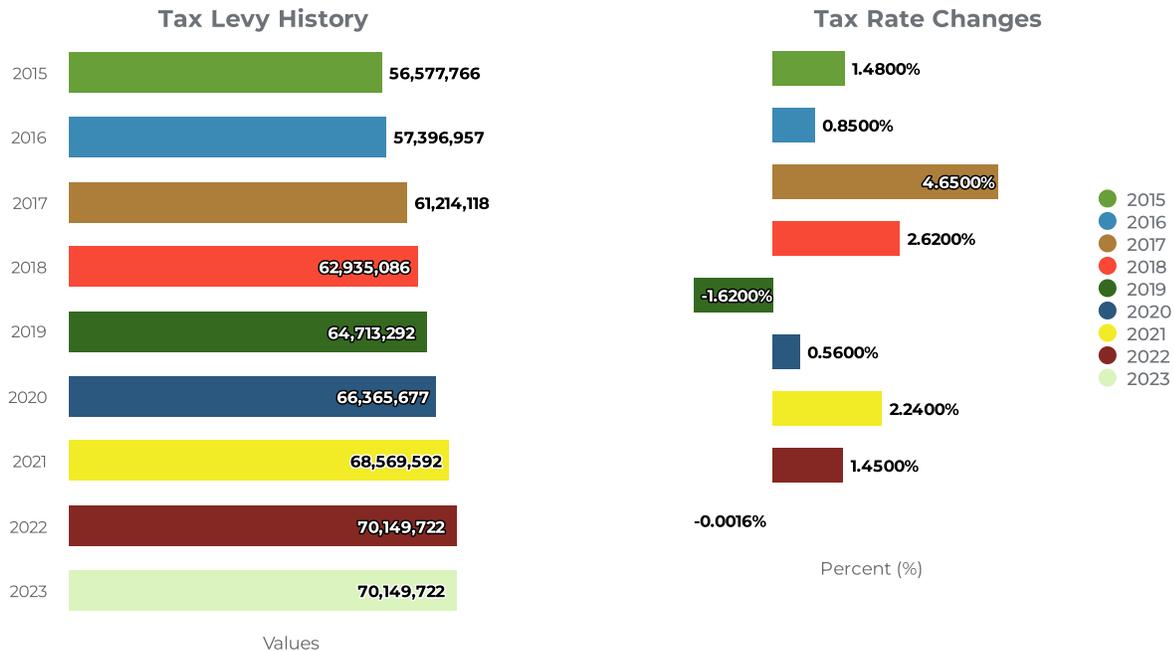
\*Source: Office of the New York State Comptroller: Citizens Guide to Local Budgets

## Property Tax

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

The property tax levy for 2023 is \$70,149,722 and the tax rate per thousand is 12.33. This represents a tax rate decrease of -.127365%. For every \$100,000 worth of assessment, the annual decrease in taxes would be approximately \$1.57 per year.

The tax levies for the period 2015 through 2023 are listed below.



## **New York State Tax Cap - Tax Levy/Tax Rate**

On June 24, 2011 the New York State Property Tax Cap program was enacted and became effective for the 2012 Sullivan County Budget. In 2016 the law was extended by New York State for another five-year period. The law requires that municipalities raise taxes no more than 2 percent or the rate of inflation, whichever is less. The County cannot legally adopt a budget that has a tax levy above the tax cap threshold unless a two thirds majority of the Legislature has enacted a local law for such a purpose. The Legislature adopted a tax cap override for the 2017 budget due to the construction of a new county jail. There are other factors that can result in an actual levy growth higher than 2 percent or inflation. Examples could be an increase in the quantity change factor for the county or a change in Payment in Lieu of Taxes. The allowable tax levy growth for Sullivan County equates to 2% for 2023. Increasing the tax levy up to the tax cap would increase the levy by \$2.2 million. The Adopted Budget does not include a growth in the levy. For every \$100,000 worth of assessment the annual decrease in taxes would be approximately \$1.57 per year.

## Sales Tax

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

The County has collected \$63.6 million in sales tax in 2022 so far. Through the end of September the County has seen a 4% increase in collections as compared to 2021.

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

The 2023 Adopted Budget anticipates \$66 million in sales tax. This is an increase of \$12.5 million over the 2022 Adopted budget. Final 2022 figures will not be known until March of 2023 as we get final data from the State on 2022 taxable sales. The anticipated changes are due to the economic impact of the COVID-19 pandemic and the influx of people moving into the area and receiving internet orders at their local address. Another large driver of increased sales tax stems from the 2018 Wayfair vs South Dakota case, requiring third party sellers on large sites, like Amazon and Walmart, to remit sales tax to local municipalities. This took time to implement, and municipalities began to see the impact of this decision in early 2020. Coupled with stimulus money received by the public and the need to procure goods without leaving home, Sullivan County has seen record sales tax revenue since the pandemic began.

Historic sales tax collections are graphed below for the period that the County has had a 4% rate. 2013 through 2021 represent actual receipts. 2022 reflects collections of \$72 million based upon the percentage increase we have seen through the month of October.

The 2023 budget anticipates collecting \$66 million.

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

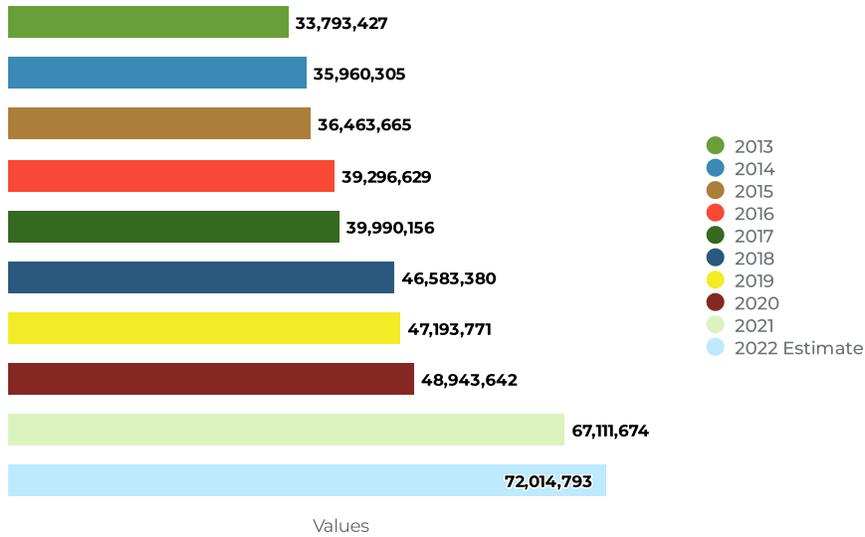
### National Economic Indicators

- GDP
- Inflation
- Consumer Spending
- Consumer Debt load

### Sullivan County Economic Indicators

- Unemployment Rate
- Job Growth

### 2013-2022 Sales Tax Receipts

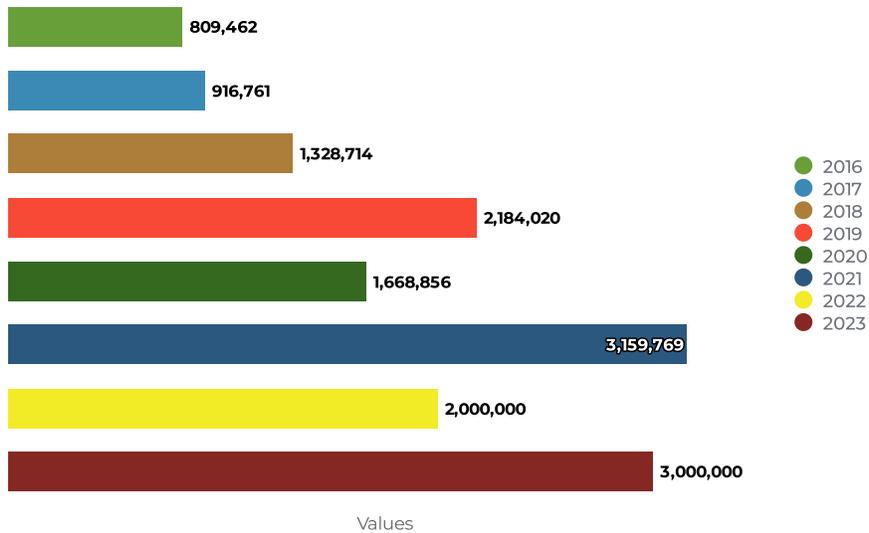


### Room Tax

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

At least 85% of the money must be used to promote tourism-related activities within the County. The 2023 Budget anticipates \$3M. The following graph depicts 2016 through 2021 actual receipts and 2022 and 2023 budget figures.

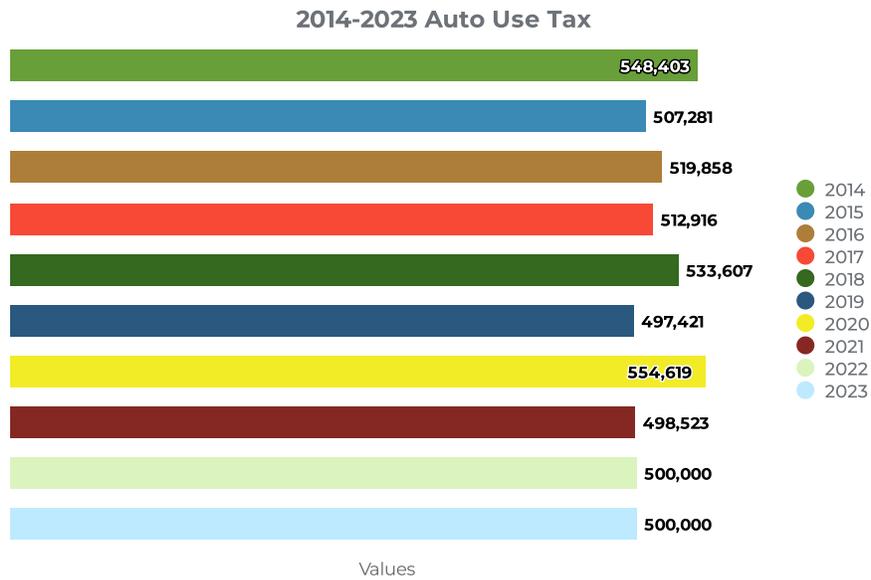
### 2016-2023 Room Tax



## Auto Use Tax

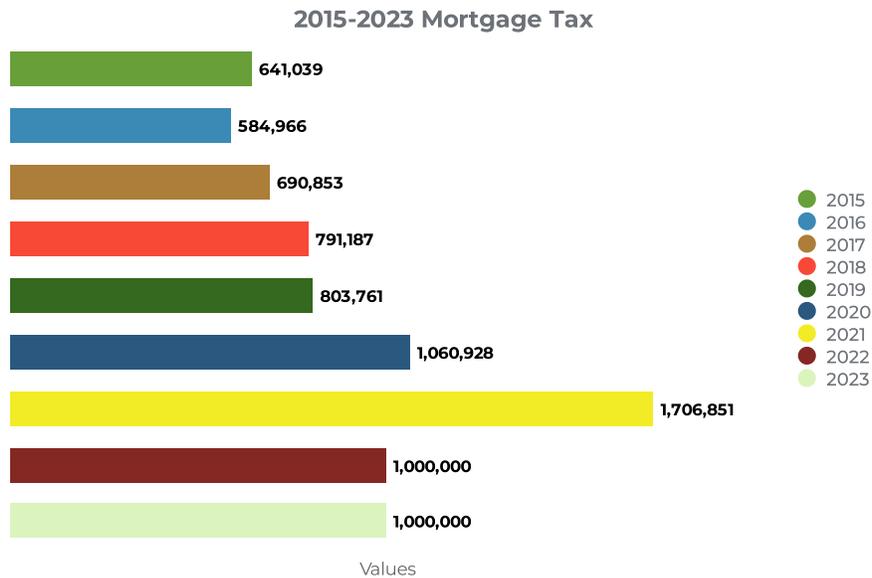
New York State Tax Law section 1201(e) allows Counties to impose a vehicle use tax on individuals and businesses when registering a vehicle with the New York State Department of Motor Vehicles. In accordance with Tax Law section 1201(e), Sullivan County imposes a fee of \$5 per year for vehicles weighing 3,500 lbs. and under and \$10 per year for vehicles over 3,500 lbs. In fiscal year 2016, Sullivan County received \$512,916 through this revenue source. The 2022 budget conservatively anticipates \$500,000. The following graph depicts 2014 through 2021 actual receipts and 2022 and 2023 budget figures.

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



## Mortgage Tax

Sullivan County imposes a mortgage tax on mortgages issued for property located within Sullivan County. The tax rate is 1 percent of original principal. Principal that is refinanced is not taxed a second time. Similar to sales tax, mortgage tax is economically sensitive. In 2008 the County collected over \$1.1 million in mortgage tax. Since then, the County has experienced a dramatic reduction in mortgage tax collections, until the COVID19 pandemic when a large influx of new residents purchased homes in the area. The 2023 Budget takes a conservative approach and anticipates \$1M. The following graph depicts 2015 through 2021 actual receipts and 2022 and 2023 budget figures.



## State Aid & Federal Aid

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

## Departmental Income

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

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

# Fund Balance

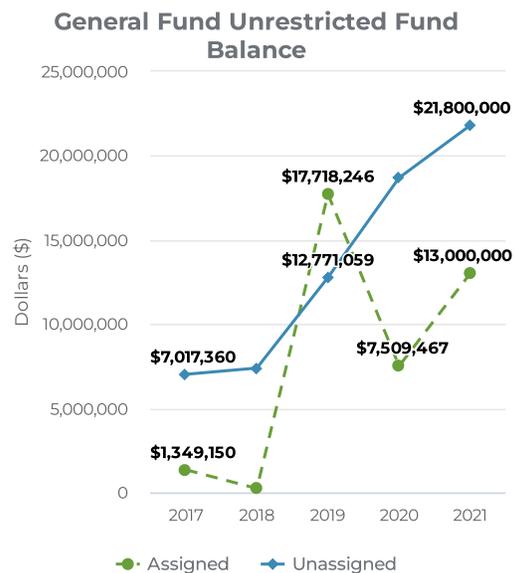
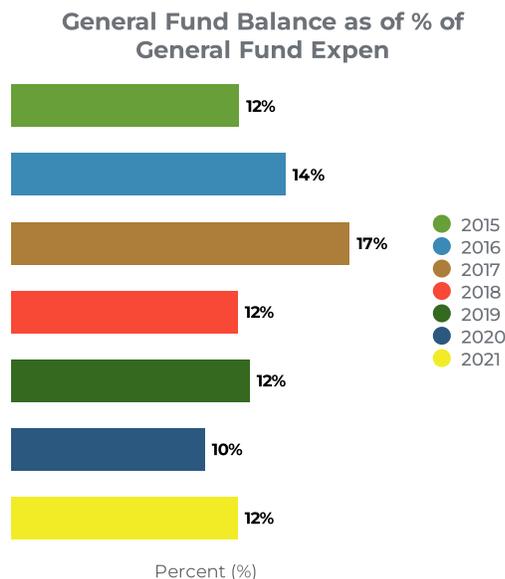
Fund balance can be considered a source of funds to mitigate unforeseen cost increases or revenue shortfalls. Fund balance is useful in times of emergency or an economic downturn. It is generally recommended that between 5 and 15 percent of fund balance should be maintained as a percentage of appropriations. However, the Sullivan County Legislature in 2021 adopted a revised Fund Balance Policy, stipulating that at least two months' worth of operating funds be available in the County Budget at all times, per best-practices recommendations from the NYS Comptroller's Office and the Government Finance Officers Association. The 2023 Budget thus aims to maintain at least 16% of gross appropriations in fund balance.

## FUND BALANCE DEFINITIONS:

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

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

At the end of 2021, unassigned fund balance for the General Fund was \$21.8M or 11.72% of the total General Fund expenditures or transfers out. This amount constitutes approximately 62.6% of the General Fund's total fund balance of \$34.8M at the end of December 31, 2021 and is available for spending per the County's policy on fund balance. The five-year history of General Fund Balance as a percent of General Fund Expenditures is detailed in the below chart.



## Care Center at Sunset Lake

In July 2020, the County authorized the formation of the Sunset Lake Development Corporations (the "LDC") for the purpose of transferring the Centers capital assets and identifying a management company to assume operations of the Center through a lease agreement. On December 5, 2020 the Center's building and land improvements in the amount of \$1,342,391 were transferred to the LDC and a lease agreement was entered into between the LDC and the County.

Effective May 1, 2021, the LDC entered into a temporary contract with Infinite Care, Inc. to manage the operations of the Center. A permanent management contract was signed into effect on September 20, 2021, transferring the management of the facility to Infinite Care. The financial impact of this contract allows for the management company to keep any revenues received from billing, but also requires that the management company take on the majority of expenses in relation to the Care Center. These expenses include the majority of employee related expenses, any expenses related to patient care and the operation of the facility.

To put this into perspective, the following figures represent the county share before the management agreement and after:

2021 Adopted County Share \$6,744,491  
2022 Adopted County Share \$3,370,217  
2023 Tentative County Share (\$238,000)

The county share is the difference between revenue coming in and expenses going out that the taxpayer will have to cover. The \$(238,000) county share above represents the benefits the county is obligated to pay towards retiree health insurance for past employees of the Care Center, as well as the portion of benefits that the county will still have to cover for active employees, netted with intergovernmental transfers (see explanation in next paragraph) the County anticipated for the period of time in question. All other expenses are fully covered by the management company. In 2023, the County is anticipating a gain of \$238,000 as we recognized \$1.4M in revenue from IGT against \$1.162M in requires benefits to be paid through County funds.

In past years, the Care Center has received monies referred to as Intergovernmental Transfers (IGT). This money is specific to government, as is indicated in its name, and not every nursing home is entitled to this funding. Subdivision 12(e-1) of Section 2808 of the Public Health Law authorizes supplemental payments to non-state operated public nursing facilities each year. The number allocated to Sullivan County is determined by the Centers for Medicare and Medicaid Services and the NYS DOH informs Sullivan County of its payment amount. The County must then front half of the money through its general fund, to receive the full payment. These payments will continue until Infinite Care receives their Certificate of Need and fully takes over the facility. This will not happen for a year or more.



## 2020-2023 Paving Summary

	2020	2021	2022	2023***
# of miles paved	24.80	26.50	30.73	32.50
# of miles surface treated	24.70	19.00	35.65	25.00
Previous Years Rollover	<b>308,384.14</b>	<b>876,966.16</b>	<b>1,475,711.16</b>	<b>394,819.82</b>
<b>Paving</b>				
CHIPS Used/Expensed	2,218,840.44	3,966,177.48	5,473,333.76	2,830,000.00
Operating Funds*	46,400.56	14,637.94	2,734,069.04	3,250,000.00
Bonded Funds	3,500,000.00	-	-	-
ARPA monies	-	2,836,882.47	913,117.53	-
Other Federal/State Funding	-	-	-	-
<b>Paving Completed</b>	<b>5,765,241.00</b>	<b>6,817,697.89</b>	<b>9,120,520.33</b>	<b>6,080,000.00</b>
<b>Surface Treatment</b>				
CHIPS Received**	847,278.07	1,046,345.38	-	-
Operating Funds	-	-	1,822,819.68	1,600,000.00
Bonded Funds	-	-	-	-
ARPA monies	-	-	-	-
Other Federal/State Funding	-	-	-	-
<b>Surface Treatment Completed</b>	<b>847,278.07</b>	<b>1,046,345.38</b>	<b>1,822,819.68</b>	<b>1,600,000.00</b>
CHIPS Rollover	876,966.16	562,593.63	394,819.82	-
ARPA Rollover	-	913,117.53	-	-

\*Excluding ancillary items (guiderales, pipes, etc)

\*\* Includes PaveNY and Extreme Weather Funding

\*\*\*Based on 2023 Adopted Budget

\*\*\*\* Estimated based on historical pricing

# Assessor's Report

NYS - Real Property System  
County of Sullivan

Assessor's Report - 2022 - Current Year File  
S495 Exemption Impact Report  
County Summary

RPS221/V04/L001  
Date/Time - 10/11/2022 14:57:05  
Total Assessed Value 7,311,440,256

Equalized Total Assessed Value 14,136,932,651

Exemption Code	Exemption Name	Statutory Authority	Number of Exemptions	Total Equalized Value of Exemptions	Percent of Value Exempted
10100	SPEC DIST USED FOR PURPOSE ESTAB	RPTL 410	67	28,922,999	0.20
10110	O/S SPEC DIST - SEWER OR WATER	RPTL 410-a	8	573,218	0.00
12100	NYS - GENERALLY	RPTL 404(1)	105	384,962,499	2.72
12350	PUBLIC AUTHORITY - STATE	RPTL 412	9	471,135	0.00
13100	CO - GENERALLY	RPTL 406(1)	90	197,875,766	1.40
13101	CO - GENERALLY	RPTL 406(1)	14	134,498	0.00
13240	CO O/S LIMITS - SEWER OR WATER	RPTL 406(3)	1	210,161	0.00
13350	CITY - GENERALLY	RPTL 406(1)	2	7,867,140	0.06
13500	TOWN - GENERALLY	RPTL 406(1)	383	136,991,884	0.97
13510	TOWN - CEMETERY LAND	RPTL 446	9	208,323	0.00
13570	TOWN O/S LIMITS - SPECIFIED USES	RPTL 406(2)	7	24,995	0.00
13650	VG - GENERALLY	RPTL 406(1)	91	18,918,550	0.13
13730	VG O/S LIMITS - SPECIFIED USES	RPTL 406(2)	3	315,968	0.00
13740	VG O/S LIMITS - SEWER OR WATER	RPTL 406(3)	25	10,959,353	0.08
13741	VG O/S LIMITS - SEWER OR WATER	RPTL 406(3)	2	551,392	0.00
13742	VG O/S LIMITS - SEWER OR WATER	RPTL 406(3)	2	2,788,784	0.02
13800	SCHOOL DISTRICT	RPTL 408	35	217,802,886	1.54
13850	BOCES	RPTL 408	1	7,303,060	0.05
13870	SPEC DIST USED FOR PURPOSE ESTAB	RPTL 410	67	28,702,500	0.20
13890	PUBLIC AUTHORITY - LOCAL	RPTL 412	2	4,237,742	0.03
14100	USA - GENERALLY	RPTL 400(1)	8	9,783,736	0.07
14110	USA - SPECIFIED USES	STATE L 54	9	3,451,688	0.02
18020	MUNICIPAL INDUSTRIAL DEV AGENCY	RPTL 412-a	188	815,651,290	5.77
18060	URBAN REN: OWNER-MUN U R AGENCY	GEN MUNY 555 & 560	1	42,358	0.00
18080	MUN HSNQ AUTH-FEDERAL/MUN AIDED	PUB HSNQ L 52(3)&(5)	3	5,133,922	0.04
21600	RES OF CLERGY - RELIG CORP OWNER	RPTL 462	14	2,728,672	0.02
25110	NONPROF CORP - RELIG(CONST PROT)	RPTL 420-a	587	407,618,952	2.88
25120	NONPROF CORP - EDUCL(CONST PROT)	RPTL 420-a	206	237,329,111	1.68
25130	NONPROF CORP - CHAR (CONST PROT)	RPTL 420-a	51	38,094,173	0.27
25210	NONPROF CORP - HOSPITAL	RPTL 420-a	5	70,399,883	0.50
25220	NONPROF CORP-CEMETERY	RPTL 420(1)(a)	9	295,499	0.00
25230	NONPROF CORP - MORALMENTAL IMP	RPTL 420-a	79	37,915,196	0.27
25300	NONPROF CORP - SPECIFIED USES	RPTL 420-b	47	28,565,688	0.20

Equalized Total Assessed Value 14,136,932,651

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	737,785	0.01
25900	SYSTEM CODE	STATUTORY AUTH NOT DEFINED	51	3,163,097	0.02
26050	AGRICULTURAL SOCIETY	RPTL 450	1	458,333	0.00
26100	VETERANS ORGANIZATION	RPTL 452	5	709,480	0.01
26250	HISTORICAL SOCIETY	RPTL 444	1	136,400	0.00
26400	INC VOLUNTEER FIRE CO OR DEPT	RPTL 464(2)	19	9,058,310	0.06
26600	CORP/ASSN DEV GOOD SPORTSMANSHIP	RPTL 476	1	421,327	0.00
27350	PRIVATELY OWNED CEMETERY LAND	RPTL 446	190	5,246,705	0.04
28120	NOT-FOR-PROFIT HOUSING CO	RPTL 422	1	817,097	0.01
29700	PROP WITHDRAWN FROM FORECLOSURE	RPTL 1138	26	1,221,374	0.01
32252	NYS OWNED REFORESTATION LAND	RPTL 534	7	1,430,110	0.01
32301	NYS LAND TAXABLE FOR SCHOOL ONLY	RPTL 536	12	2,106,903	0.01
33201	TAX SALE - COUNTY OWNED	RPTL 406(5)	24	292,060	0.00
33701	TAX SALE - VG OWNED	RPTL 406(5)	3	120,968	0.00
41101	VETS EX BASED ON ELIGIBLE FUNDS	RPTL 458(1)	55	1,845,892	0.01
41120	ALT VET EX-WAR PERIOD-NON-COMBAT	RPTL 458-a	1,088	27,694,355	0.20
41121	ALT VET EX-WAR PERIOD-NON-COMBAT	RPTL 458-a	29	700,366	0.00
41130	ALT VET EX-WAR PERIOD-COMBAT	RPTL 458-a	824	34,976,734	0.25
41131	ALT VET EX-WAR PERIOD-COMBAT	RPTL 458-a	29	1,277,313	0.01
41140	ALT VET EX-WAR PERIOD-DISABILITY	RPTL 458-a	463	23,928,645	0.17
41141	ALT VET EX-WAR PERIOD-DISABILITY	RPTL 458-a	15	942,349	0.01
41160	COLD WAR VETERANS (15%)	RPTL 458-b	1	15,725	0.00
41161	COLD WAR VETERANS (15%)	RPTL 458-b	231	3,325,826	0.02
41162	COLD WAR VETERANS (15%)	RPTL 458-b	80	955,111	0.01
41171	COLD WAR VETERANS (DISABLED)	RPTL 458-b	26	665,803	0.00
41172	COLD WAR VETERANS (DISABLED)	RPTL 458-b	4	72,422	0.00
41300	PARAPLEGIC VETS	RPTL 458(3)	1	276,290	0.00
41400	CLERGY	RPTL 460	19	104,633	0.00
41690	VOLUNTEER FIREFIGHTERS AND AMBULANCE	RPTL 466-c,d,e,f,g,h&i	172	586,086	0.00
41691	VOLUNTEER FIREFIGHTERS AND AMBULANCE	RPTL 466-c,d,e,f,g,h&i	57	197,284	0.00
41692	VOLUNTEER FIREFIGHTERS AND AMBULANCE	RPTL 466-c,d,e,f,g,h&i	9	32,961	0.00
41700	AGRICULTURAL BUILDING	RPTL 483	49	3,589,335	0.03
41720	AGRICULTURAL DISTRICT	AG-MKTS L 305	995	67,901,205	0.48

Page 2 of 4

Equalized Total Assessed Value 14,136,932,651

Exemption Code	Exemption Name	Statutory Authority	Number of Exemptions	Total Equalized Value of Exemptions	Percent of Value Exempted
41730	AGRIC LAND-INDIV NOT IN AG DIST	AG MKTS L 306	50	3,371,496	0.02
41800	PERSONS AGE 65 OR OVER	RPTL 467	337	24,385,881	0.17
41801	PERSONS AGE 65 OR OVER	RPTL 467	431	21,681,068	0.15
41802	PERSONS AGE 65 OR OVER	RPTL 467	50	1,906,660	0.01
42100	SILOS, MANURE STORAGE TANKS,	RPTL 483-a	51	1,043,419	0.01
42120	TEMPORARY GREENHOUSES	RPTL 483-c	9	303,615	0.00
44210	HOME IMPROVEMENTS	RPTL 421-f	39	1,026,694	0.01
44211	HOME IMPROVEMENTS	RPTL 421-f	12	411,882	0.00
44212	HOME IMPROVEMENTS	RPTL 421-f	1	3,409	0.00
46450	INC ASSN OF VOLUNTEER FIREMEN	RPTL 464(1)	1	9,507	0.00
47100	Mass Telecomm Ceiling	RPTL S499-qqqq	12	1,459,070	0.01
47200	RAILROAD - PARTIALLY EXEMPT	RPTL 489-d&dd	6	31,675,358	0.22
47450	FOREST/REF LAND - FISHER ACT	RPTL 480	26	2,566,727	0.02
47460	FOREST LAND CERTD AFTER 8/74	RPTL 480-a	893	126,924,408	0.90
47550	STEEL MFG PROP - CITY POP<50000	RPTL 485-a	5	876,119	0.01
47610	BUSINESS INVESTMENT PROPERTY POST 8/5	RPTL 485-b	32	2,818,300	0.02
47611	BUSINESS INVESTMENT PROPERTY POST 8/5	RPTL 485-b	11	733,258	0.01
48100	URB DEV ACTION AREA PROJECT	GEN MUNY L 696	1	4,821,801	0.03
48660	HOUSING DEVELOPMENT FUND CO	P H F I L 577,654-a	5	22,515,323	0.16
48670	REDEVELOPMENT HOUSING CO	P H F I L 125 & 127	4	8,756,992	0.06
49500	SOLAR OR WIND ENERGY SYSTEM	RPTL 487	183	16,481,641	0.12
49501	SOLAR OR WIND ENERGY SYSTEM	RPTL 487	38	4,192,256	0.03
49502	SOLAR OR WIND ENERGY SYSTEM	RPTL 487	1	52,200	0.00
49505	SOLAR OR WIND ENERGY SYSTEM	RPTL 487	7	288,200	0.00
50000	SYSTEM CODE	STATUTORY AUTH NOT DEFINED	9	1,273,856	0.01
50001	SYSTEM CODE	STATUTORY AUTH NOT DEFINED	11	264	0.00

Equalized Total Assessed Value 14,136,932,651

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	440	0.00
Total Exemptions Exclusive of System Exemptions:			8,825	3,180,142,589	22.50
Total System Exemptions:			24	1,274,560	0.01
Totals:			8,849	3,181,417,149	22.50

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

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

## Authorized Positions - A Few Pointers

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

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

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

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

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

An example of this is evident in Parks and Recreation. You can see that the Position Counts total is 26.00, while the FTE is only 9.35.

Parks and Recreation has 4 Full Time Employees, 19 Seasonal Employees and 3 Part Time or Per Diem Employees. The exact calculation is as follows:

Employee Type	Count	Value	Total
Seasonal	19	0.25	4.75
Full Time	4	1	4
PD or PT	3	0.2	0.6
<b>Totals</b>	<b>26</b>		<b>9.35</b>

Dept #	Department Name	2021 Adopted Position Counts	2022 Adopted Position Counts	2023 Adopted Position Counts
<b>Division of Planning and Community Development</b>				
A-7110	Parks and Recreation	35.00	24.00	26.00

Dept #	Department Name	2021 Adopted FTE	2022 Adopted FTE	2023 Adopted FTE
A-7110	Parks and Recreation	10.85	8.15	9.35

Authorized Position Counts by Department				
Dept #	Department Name	Adopted Position Counts	Adopted Position Counts	Adopted Position Counts
<b>Elected Officials</b>				
A-1010	County Legislature	11.00	11.00	11.00
A-1185	Coroners	4.00	4.00	4.00
A-1165	District Attorney	19.00	22.00	23.00
A-3150	Sheriff's Office- Jail	113.82	109.82	109.32
A-3110-29	Sheriff's Office- Patrol	58.00	64.00	65.00
A-3110-30	Sheriff's Office- Civil	14.18	14.18	16.00
A-3110-31	Sheriff's Office- Security	8.00	7.00	7.00
A-1410-10	County Clerk- Main Unit	15.00	15.00	17.00
A-1410-11	County Clerk- DMV	15.00	18.00	19.00
A-1460	County Clerk - Records Management	1.00	1.00	1.00
A-1325-1330	County Treasurer	12.50	12.50	12.50
A-1355	Real Property Tax Map	4.50	3.50	5.00
<b>Elected Officials Totals</b>		<b>276.00</b>	<b>282.00</b>	<b>289.82</b>
<b>Legislative Appointments</b>				
A-1420	County Attorney	6.00	11.00	12.00
A-1230	County Manager	5.00	6.00	7.00
A-1450	Elections	6.00	6.00	8.00
A-1320	Audit and Control	7.00	7.00	7.00
<b>Legislative Appointment Totals</b>		<b>24.00</b>	<b>30.00</b>	<b>34.00</b>
<b>Line Departments</b>				
<b>Division of Public Works</b>				
A-1490	Public Works Administration	6.00	5.00	5.00
A-1620	Public Works Building Department	42.00	41.00	41.00
A-5610	Sullivan County International Airport	5.00	5.00	6.00
A-6610	Consumer Affairs- Weights and Measures	1.00	1.00	1.00
CL-8160	Public Works- Refuse and Garbage	17.00	18.00	18.00
D-3310	County Road Fund-Public Works- Traffic Control	7.00	7.00	7.00
D-5110	County Road Fund-Public Works- Road Maintenance	52.00	51.00	53.00
D-5020	County Road Fund-Public Works- Engineering	6.00	6.00	7.00
DM-5130	Public Works- Road Machinery	19.00	19.00	19.00
<b>Division Total</b>		<b>155.00</b>	<b>153.00</b>	<b>157.00</b>
<b>Division of Public Safety</b>				
A-1170	Public Defense	1.00	1.00	1.00
A-3010	Public Safety Administration	3.70	3.00	5.00
A-3010-212	Public Safety Administration - EMS	4.00	3.00	3.00
A-3020	Public Safety Communications E911	20.00	20.00	21.00
A-3140	Department of Probation	32.00	29.00	29.00
A-3410	Fire Protection <sup>3</sup>	7.30	8.00	16.00
<b>Division Total</b>		<b>68.00</b>	<b>64.00</b>	<b>75.00</b>

Dept #	Department Name	Adopted Position Counts	Adopted Position Counts	Adopted Position Counts
<b>Division of Planning and Community Development</b>				
A-7110	Parks and Recreation	35.00	24.00	26.00
A-1341	Grants Administration	2.00	2.00	2.00
A-8090	Office of Sustainable Energy	3.00	3.00	3.00
<b>Division Total</b>		<b>45.00</b>	<b>38.00</b>	<b>39.00</b>
<b>Division of Human Resources</b>				
A-1430	Human Resources <sup>4</sup>	11.00	17.00	14.00
A-8040	Human Rights Commission	0.00	1.00	1.00
A-1342	Risk Management <sup>2</sup>	0.00	4.00	3.00
<b>Division Total</b>		<b>11.00</b>	<b>22.00</b>	<b>18.00</b>
<b>Division of Health &amp; Family Services</b>				
A-4010-4082	Department of Public Health Services <sup>5</sup>	61.00	77.00	80.00
A-4220-432	Department of Community Services <sup>4</sup>	46.00	54.00	47.00
A-6010-6142	Department of Family Services	177.00	177.00	177.00
EL-6020	Care Center at Sunset Lake <sup>7</sup>	179.00	210.00	190.00
<b>Division Total</b>		<b>463.00</b>	<b>518.00</b>	<b>494.00</b>
<b>Division of Community Resources</b>				
A-6293	Center for Workforce Development <sup>1</sup>	33.00	48.00	29.00
A-7310	Youth Programs	1.00	1.00	2.00
A-7610	Office for the Aging	30.00	30.00	30.00
A-6510	Veterans Service Agency	4.00	4.00	4.00
A-5680	Transportation	10.00	10.00	11.00
<b>Division Total</b>		<b>78.00</b>	<b>93.00</b>	<b>76.00</b>
<b>Division of Information Technology</b>				
A-1680	Information Technology Services	19.00	21.00	21.00
<b>Division Total</b>		<b>19.00</b>	<b>21.00</b>	<b>21.00</b>
<b>Total Position Counts</b>		<b>1163.00</b>	<b>1247.00</b>	<b>1230.82</b>
<sup>1</sup> The Youth Intern positions are being abolished as this program has been taken over by Sullivan Renaissance				
<sup>2</sup> Reduction in county as a result of some reorganization within the division, accompanied by employee changes				
<sup>3</sup> Fire Investigator positions not counted in 2022 as they had zero compensation. Newly receiving compensation in 2023 budget.				
<sup>4</sup> The 2022 Adopted Budget included several new student intern positions authorized, though not all positions have been created. These positions have only been created when the need arose.				
<sup>5</sup> Additional therapy positions being created with 2023 budget				
<sup>6</sup> Addiction Control department positions being abolished or relocated. Service being contracted out.				
<sup>7</sup> Several nursing positions which have never been filled, were abolished. Contract nurses have been largely supplementing need of the facility since COVID-19 pandemic began				

Authorized Position FTE's by Department				
Dept #	Department Name	2021 Adopted FTE	2022 Adopted FTE	2023 Adopted FTE
<b>Elected Officials</b>				
A-1010	County Legislature	11.00	11.00	11.00
A-1185	Coroners	0.80	0.80	0.80
A-1165	District Attorney	19.00	22.00	22.50
A-3150	Sheriff's Office- Jail	113.00	110.02	109.32
A-3110-29	Sheriff's Office- Patrol	58.00	64.00	67.00
A-3110-30	Sheriff's Office- Civil	14.20	13.18	14.40
A-3110-31	Sheriff's Office- Security	8.00	7.00	7.00
A-1410-10	County Clerk- Main Unit	14.20	14.20	17.00
A-1410-11	County Clerk- DMV	15.00	17.20	18.20
A-1460	Records Management	1.00	1.00	1.00
A-1325-1330	County Treasurer	12.50	12.50	12.50
A-1355	Real Property Tax Map	4.50	3.50	3.50
<b>Elected Officials Totals</b>		<b>271.20</b>	<b>276.40</b>	<b>284.22</b>
<b>Legislative Appointments</b>				
A-1420	County Attorney	6.00	11.00	12.00
A-1230	County Manager	5.00	6.00	7.00
A-1450	Elections	6.00	6.00	6.40
A-1320	Audit and Control	7.00	7.00	7.00
<b>Legislative Appointments Totals</b>		<b>24.00</b>	<b>30.00</b>	<b>32.40</b>
<b>Line Departments</b>				
<b>Division of Public Works</b>				
A-1490	Public Works Administration	6.00	5.00	5.00
A-1620	Public Works Building Department	39.75	38.75	38.75
A-5610	Sullivan County International Airport	4.25	4.25	5.25
A-6610	Consumer Affairs- Weights and Measures	1.00	1.00	1.00
CL-8160	Public Works- Refuse and Garbage	16.25	17.25	17.25
D-3310	County Road Fund-Public Works- Traffic Cont	5.50	5.50	5.50
D-5110	County Road Fund-Public Works- Road Maint	52.00	51.00	53.00
D-5020	County Road Fund-Public Works- Engineering	6.00	6.00	7.00
DM-5130	Public Works- Road Machinery	19.00	19.00	19.00
<b>Division Total</b>		<b>149.75</b>	<b>147.75</b>	<b>151.75</b>
<b>Division of Public Safety</b>				
A-1170	Public Defense	1.00	1.00	1.00
A-3010	Public Safety Administration	2.10	2.20	3.90
A-3010-212	Public Safety Administration - EMS	0.60	0.60	0.60
A-3020	Public Safety Communications E911	17.10	17.90	18.90
A-3140	Department of Probation	32.00	29.00	29.00
A-3410	Fire Protection	1.70	1.60	3.30
<b>Division Total</b>		<b>54.50</b>	<b>52.30</b>	<b>56.70</b>

Dept #	Department Name	2021 Adopted FTE	2022 Adopted FTE	2023 Adopted FTE
A-7110	Parks and Recreation	10.85	8.15	9.35
A-1341	Grants Administration	2.00	2.00	2.00
A-8090	Office of Sustainable Energy	1.40	2.00	2.00
<b>Division Total</b>		<b>18.45</b>	<b>19.60</b>	<b>20.55</b>
<b>Division of Human Resources</b>				
A-1342	Risk Management	0.00	3.50	2.20
A-8040	Human Rights Commission	0.00	0.20	0.50
A-1430	Human Resources	10.50	9.50	12.00
<b>Division Total</b>		<b>10.50</b>	<b>13.20</b>	<b>14.70</b>
<b>Division of Health &amp; Family Services</b>				
A-4010-4082	Department of Public Health Services	56.20	61.20	69.60
A-4220-4322	Department of Community Services	45.20	46.80	43.30
A-6010-6142	Department of Family Services	177.00	174.60	175.20
EI-6020	Care Center at Sunset Lake	171.80	181.60	166.40
<b>Division Total</b>		<b>450.20</b>	<b>464.20</b>	<b>454.50</b>
<b>Division of Community Resources</b>				
A-6293	Center for Workforce Development	17.25	20.30	19.50
A-7310	Youth Programs	1.00	1.00	2.00
A-7610	Office for the Aging	21.80	21.80	21.80
A-6510	Veterans Service Agency	4.00	4.00	4.00
A-5680	Transportation	6.90	8.50	11.00
<b>Division Total</b>		<b>50.95</b>	<b>55.60</b>	<b>58.30</b>
<b>Division of Information Technology</b>				
A-1680	Information Technology Services	19.00	21.00	21.00
<b>Division Total</b>		<b>19.00</b>	<b>21.00</b>	<b>21.00</b>
<b>Total Full Time Equivalents</b>		<b>1073.55</b>	<b>1106.05</b>	<b>1121.12</b>

Department	2020 Actual Amount	2021 Actual Amount	2022 Adopted Budget	2022 Actual Amount	2023 Tentative Budget
ADULT CARE CENTER	904,390.24	872,390.31	908,600.00	892,571.15	858,900.00
AGING PROGRAMS	-	71.39	-	4.63	-
AUDIT AND CONTROL	323.50	43.20	-	3.28	-
BUDGET OFFICE	-	-	-	1,296.55	-
CENTER FOR WORKFORCE DEVELOPMENT	799.59	297.13	-	926.18	-
COMMUNITY SERVICES	22,742.78	22,526.18	5,000.00	19,719.64	-
CORONERS	893.99	-	-	-	-
COUNTY ATTORNEY	15.01	-	-	0.46	-
COUNTY CLERK	12,140.53	3,143.92	4,600.00	4,884.08	4,600.00
COUNTY LEGISLATURE	-	-	-	13.19	-
COUNTY MANAGER	-	47.22	-	56.77	-
COUNTY TREASURER	-	-	-	204.99	-
DISTRICT ATTORNEY	15,520.86	24,116.41	-	20,793.39	-
ELECTIONS	22,465.51	5,359.64	-	14,719.27	7,500.00
FAMILY SERVICES ADMINISTRATION	298,590.99	256,607.21	441,500.00	425,834.55	314,900.00
FIRE PROTECTION	3,748.45	-	-	74.80	-
HUMAN RESOURCES	5,671.97	215.60	2,500.00	202.39	500.00
INFORMATION TECHNOLOGY SERVICES	12,946.61	6,825.21	10,000.00	12,456.60	10,000.00
PARKS & RECREATION	815.67	885.55	1,500.00	2,259.99	2,000.00
PLANNING	17.50	222.29	-	371.81	-
PROBATION	768.48	11.27	1,000.00	1,461.64	3,000.00
PUBLIC HEALTH	77,048.97	95,754.33	24,900.00	115,772.81	72,000.00
PUBLIC SAFETY ADMINISTRATION	8,561.73	-	500.00	170.85	-
PUBLIC SAFETY COMMUNICATION E911	46,086.67	67,919.19	50,000.00	51,356.31	55,000.00
PUBLIC WORKS	112,444.61	69,353.70	82,200.00	181,159.23	85,100.00
PURCHASING	100.79	-	-	2.02	-
REAL PROPERTY TAX MAP	3,160.33	-	-	122.94	-
RECORDS MANAGEMENT	177.66	-	-	3.55	-
SC INTERNATIONAL AIRPORT	9,211.92	11,868.16	4,500.00	10,976.84	12,000.00
SHERIFF	1,015,970.70	1,159,316.83	1,078,500.00	1,757,325.05	1,108,500.00
SNOW REMOVAL	122,257.13	177,545.35	125,000.00	85,032.05	150,000.00
SOLID WASTE	31,434.82	28,153.21	20,000.00	25,873.34	23,000.00
TRANSPORTATION	1,687.28	3,440.32	-	6,411.13	-
VETERANS SERVICES	60.48	10.12	-	1,424.94	-
YOUTH PROGRAMS	-	-	-	1.91	-
<b>Grand Total</b>	<b>2,730,054.77</b>	<b>2,806,123.74</b>	<b>2,760,300.00</b>	<b>3,633,488.33</b>	<b>2,707,000.00</b>

# Statement of Debt - As of December 31, 2022 - Outstanding

2023 BUDGET FOR SULLIVAN COUNTY  
STATEMENT OF DEBT - AS OF DECEMBER 31, 2022 - NOTES

BOND ANTICIPATION NOTES OUTSTANDING	DATE OF ISSUE	RATES%	AMOUNT	DUE DATE	SCHEDULED PAYMENT
TOTAL BANS OUTSTANDING AT DECEMBER 31, 2022*			\$ 0		\$ 0
TAX ANTICIPATION NOTES					
TOTAL TANS OUTSTANDING AT DECEMBER 31, 2022			\$ 0		

\* Sullivan County currently has no outstanding BANs or TANs

# Statement of Debt - As of December 31, 2022 - Bonds

2023 BUDGET FOR SULLIVAN COUNTY  
STATEMENT OF DEBT - AS OF DECEMBER 31, 2022 - BONDS

BOND OUTSTANDING	ORIGINAL ISSUE	DATE OF ISSUE	RATE %	TOTAL BOND SALE	TOTAL BALANCE STILL DUE	PRINCIPAL PAYABLE 2023	ANNUAL PAYMENT SCHEDULE	
PUBLIC IMPROVEMENT		2010	3.110% - 5.932%	\$17,185,000	\$3,080,000	\$1,510,000	\$1,510,000 IN 2023	5.932%
SCCC RENOVATION	\$544,337.95						\$1,570,000 IN 2024	5.932%
08 ROAD & BRIDGE RECONSTRUCTION	\$2,765,577.02							
DPW EQUIPMENT	\$1,897,406.58							
DPW EQUIPMENT	\$167,967.14							
DPW EQUIPMENT	\$72,951.01							
SCCC RENOVATION	\$583,219.24							
LANDFILL PHASE II	\$388,812.82							
10 ROAD PAVING	\$7,406,649.07							
10 BRIDGE RECONSTRUCTION	\$777,625.65							
LANDFILL EQUIPMENT	\$758,185.01							
10 DPW EQUIPMENT	\$1,773,958.51							
10 DPW EQUIPMENT	\$48,309.99							
PUBLIC IMPROVEMENT		2014	2.0%-2.25%	\$11,315,000	\$2,515,000	\$1,245,000	\$1,245,000 IN 2023	2.125%
GOVT CTR/LIBERTY FACILITY	\$439,000.00						\$1,270,000 IN 2024	2.250%
HURLEYVILLE MUSEUM	\$215,000.00							
TRANSPORTATION VEHICLES	\$80,000.00							
AIRPORT	\$77,000.00							
COMMUNICATIONS UPGRADE	\$1,920,000.00							
SOLID WASTE EQUIPMENT	\$817,000.00							
ROADS/BRIDGES	\$6,122,000.00							
DPW EQUIPMENT	\$1,645,000.00							
PUBLIC IMPROVEMENT		2016	2.0%-5.0%	\$23,822,000	\$14,680,000	\$1,695,000	\$1,695,000 IN 2023	5.00%
AIRPORT IMPROVEMENTS	\$174,000.00						\$1,730,000 IN 2024	4.00%
BLDG RECONSTRUCTION	\$1,559,000.00						\$1,770,000 IN 2025	4.00%
DPW EQUIPMENT	\$1,137,000.00						\$1,810,000 IN 2026	2.00%
HIGHWAY BRIDGE RECONS	\$6,300,000.00						\$1,855,000 IN 2027	2.00%
PUBLIC SAFETY	\$6,878,000.00						\$1,895,000 IN 2028	2.00%
ROAD RECONSTRUCTION	\$7,774,000.00						\$1,940,000 IN 2029	2.25%
							\$1,985,000 IN 2030	2.25%

JAIL CONSTRUCTION		2016	3.00%-3.25%	\$85,000,000	\$74,670,000	\$2,240,000	\$2,240,000	IN 2023	3.00%
JAIL CONSTRUCTION - H69	\$85,000,000.00						\$2,300,000	IN 2024	3.00%
							\$2,365,000	IN 2025	3.00%
							\$2,425,000	IN 2026	3.00%
							\$2,495,000	IN 2027	3.00%
							\$2,565,000	IN 2028	3.00%
							\$2,635,000	IN 2029	3.00%
							\$2,705,000	IN 2030	3.00%
							\$2,780,000	IN 2031	3.00%
							\$2,855,000	IN 2032	3.00%
							\$2,935,000	IN 2033	3.00%
							\$3,015,000	IN 2034	3.00%
							\$3,100,000	IN 2035	3.00%
							\$3,185,000	IN 2036	3.00%
							\$3,270,000	IN 2037	3.00%
							\$3,360,000	IN 2038	3.00%
							\$3,455,000	IN 2039	3.13%
							\$3,550,000	IN 2040	3.13%
							\$3,645,000	IN 2041	3.13%
							\$3,745,000	IN 2042	3.13%
							\$3,850,000	IN 2043	3.25%
							\$3,955,000	IN 2044	3.25%
							\$4,065,000	IN 2045	3.25%
							\$4,175,000	IN 2046	3.25%

PUBLIC IMPROVEMENT		2018	3.0%-3.5%	\$15,140,000	\$12,900,000	\$620,000	\$620,000	IN 2023	3.00%
JAIL CONSTRUCTION	\$10,000,000.00						\$630,000	IN 2024	3.00%
ROADS AND BRIDGES	\$4,000,000.00						\$815,000	IN 2025	3.00%
BUILDING RECONSTRUCTION	\$1,140,000.00						\$815,000	IN 2026	3.00%
							\$835,000	IN 2027	3.00%
							\$835,000	IN 2028	3.00%
							\$835,000	IN 2029	3.00%
							\$835,000	IN 2030	3.00%
							\$835,000	IN 2031	3.00%
							\$835,000	IN 2032	3.13%
							\$835,000	IN 2033	3.25%
							\$835,000	IN 2034	3.25%
							\$835,000	IN 2035	3.38%
							\$835,000	IN 2036	3.38%
							\$835,000	IN 2037	3.38%
							\$835,000	IN 2038	3.50%

2023 BUDGET FOR SULLIVAN COUNTY  
STATEMENT OF DEBT - AS OF DECEMBER 31, 2022 - BONDS

PUBLIC IMPROVEMENT		2019	3%	\$6,000,000	\$5,130,000	\$305,000	\$305,000	IN 2023	3.00%
ROAD AND BRIDGE RECON	\$6,000,000.00						\$315,000	IN 2024	3.00%
							\$320,000	IN 2025	3.00%
							\$330,000	IN 2026	3.00%
							\$340,000	IN 2027	3.00%
							\$350,000	IN 2028	3.00%
							\$360,000	IN 2029	3.00%
							\$370,000	IN 2030	3.00%
							\$380,000	IN 2031	3.00%
							\$390,000	IN 2032	3.00%
							\$400,000	IN 2033	3.00%
							\$410,000	IN 2034	3.00%
							\$425,000	IN 2035	3.00%
							\$435,000	IN 2036	3.00%
PUBLIC IMPROVEMENT		2021	2-4%	\$3,350,000	\$2,715,000	\$645,000	\$645,000	IN 2023	4.00%
CO. JAIL LAND PURCHASE 1&2	\$703,870.00						\$675,000	IN 2024	2.00%
TRANSFER STATION & MRF	\$2,646,130.00						\$685,000	IN 2025	4.00%
							\$710,000	IN 2026	4.00%
<b>TOTAL BONDS</b>				<b>\$161,812,000</b>	<b>\$115,690,000</b>	<b>\$8,260,000</b>			

# Capital Project Plans Authorized but Not Issued

2023 BUDGET FOR SULLIVAN COUNTY  
STATEMENT OF DEBT - AS OF DECEMBER 31, 2022 - BONDS

CAPITAL PROJECT PLANS AUTHORIZED BUT UNISSUED	AS OF 12/31/21	RESOLUTION	12/31/2022
PROJECT			
SUNY SULLIVAN ATHLETIC FACILITY COMPLEX	\$ -	382-22	\$ 20,000,000
		\$	-
		\$	-
<b>TOTAL</b>	<b>\$ -</b>		<b>\$ 20,000,000</b>

# Debt Payments by Year

## DEBT PAYMENTS BY YEAR

YEAR	AMOUNT
2023	\$ 8,260,000.00
2024	\$ 8,490,000.00
2025	\$ 5,955,000.00
2026	\$ 6,090,000.00
2027	\$ 5,525,000.00
2028	\$ 5,645,000.00
2029	\$ 5,770,000.00
2030	\$ 5,895,000.00
2031	\$ 3,995,000.00
2032	\$ 4,080,000.00
2033	\$ 4,170,000.00
2034	\$ 4,260,000.00
2035	\$ 4,360,000.00
2036	\$ 4,455,000.00
2037	\$ 4,105,000.00
2038	\$ 4,195,000.00
2039	\$ 3,455,000.00
2040	\$ 3,550,000.00
2041	\$ 3,645,000.00
2042	\$ 3,745,000.00
2043	\$ 3,850,000.00
2044	\$ 3,955,000.00
2045	\$ 4,065,000.00
2046	\$ 4,175,000.00
	<b>\$ 115,690,000.00</b>

# Current Debt Levels and Legal Debt Limits

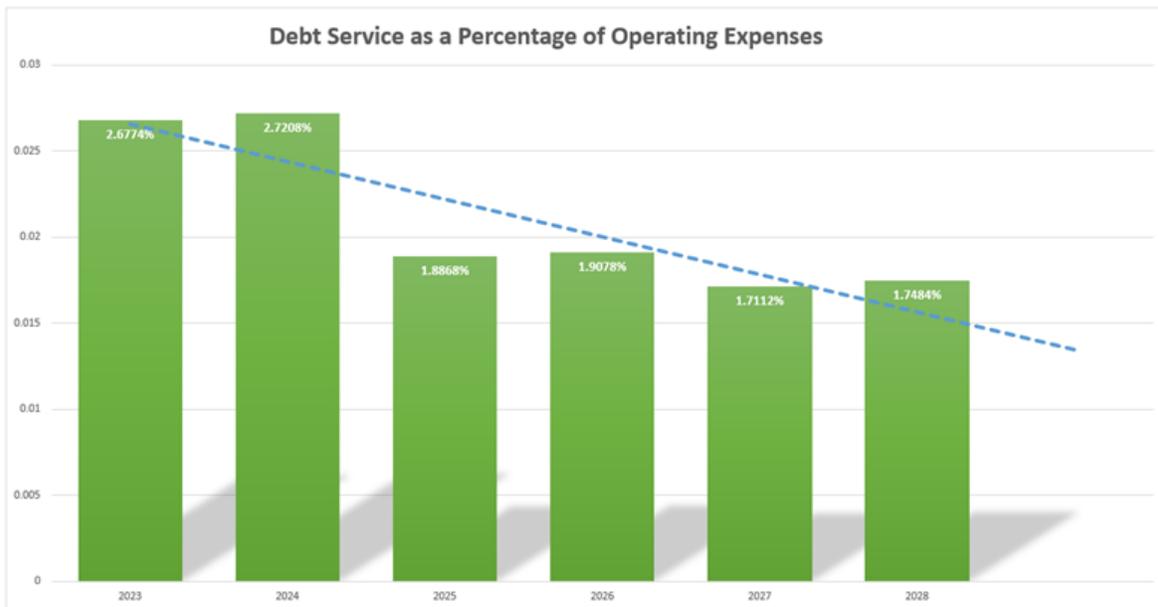
## Current Debt Obligations

The 2023 Adopted Budget includes a total of \$8.26 million in debt repayment. A breakdown of principal and interest payments by fund is detailed in the below chart.

Sullivan County 2023 Debt Payments

	General Fund	County Road Fund	Road Machinery Fund	ACC	Solid Waste Fund	Total
<b>Debt Payments by Fund</b>						
BANs						
Principal	-	-	-	-	-	-
Interest	-	-	-	-	-	-
<b>Total TANs/BANs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Long Term Debt						
Principal	3,793,981	3,147,147	618,713		700,159	8,260,000
Interest	2,764,873	588,996	56,386		87,342	3,497,597
<b>Total Long Term Debt</b>	\$ 6,558,855	\$ 3,736,143	\$ 675,099	\$ -	\$ 787,501	\$11,757,597
<b>Total Debt Payments</b>	\$ 6,558,855	\$ 3,736,143	\$ 675,099	\$ -	\$ 787,501	\$11,757,597

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



## Effect of Existing Debt Levels on Current Operations of Government

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

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

**New York State Constitutional Debt Limit**

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

Sullivan County, based upon the 2022 calculation for the five-year full valuation of taxable property, and the 2023 proposed debt outstanding is at 29% of our debt limit in 2023. The County's debt limit is \$397 million for 2023, while the outstanding bonds equal \$116 million.

**Sullivan County Constitutional Debt Limit**  
2023-2028

	2023 Adopted Budget	2024	2025	2026	2027	2028
<b>Legal Debt Margin Calculation</b>						
Five Year- Full Valuation	28,422,342,895	28,422,342,895	28,422,342,895	28,422,342,895	28,422,342,895	28,422,342,895
Average Full Valuation	5,684,468,579	5,684,468,579	5,684,468,579	5,684,468,579	5,684,468,579	5,684,468,579
Debt Limit- 7% of Average Full Value	397,912,801	397,912,801	397,912,801	397,912,801	397,912,801	397,912,801
Existing Bans	-	-	-	-	-	-
New Bans	-	-	-	-	-	-
Existing Bonds	115,690,000	107,430,000	98,940,000	92,985,000	86,895,000	81,370,000
New Bonds	-	-	-	-	-	-
Total Indebtedness - Serial Bonds and BANs	115,690,000	107,430,000	98,940,000	92,985,000	86,895,000	81,370,000
Less Exclusions:						
<b>Indebtedness Subject to Debt Limit</b>	115,690,000	107,430,000	98,940,000	92,985,000	86,895,000	81,370,000
<b>Constitutional Debt Margin</b>	<b>\$ 282,222,801</b>	<b>\$ 290,482,801</b>	<b>\$ 298,972,801</b>	<b>\$ 304,927,801</b>	<b>\$ 311,017,801</b>	<b>\$ 316,542,801</b>
*Total Indebtedness assumes year end figures						
*Valuations are as of 2022 and are held constant						

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# DEPARTMENTS

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# Division of Community Resources

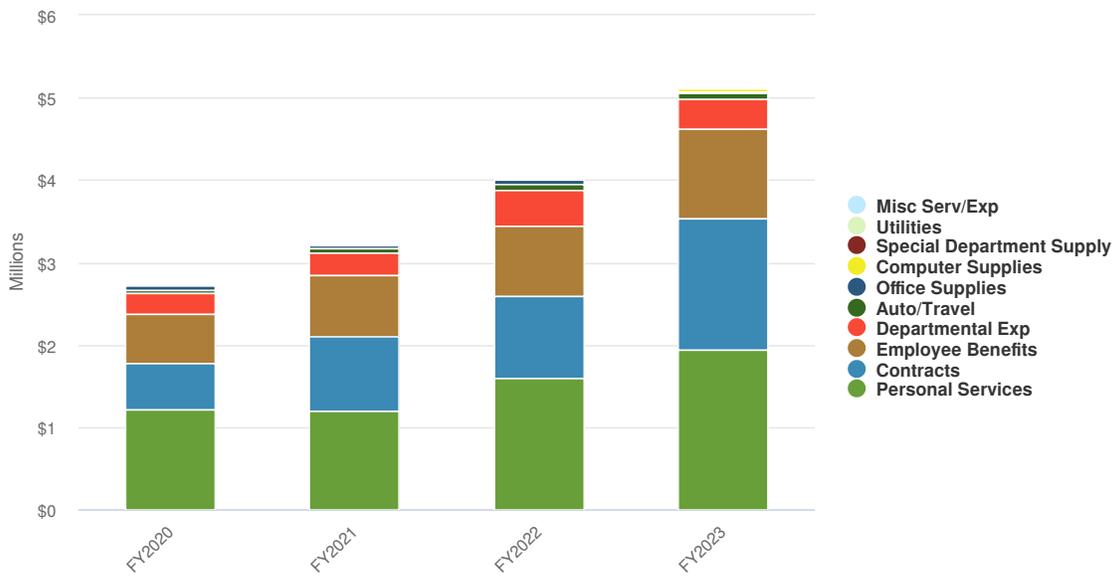
Laura Quigley  
Commissioner

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

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

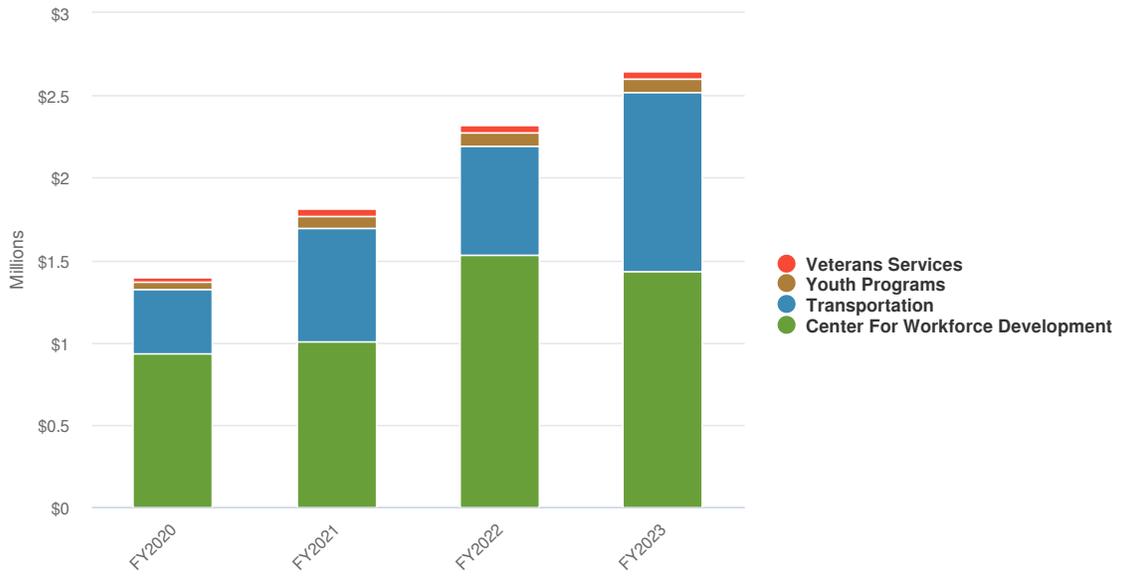
## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



# Revenue by Department

## Budgeted and Historical 2023 Revenue by Department



# Center for Workforce Development

Loreen Gebelein  
Director

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

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

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

## Core Services

Functions of the Center for Workforce Development include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Account Clerk	1	1	1	1
Account Clerk (Temp)	1	1	1	1
Asst Director of Workforce Dev	1	0	0	0
Clerk	12	13	12	12
Crew Leader	3	2	2	2
CWD Projects Coordinator	1	1	1	1
DEI Resource Coordinator	1	1	1	1
Director of CWD	1	1	1	1
Empl & Training Specialist	4	4	4	4
Empl & Training Supervisor	1	1	1	1
Employment Center Coordinator	1	1	1	1
Junior Accountant	1	1	1	1
Senior Crew Leader	2	2	2	2
Youth Intern	17	0	0	0
Youth Workforce Coordinator	1	1	1	1
<b>Totals</b>	<b>48</b>	<b>30</b>	<b>29</b>	<b>29</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Economic Opportunity and Development				
Economic Opportunity and Development				
Center For Workforce Development				
Personal Services	\$664,843	\$676,257	\$801,812	\$1,013,603
Contracts	\$67,820	\$61,866	\$98,800	\$61,800
Auto/Travel	\$910	\$75	\$4,129	\$5,400
Office Supplies	\$33,774	\$31,073	\$58,070	\$17,097
Computer Supplies	\$18,597	\$21,876	\$18,302	\$22,750
Utilities	\$2,896	\$2,412	\$3,840	\$2,000
Special Department Supply	\$22,629	\$1,070	\$5,600	\$4,000
Misc Serv/Exp	\$1,594	\$897	\$14,125	\$400
Departmental Exp	\$130,631	\$134,010	\$255,293	\$159,080
Employee Benefits	\$260,160	\$367,374	\$368,981	\$474,159
<b>Total Center For Workforce Development:</b>	<b>\$1,203,854</b>	<b>\$1,296,909</b>	<b>\$1,628,952</b>	<b>\$1,760,289</b>
<b>Total Economic Opportunity and Development:</b>	<b>\$1,203,854</b>	<b>\$1,296,909</b>	<b>\$1,628,952</b>	<b>\$1,760,289</b>
<b>Total Economic Opportunity and Development:</b>	<b>\$1,203,854</b>	<b>\$1,296,909</b>	<b>\$1,628,952</b>	<b>\$1,760,289</b>
<b>Total Expenditures:</b>	<b>\$1,203,854</b>	<b>\$1,296,909</b>	<b>\$1,628,952</b>	<b>\$1,760,289</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Economic Assistance and Opportunity Income				
ECONOMIC ASSIST MISC FEE/REIMBURSMNT	\$52,480	\$39,821	\$82,842	\$101,000
ECONOMIC ASSIST TANF EMPLOY PROGRM	\$163,931	\$180,000	\$180,000	\$221,000
<b>Total Economic Assistance and Opportunity Income:</b>	<b>\$216,411</b>	<b>\$219,821</b>	<b>\$262,842</b>	<b>\$322,000</b>
<b>Total Income:</b>	<b>\$216,411</b>	<b>\$219,821</b>	<b>\$262,842</b>	<b>\$322,000</b>
Federal Aid				
Economic Assistance and Opportunity				
FED AID OTHR ECONOMIC ASSIST DEPARTMENTL AID	\$53,875	\$35,305	\$358,990	\$126,529
FED AID OTHR ECONOMIC ASSIST NURSING OPPORTUNITY	\$737			
FED AID OTHR ECONOMIC ASSIST TANF SUMMER YOUTH	\$126,828	\$143,182	\$187,851	\$171,640
FED AID OTHR ECONOMIC ASSIST WHEELS TO WORK	\$3,735	\$2,625	\$2,000	\$2,000

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
FED AID WIA/WIOA ADMINISTRATION - POOL	\$37,555	\$57,405	\$50,602	\$60,044
FED AID WIA/WIOA DISLOCATED WORKER	\$185,205	\$137,834	\$169,851	\$252,987
FED AID WIA/WIOA YOUTH	\$108,068	\$207,075	\$266,156	\$263,647
FED AID WIA/WIOA ADULT	\$202,015	\$198,933	\$230,910	\$230,179
<b>Total Economic Assistance and Opportunity:</b>	<b>\$718,019</b>	<b>\$782,359</b>	<b>\$1,266,360</b>	<b>\$1,107,026</b>
<b>Total Federal Aid:</b>	<b>\$718,019</b>	<b>\$782,359</b>	<b>\$1,266,360</b>	<b>\$1,107,026</b>
<b>Total Revenue Source:</b>	<b>\$934,430</b>	<b>\$1,002,180</b>	<b>\$1,529,202</b>	<b>\$1,429,026</b>

## Strategies, Key Performance Indicators and Initiatives

### Strategies and Key Performance Indicators

Strategy: Increase number of residential and businesses that know about CWD services.

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Number of Job Fairs held	Scheduling and tracking events & participants	18 for year 2023
Increased Business contacts	Increase year over-ED & Planning Dept. presence	monthly reviews & attendance at meetings

Strategy: Work with partners to develop trades programs to increase skill levels and opportunities.

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Launch one trade program	Start date with minimum/maximum enrollment	Jun-23

### Key Initiatives for 2022

Strategy: WIOA Youth In-School Program

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Number of I/S Youth Served	Implementation of I/S Youth Program	30 Youth Served
Number of I/S Youth completed	Computation of number served	70%

Annual Actions:

1. Increase advertising and social media posts with boostings.
2. Annual calendar of events scheduled.
3. Monthly meetings with BOCES & SUNY Sullivan
4. Monthly progress report on I/S Youth.

# Office for the Aging

Lise-Anne Deoul

Director

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

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

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

## Core Services

Functions of the Office for the Aging include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
<b>AG - Main Unit</b>				
Administrative Aide	0	1	0	0
Aging Services Aide	1	1	1	1
Aging Services Assistant	1	1	1	1
Aging Services Specialist	2	2	2	2
Case Management Spec - EISEP	1	1	1	1
Case Management Specialist	1	1	1	1
Coord of Svcs for the Aging	1	1	1	1
Director of Aging Services	1	1	1	1
Full Charge Bookkeeper	1	1	1	1
Point of Entry Assistant	2	2	2	2
<b>AG Main Unit Total</b>	<b>11</b>	<b>12</b>	<b>11</b>	<b>11</b>
<b>AG - Nutrition</b>				
Aging Services Aide	1	1	1	1
Aging Services Assistant	1	1	1	1
Aging Services Specialist	1	1	1	1
Chauffeur	5	5	5	5
Chauffeur/Floater	1	1	1	1
Nutrition Site Operator	8	8	8	8
Nutrition Services Coordinator	1	1	1	1
<b>AG Nutrition Total</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>
<b>AG - RSVP</b>				
RSVP Coordinator	2	1	1	1
<b>AG RSVP Total</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Grand Totals</b>	<b>31</b>	<b>31</b>	<b>30</b>	<b>30</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Culture and Recreation				
Culture				
Aging Programs				
Ag - Main Unit				
Personal Services	\$594,744	\$531,032	\$568,186	\$594,707
Contracts	\$295,907	\$314,442	\$355,966	\$385,166
Auto/Travel	\$729	\$2,483	\$6,850	\$6,315
Office Supplies	\$47,004	\$53,661	\$73,195	\$63,075
Computer Supplies	\$7,504	\$16,315	\$8,500	\$12,500
Utilities	\$1,520	\$1,869	\$2,000	\$2,000
Misc Serv/Exp	\$4,724	\$0	\$4,120	\$4,750
Departmental Exp	\$23,489	\$12,377	\$22,250	\$16,400
Employee Benefits	\$346,624	\$395,629	\$344,824	\$395,631
<b>Total Ag - Main Unit:</b>	<b>\$1,322,246</b>	<b>\$1,327,807</b>	<b>\$1,385,891</b>	<b>\$1,480,544</b>
Ag - Nutrition				
Personal Services	\$371,577	\$355,025	\$395,217	\$472,186
Contracts	\$308,315	\$231,119	\$367,428	\$367,428
Auto/Travel	\$27,565	\$38,369	\$41,810	\$48,810
Office Supplies	\$1,520	\$1,671	\$1,700	\$2,100
Computer Supplies	\$2,754	\$2,754	\$2,800	\$2,800
Utilities	\$788	\$1,124	\$1,220	\$1,220
Special Department Supply	\$309	\$11,758	\$9,697	\$4,545
Misc Serv/Exp	\$0	\$0	\$30	\$30
Departmental Exp	\$948	\$0	\$800	\$800

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Employee Benefits	\$179,435	\$199,304	\$192,782	\$227,381
<b>Total Ag - Nutrition:</b>	<b>\$893,210</b>	<b>\$841,124</b>	<b>\$1,013,484</b>	<b>\$1,127,300</b>
Ag - Rsvp				
Personal Services	\$90,562	\$51,250	\$66,669	\$51,753
Auto/Travel	\$23,053	\$28,481	\$63,655	\$66,140
Office Supplies	\$1,167	\$1,149	\$1,729	\$2,329
Computer Supplies	\$1,195	\$989	\$1,402	\$1,402
Utilities	\$263	\$0	\$300	\$500
Special Department Supply	\$0	\$495	\$1,200	\$1,200
Misc Serv/Exp	\$0	\$301	\$350	\$350
Departmental Exp	\$1,962	\$5,376	\$7,300	\$7,500
Employee Benefits	\$66,280	\$55,060	\$47,171	\$33,200
<b>Total Ag - Rsvp:</b>	<b>\$184,482</b>	<b>\$143,099</b>	<b>\$189,776</b>	<b>\$164,374</b>
<b>Total Aging Programs:</b>	<b>\$2,399,937</b>	<b>\$2,312,030</b>	<b>\$2,589,151</b>	<b>\$2,772,218</b>
<b>Total Culture:</b>	<b>\$2,399,937</b>	<b>\$2,312,030</b>	<b>\$2,589,151</b>	<b>\$2,772,218</b>
<b>Total Culture and Recreation:</b>	<b>\$2,399,937</b>	<b>\$2,312,030</b>	<b>\$2,589,151</b>	<b>\$2,772,218</b>
<b>Total Expenditures:</b>	<b>\$2,399,937</b>	<b>\$2,312,030</b>	<b>\$2,589,151</b>	<b>\$2,772,218</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Transportation Income	\$331,836	\$371,382	\$465,175	\$313,175
Economic Assistance and Opportunity Income	\$2,643	\$16,371	\$39,500	\$39,500
Misc	\$28,009	\$23,173	\$63,400	\$63,400
<b>Total Income:</b>	<b>\$362,488</b>	<b>\$410,925</b>	<b>\$568,075</b>	<b>\$416,075</b>
State Aid				
Transportation	\$11,003	\$322,976	\$188,263	\$593,500
Economic Assistance and Opportunity	\$492,110	\$524,650	\$726,095	\$726,710
<b>Total State Aid:</b>	<b>\$503,114</b>	<b>\$847,626</b>	<b>\$914,358</b>	<b>\$1,320,210</b>
Federal Aid				
Transportation	\$45,693	\$0	\$15,000	\$188,263
Economic Assistance and Opportunity	\$769,031	\$561,016	\$721,616	\$724,313
<b>Total Federal Aid:</b>	<b>\$814,724</b>	<b>\$561,016</b>	<b>\$736,616</b>	<b>\$912,576</b>
<b>Total Revenue Source:</b>	<b>\$1,680,325</b>	<b>\$1,819,567</b>	<b>\$2,219,049</b>	<b>\$2,648,861</b>

# Key Performance Indicators and Initiatives

## Strategies and Key Performance Indicators

**Strategy:** Provide greater outreach & information to public

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
<b>Public engagement, tabling, events</b>	Number of outreach events in each town either through OFA, NY Connects or in partnership with other CBO's.	Increase 50% over 2022 events.
<b>Initiative by Long Term Care Council</b>	Development of an initiative to deepen the effectiveness of the LTCC in the community.	Initiative decided upon by early 2023 and implemented by mid 2023

**Strategy:** Strengthen Internal customer service within OFA

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
<b>Increasing employee competency/cross training</b>	Development of training tools to support all staff having comfort level in appropriate referral sources both internal and external to OFA.	"Cheat sheet" or manual for all employees to utilize created and implemented by early 2023
<b>Employee development</b>	Additional trainings available through OneGroup & EAP to enhance skill set for all employees, both assigned and recommended modules.	Increase of employee trainings by 50% over 2022

## Key Initiatives for 2022

**Strategy:** Outreach

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
<b>Monthly Newsletter</b>	"Monthly Hoot" debuted August 2022, currently circulating 2000 paper copies at various distribution sites, online, through our website and email blasts.	Increase ad sales by consultant with contracted company will allow for expansion of additional 4 pages, continue to inform local businesses of opportunity to reach targeted clients.
<b>Library outreach</b>	In 2022 we had outreach days at libraries. Extremely well received, had other community partners request to join for events as well.	To become a permanent outreach presence in all Sullivan County Libraries.

**Annual Actions:**

1. Performance and review process with each employee to support their development and training needs.
2. Cross training of all employees to facilitate best internal and external customer experience.

# Transportation

Ruthann Hayden

Director

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

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Administrative Assistant	1	1	1	1
Bus Driver	7	7	7	7
Comm of Community Resources	1	1	1	1
Director of Transportation	1	1	1	1
Transportation Dispatcher	0	1	1	1
<b>Totals</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Transportation				
Public Transport				
Transportation				
Personal Services	\$247,598	\$250,182	\$456,703	\$573,842
Contracts	\$254,410	\$642,339	\$670,000	\$1,187,000
Auto/Travel	\$35,897	\$44,649	\$55,150	\$61,350
Office Supplies	\$6,595	\$4,616	\$10,080	\$7,900
Utilities	\$3,050	\$2,979	\$6,500	\$8,500
Special Department Supply	\$1,327	\$0	\$550	\$650
Misc Serv/Exp	\$4,300	\$4,930	\$8,425	\$9,025
Departmental Exp	\$66,059	\$69,039	\$96,671	\$127,267
Employee Benefits	\$108,502	\$131,296	\$236,118	\$344,652
<b>Total Transportation:</b>	<b>\$727,738</b>	<b>\$1,150,029</b>	<b>\$1,540,197</b>	<b>\$2,320,186</b>
<b>Total Public Transport:</b>	<b>\$727,738</b>	<b>\$1,150,029</b>	<b>\$1,540,197</b>	<b>\$2,320,186</b>
<b>Total Transportation:</b>	<b>\$727,738</b>	<b>\$1,150,029</b>	<b>\$1,540,197</b>	<b>\$2,320,186</b>
<b>Total Expenditures:</b>	<b>\$727,738</b>	<b>\$1,150,029</b>	<b>\$1,540,197</b>	<b>\$2,320,186</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Transportation Income	\$331,836	\$371,382	\$465,175	\$313,175
<b>Total Income:</b>	<b>\$331,836</b>	<b>\$371,382</b>	<b>\$465,175</b>	<b>\$313,175</b>
State Aid				
Transportation	\$11,003	\$322,976	\$188,263	\$593,500
<b>Total State Aid:</b>	<b>\$11,003</b>	<b>\$322,976</b>	<b>\$188,263</b>	<b>\$593,500</b>
Federal Aid				
Transportation	\$45,693	\$0	\$15,000	\$188,263
<b>Total Federal Aid:</b>	<b>\$45,693</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$188,263</b>
<b>Total Revenue Source:</b>	<b>\$388,532</b>	<b>\$694,357</b>	<b>\$668,438</b>	<b>\$1,094,938</b>

# Veterans Service Agency

Stephen Walsh  
Director

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

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

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

## Core Services

Functions of the Veterans Service Agency include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Administrative Assistant	1	1	1	1
Director of Veterans Services	1	1	1	1
Veterans Service Officer	3	3	2	2
<b>Totals</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Economic Opportunity and Development				
Economic Opportunity and Development				
Veterans Services				
Personal Services	\$221,813	\$208,405	\$219,471	\$245,045
Contracts	\$169,469	\$135,575	\$135,575	\$135,575
Auto/Travel	\$474	\$1,275	\$5,050	\$6,600

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Office Supplies	\$4,877	\$3,093	\$3,567	\$3,818
Special Department Supply	\$93	\$720	\$1,500	\$1,500
Misc Serv/Exp	\$0	\$0	\$0	\$60
Departmental Exp	\$18,235	\$25,778	\$20,320	\$20,320
Employee Benefits	\$170,740	\$182,017	\$169,338	\$183,466
<b>Total Veterans Services:</b>	<b>\$585,701</b>	<b>\$556,863</b>	<b>\$554,821</b>	<b>\$596,384</b>
<b>Total Economic Opportunity and Development:</b>	<b>\$585,701</b>	<b>\$556,863</b>	<b>\$554,821</b>	<b>\$596,384</b>
<b>Total Economic Opportunity and Development:</b>	<b>\$585,701</b>	<b>\$556,863</b>	<b>\$554,821</b>	<b>\$596,384</b>
<b>Total Expenditures:</b>	<b>\$585,701</b>	<b>\$556,863</b>	<b>\$554,821</b>	<b>\$596,384</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Economic Assistance and Opportunity Income	\$228	\$5,850	\$1,350	\$4,500
Misc		\$425	\$0	
<b>Total Income:</b>	<b>\$228</b>	<b>\$6,275</b>	<b>\$1,350</b>	<b>\$4,500</b>
State Aid				
Health	\$25,800	\$34,600	\$45,000	\$45,000
<b>Total State Aid:</b>	<b>\$25,800</b>	<b>\$34,600</b>	<b>\$45,000</b>	<b>\$45,000</b>
<b>Total Revenue Source:</b>	<b>\$26,028</b>	<b>\$40,875</b>	<b>\$46,350</b>	<b>\$49,500</b>

# Youth Programs

**Kristen Kitson**  
Manager

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

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

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

## Core Services

Functions of the Youth Bureau include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Manager of Youth Services	1	1	1	1
Youth Internship Coordinator	1	1	1	1
<b>Totals</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Culture and Recreation				
Recreation				
Youth Programs				
Personal Services	\$78,560	\$53,572	\$119,172	\$114,471
Contracts	\$72,855	\$81,324	\$145,000	\$200,000
Auto/Travel	\$28	\$169	\$950	\$1,900
Office Supplies	\$1,111	\$1,612	\$1,759	\$1,759
Special Department Supply		\$0	\$0	\$4,500

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Departmental Exp	\$46,366	\$51,029	\$50,158	\$52,658
Employee Benefits	\$49,106	\$47,712	\$73,578	\$83,115
<b>Total Youth Programs:</b>	<b>\$248,026</b>	<b>\$235,417</b>	<b>\$390,617</b>	<b>\$458,403</b>
<b>Total Recreation:</b>	<b>\$248,026</b>	<b>\$235,417</b>	<b>\$390,617</b>	<b>\$458,403</b>
<b>Total Culture and Recreation:</b>	<b>\$248,026</b>	<b>\$235,417</b>	<b>\$390,617</b>	<b>\$458,403</b>
<b>Total Expenditures:</b>	<b>\$248,026</b>	<b>\$235,417</b>	<b>\$390,617</b>	<b>\$458,403</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
State Aid				
Culture and Recreation	\$46,121	\$72,982	\$72,982	\$72,982
<b>Total State Aid:</b>	<b>\$46,121</b>	<b>\$72,982</b>	<b>\$72,982</b>	<b>\$72,982</b>
<b>Total Revenue Source:</b>	<b>\$46,121</b>	<b>\$72,982</b>	<b>\$72,982</b>	<b>\$72,982</b>

# Division of Health and Human Services

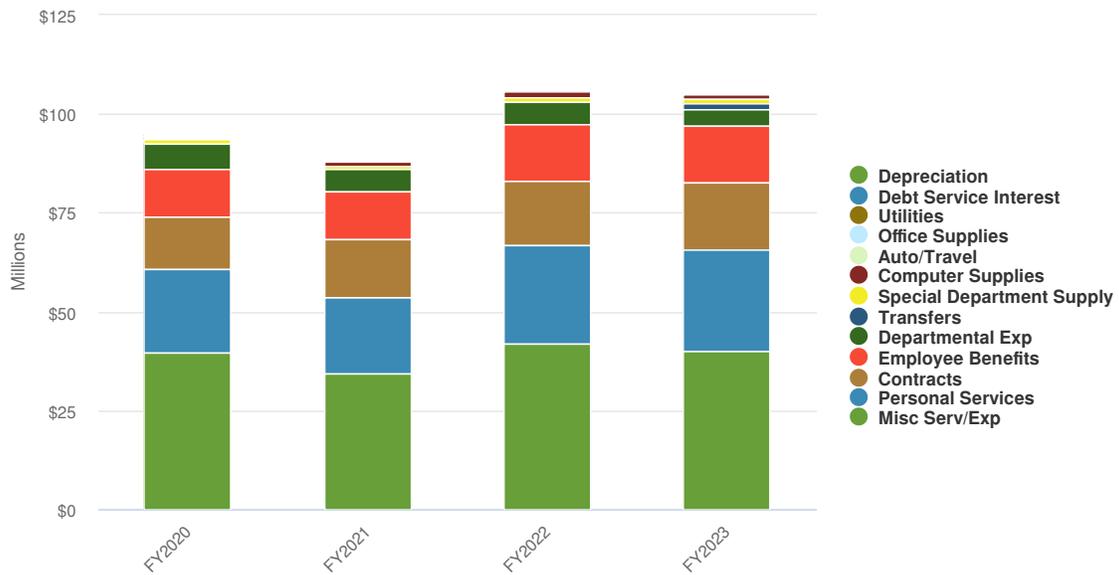
**John Liddle**  
Commissioner

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

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

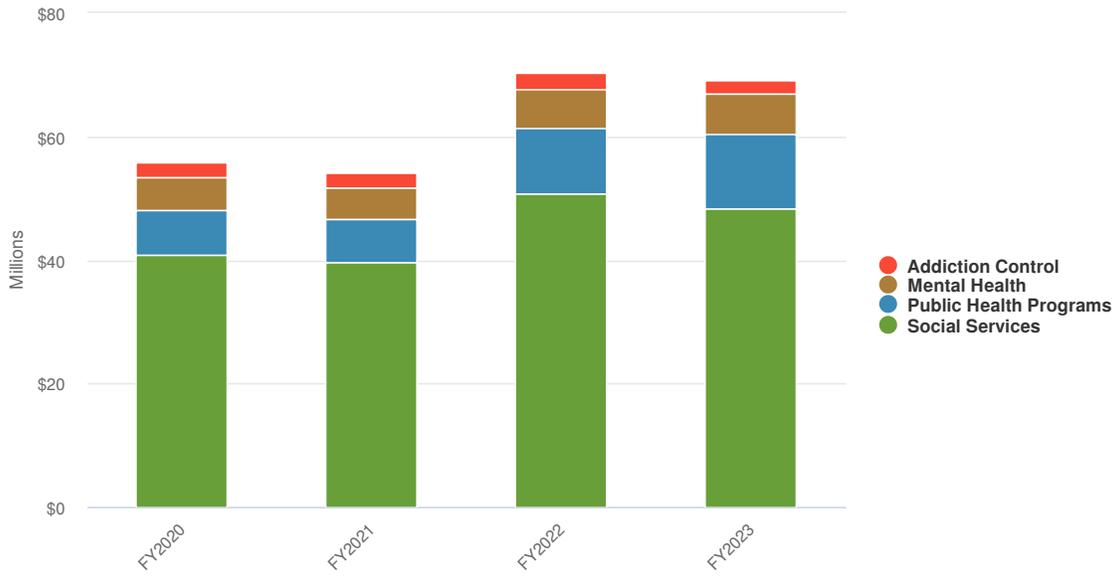
## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



# Revenue by Department

## Budgeted and Historical 2023 Revenue by Department



# Care Center at Sunset Lake

**Megan Holton**

Administrator

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

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

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

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

# Core Services

Functions of the Care Center at Sunset Lake include:

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023	Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
<b>ACC - Nursing Admin</b>					<b>ACC - Dietary Services Supervisory</b>				
Asst Director of Nursing Services	1	1	1	1	Dietetic Services Assistant	1	1	1	1
Director of Nursing Services	1	1	1	1	Dietetic Services Supervisor	1	1	1	1
<b>ACC Nursing Admin Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	Dietician	1	0	0	0
<b>ACC - Inservice Training</b>					<b>ACC - Dietary Services</b>				
ACC Program Coordinator	1	1	1	1	Director of Food Services	1	1	1	1
<b>ACC Inservice Training Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>ACC Dietary Services Supv Total</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>ACC - Nursing</b>					<b>ACC - Meals on Wheels</b>				
ACC Program Coordinator	1	1	1	1	Assistant Cook	4	4	4	4
Domestic Aide	9	9	9	9	Cook	2	2	2	2
Head Nurse - Unit Leader	5	5	5	5	Food Service Helper - ACC	18	18	18	18
House Manager	2	2	2	2	<b>ACC Dietary Services Total</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>
Licensed Practical Nurse	30	22	22	22	<b>ACC - Operations and Maintenance</b>				
Nursing Assistant	69	69	69	69	Assistant Cook	1	1	1	1
Nursing Assistant Trainee	4	4	4	4	Food Service Helper - ACC	1	1	1	1
Nursing Assistant PD	4	4	4	4	<b>ACC Meals on Wheels Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Registered Professional Nurse	22	12	12	12	<b>ACC - Operations and Maintenance</b>				
<b>ACC Nursing Total</b>	<b>146</b>	<b>128</b>	<b>128</b>	<b>128</b>	Building Safety Monitor	5	5	5	5
<b>ACC - Central Medical Supply</b>					<b>ACC - Laundry and Linen</b>				
Coord Supply & Inventory Control	1	1	1	1	Laundry Worker	3	3	3	3
Supply & Inventory Control Clerk	1	1	1	1	Laundry Worker PP	1	1	1	1
<b>ACC Central Medical Supply Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>ACC Laundry and Linen Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>ACC - Activities</b>					<b>ACC - General Accounting</b>				
Activities Director	1	1	1	1	Medical Coding and Billing Specialist	1	0	0	0
Leisure Time Activities Aide	4	4	4	4	Medical Coding and Billing Specialist PD	1	1	1	1
<b>ACC Activities Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>ACC General Accounting Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>ACC - Physical Therapy</b>					<b>ACC - Admin Offices</b>				
Director of Rehab Services	1	1	1	1	Administrative Assistant	1	1	1	1
<b>ACC Physical Therapy Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	Administrator ACC	1	1	1	1
<b>ACC - Social Services</b>					<b>ACC - Admin Offices Total</b>				
Admissions Coordinator	1	1	1	1	Ward Clerk	5	5	5	5
Caseworker	2	2	2	2	<b>ACC Admin Offices Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
Supv Social Worker (ACC)	1	1	1	1	<b>Grand Totals</b>	<b>209</b>	<b>190</b>	<b>190</b>	<b>190</b>
<b>ACC Social Services Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>					

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Economic Opportunity and Development				
Social Services				
Adult Care Center				
ACC - Nursing Administration				
Personal Services	\$170,180	\$187,231	\$179,050	\$186,400

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Auto/Travel	\$0	\$375	\$0	
Office Supplies	\$0	\$375	\$0	
Employee Benefits	\$70,937	\$61,540	\$64,494	\$61,144
<b>Total ACC - Nursing Administration:</b>	<b>\$241,117</b>	<b>\$249,521</b>	<b>\$243,544</b>	<b>\$247,544</b>
ACC - Inservice Training				
Personal Services	\$3,279	\$0	\$65,969	\$70,816
Misc Serv/Exp	\$0	\$0	\$2,426	\$876
Employee Benefits	\$2,583	\$332	\$39,956	\$35,582
<b>Total ACC - Inservice Training:</b>	<b>\$5,861</b>	<b>\$332</b>	<b>\$108,351</b>	<b>\$107,274</b>
ACC - Nursing				
Personal Services	\$4,251,808	\$3,544,091	\$6,611,908	\$5,627,376
Depreciation	\$65,508			
Contracts	\$240,627	\$0	\$686,200	\$800,000
Auto/Travel	\$95			
Office Supplies	\$3,559	\$0	\$2,075	
Special Department Supply	\$6,683	\$4,746	\$9,396	\$1,000
Misc Serv/Exp	\$65,774	\$44,970	\$70,200	\$102,024
Departmental Exp	\$4,940	\$617	\$22,354	\$7,000
Employee Benefits	\$2,289,936	\$2,001,454	\$4,116,831	\$3,288,352
<b>Total ACC - Nursing:</b>	<b>\$6,928,930</b>	<b>\$5,595,878</b>	<b>\$11,518,964</b>	<b>\$9,825,752</b>
ACC - Adult Day Care				
Personal Services	\$164,566	\$500	\$0	
Contracts	\$1,428			
Special Department Supply	\$91			
Misc Serv/Exp	\$2,102			
Employee Benefits	\$103,842	\$2,091	\$0	
<b>Total ACC - Adult Day Care:</b>	<b>\$272,029</b>	<b>\$2,591</b>	<b>\$0</b>	<b>\$0</b>
ACC - Central Medical Supply				
Personal Services	\$78,141	\$80,546	\$80,241	\$80,141
Special Department Supply	\$152,316	\$145,749	\$199,530	\$188,000
Misc Serv/Exp	\$1,700	\$1,700	\$1,700	\$1,700
Departmental Exp	\$5,485	\$1,879	\$3,630	\$2,000
Employee Benefits	\$60,843	\$63,708	\$62,656	\$68,000
<b>Total ACC - Central Medical Supply:</b>	<b>\$298,485</b>	<b>\$293,582</b>	<b>\$347,757</b>	<b>\$339,841</b>
ACC - Activities				
Personal Services	\$203,230	\$196,148	\$190,778	\$190,878
Office Supplies	-\$9	\$1,209	\$2,509	\$1,300
Special Department Supply	\$538	\$516	\$3,123	\$2,200
Misc Serv/Exp	\$3,846	\$3,400	\$3,600	\$3,400

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Employee Benefits	\$98,617	\$96,619	\$95,176	\$101,137
<b>Total ACC - Activities:</b>	<b>\$306,222</b>	<b>\$297,892</b>	<b>\$295,186</b>	<b>\$298,915</b>
ACC - Pharmacy				
Contracts	\$131,781	\$90,658	\$272,101	
Special Department Supply	\$19,295	\$18,575	\$24,854	\$13,000
<b>Total ACC - Pharmacy:</b>	<b>\$151,076</b>	<b>\$109,234</b>	<b>\$296,955</b>	<b>\$13,000</b>
ACC - Dental Services				
Contracts	\$15,323	\$26,817	\$32,400	
Departmental Exp	\$843			
<b>Total ACC - Dental Services:</b>	<b>\$16,166</b>	<b>\$26,817</b>	<b>\$32,400</b>	<b>\$0</b>
ACC - Physical Therapy				
Personal Services	\$64,402	\$70,657	\$77,702	\$75,504
Contracts	\$347,753	\$288,471	\$241,886	
Special Department Supply	\$4,254	\$3,512	\$10,344	\$4,000
Departmental Exp	\$0	\$0	\$6,000	\$3,000
Employee Benefits	\$43,512	\$47,691	\$48,827	\$36,514
<b>Total ACC - Physical Therapy:</b>	<b>\$459,922</b>	<b>\$410,331</b>	<b>\$384,759</b>	<b>\$119,018</b>
ACC - Occupational Therapy				
Contracts	\$330,688	\$329,890	\$241,887	
<b>Total ACC - Occupational Therapy:</b>	<b>\$330,688</b>	<b>\$329,890</b>	<b>\$241,887</b>	
ACC - Speech Therapy				
Contracts	\$115,319	\$96,146	\$22,900	
Departmental Exp	-\$9,504			
<b>Total ACC - Speech Therapy:</b>	<b>\$105,815</b>	<b>\$96,146</b>	<b>\$22,900</b>	<b>\$0</b>
ACC - Social Services				
Personal Services	\$145,726	\$108,086	\$149,203	\$194,162
Departmental Exp	\$0	\$0	\$65	
Employee Benefits	\$71,181	\$46,219	\$70,644	\$89,140
<b>Total ACC - Social Services:</b>	<b>\$216,907</b>	<b>\$154,305</b>	<b>\$219,912</b>	<b>\$283,302</b>
ACC - Medical Records				
Departmental Exp	\$984	\$720	\$2,000	
<b>Total ACC - Medical Records:</b>	<b>\$984</b>	<b>\$720</b>	<b>\$2,000</b>	
ACC - Medical Director				
Contracts	\$24,000	\$29,200	\$38,400	
<b>Total ACC - Medical Director:</b>	<b>\$24,000</b>	<b>\$29,200</b>	<b>\$38,400</b>	

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
ACC - Dietary Services - Supv				
Personal Services	\$170,014	\$154,902	\$126,376	\$199,576
Misc Serv/Exp	\$1,240	\$850	\$1,700	\$1,700
Employee Benefits	\$94,249	\$85,995	\$71,146	\$104,247
<b>Total ACC - Dietary Services - Supv:</b>	<b>\$265,503</b>	<b>\$241,747</b>	<b>\$199,222</b>	<b>\$305,523</b>
ACC - Dietary Services				
Personal Services	\$870,555	\$690,400	\$915,890	\$880,168
Tracked Equipment		\$0	\$10,458	
Fixed Assets	\$0	\$0	\$16,995	
Depreciation	\$2,534	\$10,528	\$0	
Contracts		\$0	\$79,200	
Office Supplies	\$1,324	\$828	\$1,866	\$196
Special Department Supply	\$700,839	\$554,101	\$554,078	\$640,000
Misc Serv/Exp	\$15,902	\$13,069	\$18,487	\$18,488
Departmental Exp	\$261	\$11,856	\$57,777	\$15,000
Employee Benefits	\$438,472	\$392,645	\$569,887	\$490,514
<b>Total ACC - Dietary Services:</b>	<b>\$2,029,886</b>	<b>\$1,673,427</b>	<b>\$2,224,638</b>	<b>\$2,044,366</b>
ACC - Meals On Wheels				
Personal Services	\$97,779	\$97,114	\$97,364	\$91,785
Misc Serv/Exp	\$1,700	\$1,700	\$1,700	\$1,700
Employee Benefits	\$45,419	\$46,042	\$48,008	\$36,719
<b>Total ACC - Meals On Wheels:</b>	<b>\$144,898</b>	<b>\$144,855</b>	<b>\$147,072</b>	<b>\$130,204</b>
ACC - Operation & Maintenance				
Personal Services	\$175,232	\$191,188	\$199,240	\$180,992
Misc Serv/Exp	\$2,550	\$2,975	\$3,400	\$3,400
Departmental Exp	\$2,159,626	\$2,151,889	\$2,155,274	\$1,781,496
Employee Benefits	\$105,325	\$99,775	\$118,040	\$87,420
<b>Total ACC - Operation &amp; Maintenance:</b>	<b>\$2,442,733</b>	<b>\$2,445,828</b>	<b>\$2,475,954</b>	<b>\$2,053,308</b>
ACC - Laundry & Linen				
Personal Services	\$126,496	\$118,386	\$117,726	\$133,326
Depreciation	\$1,221	\$1,316	\$0	
Misc Serv/Exp	\$2,805	\$2,550	\$2,550	\$2,552
Departmental Exp	\$244,983	\$219,011	\$441,160	\$222,000
Employee Benefits	\$74,393	\$82,158	\$79,296	\$89,183
<b>Total ACC - Laundry &amp; Linen:</b>	<b>\$449,898</b>	<b>\$423,420</b>	<b>\$640,732</b>	<b>\$447,061</b>
ACC - Fiscal Services				
Personal Services	\$59,177	\$9,596	\$0	
Contracts	\$34,000	\$35,000	\$35,000	\$35,000

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Auto/Travel	\$249			
Office Supplies	\$249			
Employee Benefits	\$11,657	\$6,705	\$0	
<b>Total ACC - Fiscal Services:</b>	<b>\$105,331</b>	<b>\$51,301</b>	<b>\$35,000</b>	<b>\$35,000</b>
ACC - General Accounting				
Personal Services	\$164,345	\$69,551	\$165,348	\$49,034
Office Supplies	\$7,607	\$6,335	\$12,941	\$5,800
Utilities	\$4,774	\$4,014	\$7,600	
Employee Benefits	\$108,790	\$46,222	\$122,611	\$98,939
<b>Total ACC - General Accounting:</b>	<b>\$285,516</b>	<b>\$126,123</b>	<b>\$308,500</b>	<b>\$153,773</b>
ACC - Administrative Offices				
Personal Services	\$326,075	\$339,325	\$376,299	\$373,634
Depreciation	\$302,577			
Contracts	\$56,431	\$182,916	\$51,655	\$40,000
Auto/Travel	\$6,222	\$7,413	\$6,223	\$5,875
Office Supplies	\$18,340	\$11,863	\$11,854	\$5,000
Computer Supplies	\$113,440	\$83,443	\$42,579	\$4,300
Utilities	\$4,696	\$3,992	\$17,517	
Special Department Supply	\$0	\$0	\$2,500	\$200
Misc Serv/Exp	\$321,799	\$353,742	\$3,400	\$3,400
Departmental Exp	\$1,355,293	\$1,461,203	\$1,544,079	\$634,688
Debt Service Interest	\$24,125			
Employee Benefits	\$199,264	\$223,894	\$242,336	\$249,323
Transfers		\$0	\$0	\$1,400,000
<b>Total ACC - Administrative Offices:</b>	<b>\$2,728,261</b>	<b>\$2,667,789</b>	<b>\$2,298,442</b>	<b>\$2,716,420</b>
<b>Total Adult Care Center:</b>	<b>\$17,810,229</b>	<b>\$15,370,928</b>	<b>\$22,082,575</b>	<b>\$19,120,301</b>
<b>Total Social Services:</b>	<b>\$17,810,229</b>	<b>\$15,370,928</b>	<b>\$22,082,575</b>	<b>\$19,120,301</b>
<b>Total Economic Opportunity and Development:</b>	<b>\$17,810,229</b>	<b>\$15,370,928</b>	<b>\$22,082,575</b>	<b>\$19,120,301</b>
<b>Total Expenditures:</b>	<b>\$17,810,229</b>	<b>\$15,370,928</b>	<b>\$22,082,575</b>	<b>\$19,120,301</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Health Income	\$8,436,311	\$8,215,046	\$0	\$0
Use of Money and Property	\$1,286	\$258	\$150	\$88
Misc	\$5,453,665	\$5,467,718	\$20,020,803	\$18,470,893
Interfund Transfers	\$162,343	\$145,108	\$0	
<b>Total Income:</b>	<b>\$14,053,604</b>	<b>\$13,828,129</b>	<b>\$20,020,953</b>	<b>\$18,470,981</b>

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
State Aid				
Health	\$1,860			
<b>Total State Aid:</b>	<b>\$1,860</b>			
Federal Aid				
Health		\$498,216	\$0	
<b>Total Federal Aid:</b>		<b>\$498,216</b>	<b>\$0</b>	
Interfund Transfers				
Interfund Transfers	\$0	\$202,728	\$1,879,317	\$1,162,458
Proceeds of Long Term Obligations	\$495			
<b>Total Interfund Transfers:</b>	<b>\$495</b>	<b>\$202,728</b>	<b>\$1,879,317</b>	<b>\$1,162,458</b>
<b>Total Revenue Source:</b>	<b>\$14,055,959</b>	<b>\$14,529,073</b>	<b>\$21,900,270</b>	<b>\$19,633,439</b>

# Department of Community Services

**Melissa Stickle**

Director

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

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

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

# Core Services

Functions of the Community Services department include:

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
<b>CS - Addiction Control</b>				
Addiction Services Counselor II	1	0	0	0
<b>CS Addiction Control Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CS - Alcohol Addiction Control</b>				
Impaired Driver Program Coord/Instr	1	1	1	1
Impaired Driver Program Dir/Instr	1	1	1	1
<b>SC Alcohol Addiction Control Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>CS - Admin</b>				
Account Clerk	3	3	3	3
Account Clerk/Database	2	2	2	2
Administrative Assistant	1	1	1	1
Community Services Coordinator	2	2	2	2
Custodian	1	0	0	0
Database Clerk	1	1	1	1
Dept of Comm Services Planner	1	1	1	1
Director of Community Services	1	1	1	1
Principal Account Clerk/Database Spec	1	1	1	1
Principal Account Clerk	1	1	1	1
Record Acct & Med Billing	1	1	1	1
Senior Comm Services Coord	1	1	1	1
Senior Account Clerk	1	1	1	1
<b>CS Admin Total</b>	<b>17</b>	<b>16</b>	<b>16</b>	<b>16</b>
<b>CS - Mental Health Clinic</b>				
Addiction Services Counselor II	1	1	1	1
Assistant Social Worker II	1	1	1	1
Clinical Program Manager	1	1	1	1
Comm Mental Health Nurse	3	3	3	3
Comm Mental Health Coordinator	1	1	1	1
Dual Diagnosis Specialist	1	1	1	1
Staff Social Worker I	11	5	5	5
Staff Social Worker II	2	2	2	2
Student Intern	1	1	1	1
<b>CS Mental Health Clinic Total</b>	<b>22</b>	<b>16</b>	<b>16</b>	<b>16</b>
<b>CS - Case Management</b>				
Assistant Social Worker I	2	2	2	2
Assistant Social Worker II	6	6	6	6
Assistant Social Worker III	2	2	2	2
Clinical Program Coordinator	1	1	1	1
Clinical Program Coordinator II	1	0	0	0
Clinical Program Manager	1	1	1	1
<b>CS Case Management Total</b>	<b>13</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>CS - MH Contin Day/Psych</b>				
Administrator of Rehab Services	1	1	1	1
<b>CS MH Contin Day/Psych Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Grand Totals</b>	<b>56</b>	<b>47</b>	<b>47</b>	<b>47</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Health				
Addiction Control				
Addiction Control				
Personal Services	\$179,423	\$114,781	\$151,632	
Office Supplies	\$486	\$465	\$725	
Computer Supplies	\$8,263	\$6,954	\$8,500	
Utilities	\$1,001	\$958	\$900	
Special Department Supply	\$0	\$75	\$680	
Misc Serv/Exp	\$0	\$0	\$3,000	

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Departmental Exp	\$31,069	\$24,377	\$38,400	
Employee Benefits	\$89,811	\$94,985	\$84,293	
<b>Total Addiction Control:</b>	<b>\$310,053</b>	<b>\$242,594</b>	<b>\$288,130</b>	<b>\$0</b>
Addiction Contract Serv				
Contracts	\$2,175,055	\$2,309,828	\$2,150,045	\$2,150,045
<b>Total Addiction Contract Serv:</b>	<b>\$2,175,055</b>	<b>\$2,309,828</b>	<b>\$2,150,045</b>	<b>\$2,150,045</b>
Alcohol Addictn(DDP) Control				
Personal Services	\$1,179	\$13,275	\$9,138	\$10,868
Contracts	\$875			
Office Supplies	\$102	\$39	\$150	\$150
Computer Supplies	\$0	\$0	\$300	
Utilities	\$0	\$0	\$50	\$50
Special Department Supply	\$994	\$1,400	\$1,260	\$1,400
Departmental Exp	\$2,971	\$2,242	\$3,000	\$2,800
Employee Benefits	\$32	\$3,862	\$2,142	\$2,455
<b>Total Alcohol Addictn(DDP) Control:</b>	<b>\$6,153</b>	<b>\$20,818</b>	<b>\$16,040</b>	<b>\$17,723</b>
<b>Total Addiction Control:</b>	<b>\$2,491,260</b>	<b>\$2,573,240</b>	<b>\$2,454,215</b>	<b>\$2,167,768</b>
Mental Health				
Community Services Administratio				
Personal Services	\$767,814	\$792,471	\$927,877	\$907,378
Contracts	\$26,904	\$19,668	\$36,000	\$33,000
Auto/Travel	\$930	\$515	\$2,515	\$2,525
Office Supplies	\$10,983	\$8,827	\$12,878	\$10,650
Computer Supplies	\$40,698	\$52,731	\$121,647	\$48,000
Utilities	\$969	\$1,593	\$1,350	\$1,600
Special Department Supply	\$189	\$79	\$214	\$180
Misc Serv/Exp	\$203	\$0	\$125	\$125
Departmental Exp	\$50,870	\$36,622	\$56,350	\$50,160
Employee Benefits	\$513,168	\$555,444	\$543,577	\$549,106
<b>Total Community Services Administratio:</b>	<b>\$1,412,728</b>	<b>\$1,467,949</b>	<b>\$1,702,533</b>	<b>\$1,602,724</b>
Mental Health				
CS - Mental Health Clinic				
Personal Services	\$611,234	\$576,440	\$651,876	\$1,029,133
Contracts	\$953,212	\$898,596	\$800,000	\$900,000
Office Supplies	\$1,517	\$1,581	\$1,200	\$1,200
Computer Supplies	\$25,213	\$14,735	\$15,000	\$14,000
Utilities	\$5,322	\$7,844	\$1,350	\$1,350
Special Department Supply	\$974	\$557	\$1,993	\$1,900
Misc Serv/Exp	\$0	\$0	\$0	\$3,500

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Departmental Exp	\$363,995	\$892,565	\$344,368	\$38,600
Employee Benefits	\$370,869	\$387,836	\$363,955	\$566,790
<b>Total CS - Mental Health Clinic:</b>	<b>\$2,332,336</b>	<b>\$2,780,154</b>	<b>\$2,179,742</b>	<b>\$2,556,473</b>
CS - Treatment Reaching Youth				
Personal Services	\$45,457	\$0	\$49,299	
Office Supplies	\$60	\$1	\$150	\$600
Computer Supplies	\$1,873	\$0	\$2,500	
Utilities	\$1,376	\$1,832	\$1,925	
Special Department Supply		\$0	\$0	\$1,000
Departmental Exp	\$8,280	\$6,528	\$10,600	
Employee Benefits	\$44,818	\$20,191	\$35,653	
<b>Total CS - Treatment Reaching Youth:</b>	<b>\$101,865</b>	<b>\$28,552</b>	<b>\$100,127</b>	<b>\$1,600</b>
CS - Case Management				
Personal Services	\$526,494	\$543,294	\$603,785	\$618,340
Auto/Travel	\$7,025	\$13,069	\$18,530	\$63,987
Office Supplies	\$117	\$50	\$370	\$400
Computer Supplies	\$8,951	\$9,973	\$10,000	\$10,000
Utilities	\$11,718	\$11,704	\$9,324	\$10,620
Departmental Exp	\$87,685	\$84,064	\$78,000	\$50,000
Employee Benefits	\$359,493	\$418,040	\$393,061	\$348,374
<b>Total CS - Case Management:</b>	<b>\$1,001,483</b>	<b>\$1,080,193</b>	<b>\$1,113,070</b>	<b>\$1,101,721</b>
CS - Mh Contin Day/Psych Treat				
Personal Services	\$137,543	\$67,920	\$67,002	\$74,703
Computer Supplies	\$4,067	\$689	\$4,000	
Utilities	\$911	\$1,779	\$180	
Employee Benefits	\$80,460	\$78,292	\$55,240	\$54,577
<b>Total CS - Mh Contin Day/Psych Treat:</b>	<b>\$222,981</b>	<b>\$148,679</b>	<b>\$126,422</b>	<b>\$129,280</b>
<b>Total Mental Health:</b>	<b>\$3,658,666</b>	<b>\$4,037,578</b>	<b>\$3,519,361</b>	<b>\$3,789,074</b>
Mental Health Contract Services				
Contracts	\$2,165,055	\$2,838,664	\$2,490,362	\$2,665,338
Departmental Exp	\$1,094,486			
<b>Total Mental Health Contract Services:</b>	<b>\$3,259,541</b>	<b>\$2,838,664</b>	<b>\$2,490,362</b>	<b>\$2,665,338</b>
<b>Total Mental Health:</b>	<b>\$8,330,935</b>	<b>\$8,344,192</b>	<b>\$7,712,256</b>	<b>\$8,057,136</b>
<b>Total Health:</b>	<b>\$10,822,195</b>	<b>\$10,917,431</b>	<b>\$10,166,471</b>	<b>\$10,224,904</b>
<b>Total Expenditures:</b>	<b>\$10,822,195</b>	<b>\$10,917,431</b>	<b>\$10,166,471</b>	<b>\$10,224,904</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
General Government Income				
Health	\$18,389			
<b>Total General Government Income:</b>	<b>\$18,389</b>			
Health Income				
Health	\$1,172,302	\$1,275,643	\$2,519,842	\$2,353,247
<b>Total Health Income:</b>	<b>\$1,172,302</b>	<b>\$1,275,643</b>	<b>\$2,519,842</b>	<b>\$2,353,247</b>
Use of Money and Property				
Health	\$232	\$267	\$270	\$300
<b>Total Use of Money and Property:</b>	<b>\$232</b>	<b>\$267</b>	<b>\$270</b>	<b>\$300</b>
Misc				
Health	\$56,567	-\$108,679	\$56,566	\$56,566
<b>Total Misc:</b>	<b>\$56,567</b>	<b>-\$108,679</b>	<b>\$56,566</b>	<b>\$56,566</b>
<b>Total Income:</b>	<b>\$1,247,490</b>	<b>\$1,167,231</b>	<b>\$2,576,678</b>	<b>\$2,410,113</b>
State Aid				
Health				
Health	\$5,770,735	\$6,111,228	\$5,827,164	\$5,933,400
<b>Total Health:</b>	<b>\$5,770,735</b>	<b>\$6,111,228</b>	<b>\$5,827,164</b>	<b>\$5,933,400</b>
<b>Total State Aid:</b>	<b>\$5,770,735</b>	<b>\$6,111,228</b>	<b>\$5,827,164</b>	<b>\$5,933,400</b>
Federal Aid				
General Government				
Health	\$31,883	\$119,777	\$0	
<b>Total General Government:</b>	<b>\$31,883</b>	<b>\$119,777</b>	<b>\$0</b>	
Health				
Health	\$676,302	\$157,156	\$500,000	\$379,642
<b>Total Health:</b>	<b>\$676,302</b>	<b>\$157,156</b>	<b>\$500,000</b>	<b>\$379,642</b>
<b>Total Federal Aid:</b>	<b>\$708,185</b>	<b>\$276,933</b>	<b>\$500,000</b>	<b>\$379,642</b>
<b>Total Revenue Source:</b>	<b>\$7,726,410</b>	<b>\$7,555,392</b>	<b>\$8,903,842</b>	<b>\$8,723,155</b>

# Department of Family Services

**John Liddle**  
Division Commissioner

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

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

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

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

# Core Services

Functions of the Department of Family Services and Budget include:

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

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023	Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
<b>DFS - Admin</b>					<b>DFS - Medical Assistance</b>				
Administrative Sec	1	1	1	1	Account Clerk	1	1	1	1
Comm of Div Health & Family Services	1	1	1	1	Account Clerk/Database	1	1	1	1
Contr Sec to Comm of Div H&FS	1	1	1	1	Principal Account Clerk	1	1	1	1
Contract Monitor	2	2	2	2	Principal Social Welfare Examiner	2	2	2	2
Dep Comm of Family Services	1	1	1	1	Records Management Clerk	1	1	1	1
Dir Contract Compliance Officer	1	1	1	1	Senior Social Welfare Examiner	2	2	2	2
HHS Staff Development Coordinator	0	1	0	0	Social Welfare Examiner	5	5	5	5
HHS Staff Administrator	1	0	1	1	<b>DFS Medical Assistance Total</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>
Sr Fiscal Administrator	1	1	1	0	<b>DFS - Special Investigations</b>				
<b>DFS Admin Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>8</b>	Family Services Investigator	1	1	1	1
<b>DFS - Accounting</b>					Principal Account Clerk	1	1	1	1
Fiscal Administrative Officer	1	1	1	1	Principal Social Welfare Examiner	1	1	1	1
Full Charge Bookkeeper	1	1	1	1	Senior Account Clerk/Database	1	1	1	1
Principal Account Clerk/Database	1	1	1	1	Social Welfare Examiner	1	1	1	1
Senior Account Clerk/Database	2	2	2	2	Senior Account Clerk/Typist	1	1	1	1
Sr Fiscal Administrator	0	0	0	1	Senior Family Services Investigator	2	1	1	1
<b>DFS Accounting Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>DFS Special Investigations Total</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>DFS - MIS/Records</b>					<b>DFS - Child Support</b>				
Account Clerk	1	1	1	1	Account Clerk	1	1	1	1
Account Clerk/Database	1	1	1	1	Coord Child Support Enforcement	1	1	1	1
Help Desk/Doc Coord	1	1	1	1	Court Liaison	1	1	1	1
Senior Account Clerk/Database	1	1	1	1	Family Services Investigator	6	6	6	6
<b>DFS MIS/Records Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	Principal Account Clerk	1	1	1	1
<b>DFS - Temporary Assistance</b>					Principal Family Services Investigator	1	1	1	1
Account Clerk	3	3	3	3	Senior Account Clerk	2	2	2	2
Clerk	2	2	2	2	Senior Family Services Investigator	1	1	1	1
Dir Temporary Assistance	1	1	1	1	<b>DFS Child Support Total</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>
Driver/Liaison	1	1	1	1	<b>DFS - Services</b>				
Employment Services Coordinator	1	1	1	1	Administrative Secretary	1	1	1	1
Family Services Case Manager	1	1	1	1	Assistant Dir of Services	0	1	1	1
Head Social Welfare Examiner	1	1	1	1	Case Services Aide	6	6	6	6
Housing Coordinator	2	2	2	2	Case Supervisor	30	30	30	30
Principal Social Welfare Examiner	3	3	3	3	Caseworker	27	27	27	27
Records Management Officer	1	1	1	1	Clerk	2	2	2	2
Senior Account Clerk/Database	2	2	2	2	Director of Services	1	1	1	1
Senior Social Welfare Examiner	9	9	9	9	Senior Caseworker	23	23	23	23
Senior Housing Coordinator	0	1	1	1	Service Coordinator	1	0	0	0
Social Welfare Examiner	15	15	15	15	Senior Account Clerk	0	1	1	1
Social Welfare Examiner (Spanish)	0	1	1	1	Senior Account Clerk/Database	2	2	2	2
Typist	1	1	1	1	Senior Case Services Aide	1	1	1	1
<b>DFS Temporary Assistance Total</b>	<b>43</b>	<b>46</b>	<b>46</b>	<b>46</b>	Senior Social Welfare Examiner	1	1	1	1
					Social Welfare Examiner	1	1	1	1
					<b>DFS Services Total</b>	<b>75</b>	<b>77</b>	<b>77</b>	<b>77</b>
					<b>Grand Totals</b>	<b>173</b>	<b>177</b>	<b>177</b>	<b>177</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Economic Opportunity and Development				
Social Services				
Family Services Administration				
DFS General Administration				
Personal Services	\$440,469	\$453,877	\$572,668	\$587,985
Contracts	\$1,143,477	\$948,500	\$1,289,141	\$1,267,441
Auto/Travel	\$53,825	\$59,750	\$130,749	\$132,150
Office Supplies	\$67,696	\$74,658	\$105,195	\$128,981
Computer Supplies	\$3,365	\$445,877	\$881,925	\$883,318
Utilities	\$43,182	\$44,282	\$54,000	\$54,000
Special Department Supply	-\$2,182	\$13,549	\$24,402	\$26,152
Misc Serv/Exp	\$242,517	\$549,233	\$1,236,316	\$1,581,314
Departmental Exp	\$671,949	\$617,070	\$889,215	\$899,020
Employee Benefits	\$216,878	\$193,386	\$270,858	\$281,386
<b>Total DFS General Administration:</b>	<b>\$2,881,177</b>	<b>\$3,400,182</b>	<b>\$5,454,469</b>	<b>\$5,841,747</b>
DFS - Accounting				
Personal Services	\$306,841	\$227,380	\$244,791	\$263,744
Misc Serv/Exp	\$0	\$0	\$200	\$200
Employee Benefits	\$164,325	\$167,377	\$145,428	\$194,828
<b>Total DFS - Accounting:</b>	<b>\$471,166</b>	<b>\$394,757</b>	<b>\$390,419</b>	<b>\$458,772</b>
DFS - Mis/Records				
Personal Services	\$167,131	\$156,399	\$154,091	\$266,310
Misc Serv/Exp	\$0	\$0	\$250	\$250
Employee Benefits	\$115,991	\$131,332	\$125,603	\$141,840
<b>Total DFS - Mis/Records:</b>	<b>\$283,122</b>	<b>\$287,731</b>	<b>\$279,944</b>	<b>\$408,400</b>
DFS - Temporary Assistance				
Personal Services	\$1,855,474	\$1,931,701	\$2,031,760	\$2,313,478
Misc Serv/Exp	\$893	\$465	\$1,000	\$1,000
Employee Benefits	\$1,076,219	\$1,251,016	\$1,261,236	\$1,468,802
<b>Total DFS - Temporary Assistance:</b>	<b>\$2,932,586</b>	<b>\$3,183,182</b>	<b>\$3,293,996</b>	<b>\$3,783,280</b>
DFS - Medical Assistance				
Personal Services	\$584,364	\$524,063	\$614,962	\$607,416
Misc Serv/Exp	\$0	\$0	\$250	\$250
Employee Benefits	\$392,651	\$426,206	\$403,993	\$402,471
<b>Total DFS - Medical Assistance:</b>	<b>\$977,015</b>	<b>\$950,269</b>	<b>\$1,019,205</b>	<b>\$1,010,137</b>
DFS - Legal				
Personal Services	\$364,942	\$181,081	\$0	
Employee Benefits	\$194,165	\$129,909	\$0	

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
<b>Total DFS - Legal:</b>	<b>\$559,106</b>	<b>\$310,990</b>	<b>\$0</b>	<b>\$0</b>
DFS - Special Investigations				
Personal Services	\$355,910	\$320,866	\$377,474	\$335,441
Misc Serv/Exp	\$53	\$23	\$0	
Employee Benefits	\$202,713	\$210,442	\$189,500	\$172,130
<b>Total DFS - Special Investigations:</b>	<b>\$558,675</b>	<b>\$531,330</b>	<b>\$566,974</b>	<b>\$507,571</b>
DFS - Child Support				
Personal Services	\$559,281	\$556,392	\$680,621	\$688,942
Auto/Travel	\$10			
Misc Serv/Exp	\$15	\$0	\$250	\$250
Employee Benefits	\$389,745	\$439,707	\$461,976	\$493,813
<b>Total DFS - Child Support:</b>	<b>\$949,051</b>	<b>\$996,099</b>	<b>\$1,142,847</b>	<b>\$1,183,005</b>
DFS-Services				
Personal Services	\$3,390,929	\$3,348,743	\$3,784,361	\$4,165,285
Auto/Travel	\$1,386	\$224	\$0	
Misc Serv/Exp	\$1,298	\$628	\$4,000	\$4,000
Employee Benefits	\$1,812,635	\$2,037,778	\$2,005,043	\$2,386,878
<b>Total DFS-Services:</b>	<b>\$5,206,247</b>	<b>\$5,387,372</b>	<b>\$5,793,404</b>	<b>\$6,556,163</b>
<b>Total Family Services Administration:</b>	<b>\$14,818,147</b>	<b>\$15,441,911</b>	<b>\$17,941,258</b>	<b>\$19,749,075</b>
Services For Recipients				
Misc Serv/Exp	\$986,500	\$873,538	\$1,507,750	\$1,328,500
<b>Total Services For Recipients:</b>	<b>\$986,500</b>	<b>\$873,538</b>	<b>\$1,507,750</b>	<b>\$1,328,500</b>
Medicaid				
DFS - Medicaid Mmis				
Misc Serv/Exp	\$19,917,597	\$15,426,060	\$16,593,430	\$17,572,430
<b>Total DFS - Medicaid Mmis:</b>	<b>\$19,917,597</b>	<b>\$15,426,060</b>	<b>\$16,593,430</b>	<b>\$17,572,430</b>
DFS - Medicaid Local				
Misc Serv/Exp	\$28,283	\$1,414,484	\$471,778	\$700,000
<b>Total DFS - Medicaid Local:</b>	<b>\$28,283</b>	<b>\$1,414,484</b>	<b>\$471,778</b>	<b>\$700,000</b>
<b>Total Medicaid:</b>	<b>\$19,945,880</b>	<b>\$16,840,544</b>	<b>\$17,065,208</b>	<b>\$18,272,430</b>
Medicaid Other				
Misc Serv/Exp	\$31,615	\$14,015	\$40,000	\$40,000
<b>Total Medicaid Other:</b>	<b>\$31,615</b>	<b>\$14,015</b>	<b>\$40,000</b>	<b>\$40,000</b>
Family Assistance				
Misc Serv/Exp	\$3,024,321	\$2,612,565	\$4,750,000	\$4,600,000
<b>Total Family Assistance:</b>	<b>\$3,024,321</b>	<b>\$2,612,565</b>	<b>\$4,750,000</b>	<b>\$4,600,000</b>

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Child Care				
Misc Serv/Exp	\$10,346,883	\$8,976,086	\$9,396,475	\$8,837,020
<b>Total Child Care:</b>	<b>\$10,346,883</b>	<b>\$8,976,086</b>	<b>\$9,396,475</b>	<b>\$8,837,020</b>
Juvenile Delinquent Care				
Misc Serv/Exp	\$358,465	\$22,067	\$505,000	\$505,000
<b>Total Juvenile Delinquent Care:</b>	<b>\$358,465</b>	<b>\$22,067</b>	<b>\$505,000</b>	<b>\$505,000</b>
State Training School				
Misc Serv/Exp	\$302,544	\$158,442	\$75,000	\$75,000
<b>Total State Training School:</b>	<b>\$302,544</b>	<b>\$158,442</b>	<b>\$75,000</b>	<b>\$75,000</b>
Safety Net				
Misc Serv/Exp	\$2,966,347	\$2,782,816	\$2,950,000	\$2,950,000
<b>Total Safety Net:</b>	<b>\$2,966,347</b>	<b>\$2,782,816</b>	<b>\$2,950,000</b>	<b>\$2,950,000</b>
Home Energy Assistance				
Misc Serv/Exp	\$31,439	\$92,616	\$60,000	\$60,000
<b>Total Home Energy Assistance:</b>	<b>\$31,439</b>	<b>\$92,616</b>	<b>\$60,000</b>	<b>\$60,000</b>
Emergency Aid For Adults				
Misc Serv/Exp	\$23,383	\$110,393	\$60,000	\$60,000
<b>Total Emergency Aid For Adults:</b>	<b>\$23,383</b>	<b>\$110,393</b>	<b>\$60,000</b>	<b>\$60,000</b>
<b>Total Social Services:</b>	<b>\$52,835,524</b>	<b>\$47,924,993</b>	<b>\$54,350,691</b>	<b>\$56,477,025</b>
<b>Total Economic Opportunity and Development:</b>	<b>\$52,835,524</b>	<b>\$47,924,993</b>	<b>\$54,350,691</b>	<b>\$56,477,025</b>
<b>Total Expenditures:</b>	<b>\$52,835,524</b>	<b>\$47,924,993</b>	<b>\$54,350,691</b>	<b>\$56,477,025</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Economic Assistance and Opportunity Income	\$2,315,726	\$2,688,936	\$2,938,720	\$2,627,842
Misc	\$2,558	\$70,516	\$4,000	\$4,000
<b>Total Income:</b>	<b>\$2,318,284</b>	<b>\$2,759,452</b>	<b>\$2,942,720</b>	<b>\$2,631,842</b>
State Aid				
Social Services	\$8,415,466	\$8,672,916	\$9,503,171	\$9,656,497
<b>Total State Aid:</b>	<b>\$8,415,466</b>	<b>\$8,672,916</b>	<b>\$9,503,171</b>	<b>\$9,656,497</b>
Federal Aid				

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Social Services	\$14,870,953	\$12,812,144	\$14,588,475	\$14,590,307
<b>Total Federal Aid:</b>	<b>\$14,870,953</b>	<b>\$12,812,144</b>	<b>\$14,588,475</b>	<b>\$14,590,307</b>
<b>Total Revenue Source:</b>	<b>\$25,604,704</b>	<b>\$24,244,511</b>	<b>\$27,034,366</b>	<b>\$26,878,646</b>

# Public Health

**Nancy McGraw**

Director

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

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

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

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

## Core Services

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

Programs and Functions of Public Health include:

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023	Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
<b>PH - Agency Admin</b>					<b>PH - Long Term Health</b>				
Administrative Assistant	1	1	1	1	Data Entry Operator	1	1	1	1
Community Health Coordinator	1	1	1	1	PHS Prog Coord	1	1	1	1
Dep Comm of Health & Family Svcs	1	1	1	1	<b>PH Long Term Health Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Deputy Public Health Director	1	1	1	1	<b>PH - Healthy Beginnings</b>				
Dir of Patient Svcs Trainee	1	1	1	1	Family Support Worker	1	2	2	2
Public Health Director	1	1	1	1	Family Support Worker (Spanish)	1	1	1	1
Senior Typist	1	1	1	1	Healthy Families Supvr	1	1	1	1
Sr Fiscal Admin Officer	1	1	1	1	<b>PH Healthy Beginnings Total</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>
Training & Quality Improvement Coord	1	1	1	1	<b>PH - Rural Health Network</b>				
<b>PH Agency Admin Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	Public Health Educator	1	1	1	1
<b>PH - Core Programs</b>					<b>PH Rural Health Network Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Bilingual Outreach Worker	1	1	1	1	<b>PH Diagnostic and Treatment</b>				
Com Health Nurse (PH)	1	1	1	1	Bilingual Outreach Worker	1	1	1	1
Family Support Worker	1	1	1	1	Com Health Nurse (Phj)	2	2	2	2
Public Health Nurse	2	2	2	2	Epidemiologist	1	1	1	1
<b>PH Core Programs Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	PHS Prog Coord	1	1	1	1
<b>PH - CHHA/Main Unit</b>					Principal Account Clerk	1	1	1	1
Bilingual Outreach Worker (Sp)	1	1	1	1	Public Health Educator	2	2	2	2
Com Health Nurse (PH)	6	6	6	6	Public Health UPH	1	1	1	1
Home Care Med Social Worker	1	1	1	1	Public Health Nurse	4	4	4	4
Home Health Aide	2	2	2	2	Public Health Svcs Prog Coord	1	1	1	1
PH Occupational Therapist	1	2	2	2	Registered Professional Nurse	1	1	1	1
PH Occupational Therapist PD	1	1	1	1	Senior Database Clerk	1	1	1	1
PH Physical Therapist PD	1	2	2	2	<b>PH Diagnostic and Treatment Total</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>
Physical Therapist Assistant	1	2	2	2	<b>PH Early Care</b>				
Public Health Nurse	4	4	4	4	Coord Children with Spec Needs	2	2	2	2
Public Health Physical Therapist	2	3	3	3	Early Intervention Svcs Coord	3	3	3	3
Public Health Speech Therapist	1	1	1	1	Senior Service Coordinator	0	1	1	1
Registered Professional Nurse	6	6	6	6	Sr Typist	1	1	1	1
Registered Professional Nurse PD	1	1	1	1	<b>PH Early Care Total</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>
Rehab Supervisor	0	1	1	1	<b>Grand Totals</b>	<b>78.0</b>	<b>81.0</b>	<b>81.0</b>	<b>81.0</b>
Supv Comm Health Nurse (PH)	3	2	2	2					
Supv Public Health Nurse	3	2	2	2					

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Health				
Public Health Programs				
Public Health				
PH - Chha				
Personal Services	\$1,868,107	\$1,896,115	\$2,016,990	\$2,713,968
Contracts	\$558,990	\$550,725	\$180,373	\$166,040
Auto/Travel	\$22,825	\$47,564	\$24,640	\$32,098
Office Supplies	\$7,975	\$7,277	\$9,014	\$8,950
Computer Supplies	\$104,359	\$105,436	\$132,754	\$125,302
Utilities	\$10,659	\$7,147	\$20,423	\$12,275
Special Department Supply	\$52,087	\$50,563	\$67,526	\$52,587
Misc Serv/Exp	\$21,154	\$20,236	\$20,780	\$24,125
Departmental Exp	\$119,406	\$125,233	\$184,570	\$198,532
Employee Benefits	\$954,379	\$1,069,705	\$1,027,900	\$1,280,583
<b>Total PH - Chha:</b>	<b>\$3,719,940</b>	<b>\$3,880,000</b>	<b>\$3,684,970</b>	<b>\$4,614,460</b>
PH - Lt Health Care				

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Personal Services	\$78,134	\$78,348	\$78,449	\$87,323
Contracts	\$2,113	\$369	\$1,181	\$1,181
Auto/Travel	\$1	\$0	\$100	\$100
Office Supplies	\$57	\$31	\$75	\$75
Computer Supplies	\$8,634	\$9,036	\$4,249	\$3,570
Utilities	\$347	\$383	\$350	\$600
Special Department Supply	\$0	\$0	\$200	\$200
Departmental Exp	\$173	\$79	\$55	\$56
Employee Benefits	\$51,517	\$71,915	\$45,116	\$51,405
<b>Total PH - Lt Health Care:</b>	<b>\$140,976</b>	<b>\$160,161</b>	<b>\$129,775</b>	<b>\$144,510</b>
PH - Child Safety				
Auto/Travel	\$0	\$503	\$0	\$450
Office Supplies	\$58	\$251	\$71	\$150
Special Department Supply	\$12,693	\$12,050	\$12,443	\$12,299
Misc Serv/Exp	\$275	\$220	\$190	\$585
Departmental Exp	\$1,296	\$1,296	\$1,296	\$1,296
<b>Total PH - Child Safety:</b>	<b>\$14,322</b>	<b>\$14,320</b>	<b>\$14,000</b>	<b>\$14,780</b>
PH - Healthy Beginnings				
Personal Services	\$284,232	\$201,501	\$199,044	\$218,198
Contracts	\$31,545	\$63,340	\$67,619	\$140,987
Auto/Travel	\$12,905	\$17,876	\$33,708	\$30,270
Office Supplies	\$2,581	\$2,383	\$3,018	\$3,018
Computer Supplies	\$7,970	\$7,078	\$7,254	\$7,470
Utilities	\$3,857	\$1,541	\$4,966	\$2,929
Special Department Supply	\$40	\$0	\$1,550	\$1,550
Misc Serv/Exp	\$0	\$252	\$348	\$348
Departmental Exp	\$1,369	\$1,389	\$4,889	\$1,800
Employee Benefits	\$182,427	\$171,773	\$139,708	\$181,717
<b>Total PH - Healthy Beginnings:</b>	<b>\$526,927</b>	<b>\$467,133</b>	<b>\$462,104</b>	<b>\$588,287</b>
PH - Comm Health Work				
Employee Benefits	\$898	\$2,796	\$712	\$650
<b>Total PH - Comm Health Work:</b>	<b>\$898</b>	<b>\$2,796</b>	<b>\$712</b>	<b>\$650</b>
PH - Rural Health Network				
Personal Services	\$41,382	\$43,039	\$44,129	\$48,300
Contracts	\$0	\$0	\$15,600	\$600
Auto/Travel	\$2,151	\$287	\$2,269	\$1,539
Office Supplies	\$15,211	\$17,144	\$13,182	\$8,900
Computer Supplies	\$1,217	\$1,162	\$1,571	\$1,186
Utilities	\$432	\$192	\$872	\$498
Special Department Supply	\$12,284	\$8,041	\$11,753	\$9,460

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Misc Serv/Exp	\$0	\$0	\$600	\$600
Departmental Exp	\$5,967	\$9,137	\$6,546	\$6,446
Employee Benefits	\$34,093	\$25,420	\$21,298	\$32,425
<b>Total PH - Rural Health Network:</b>	<b>\$112,738</b>	<b>\$104,422</b>	<b>\$117,820</b>	<b>\$109,954</b>
PH - Agency Admin				
Personal Services	\$557,466	\$536,366	\$693,200	\$728,207
Contracts	\$0	\$8,640	\$28,000	\$626,857
Auto/Travel	-\$626	-\$439	\$2,029	\$2,378
Office Supplies	\$2,884	\$2,850	\$3,533	\$6,324
Computer Supplies	\$13,518	\$17,379	\$14,357	\$15,833
Utilities	\$2,345	\$2,022	\$2,951	\$2,320
Special Department Supply	\$0	\$241	\$380	\$660
Misc Serv/Exp	\$131,953	\$131,869	\$1,850	\$117,865
Departmental Exp	\$14,811	\$11,695	\$33,390	\$21,775
Employee Benefits	\$276,929	\$317,163	\$389,285	\$387,720
<b>Total PH - Agency Admin:</b>	<b>\$999,280</b>	<b>\$1,027,787</b>	<b>\$1,168,975</b>	<b>\$1,909,939</b>
PH - Core Programs				
Personal Services	\$111,918	\$150,929	\$250,178	\$273,093
Auto/Travel	\$1,710	\$6,503	\$5,451	\$5,070
Office Supplies	\$552	\$550	\$1,290	\$1,290
Computer Supplies	\$9,464	\$10,085	\$10,135	\$7,400
Utilities	\$776	\$388	\$2,519	\$1,650
Special Department Supply	\$273	\$914	\$1,483	\$1,510
Misc Serv/Exp	\$2,054	\$2,821	\$4,981	\$5,125
Departmental Exp	\$10,315	\$13,407	\$18,384	\$26,102
Employee Benefits	\$76,134	\$107,963	\$139,868	\$129,142
<b>Total PH - Core Programs:</b>	<b>\$213,196</b>	<b>\$293,561</b>	<b>\$434,289</b>	<b>\$450,382</b>
<b>Total Public Health:</b>	<b>\$5,728,276</b>	<b>\$5,950,180</b>	<b>\$6,012,645</b>	<b>\$7,832,962</b>
Physically Handicapped Children				
Office Supplies	\$0	\$9	\$85	\$85
Departmental Exp	\$0	\$0	\$150	\$150
<b>Total Physically Handicapped Children:</b>	<b>\$0</b>	<b>\$9</b>	<b>\$235</b>	<b>\$235</b>
Diagnostic And Treatment				
Personal Services	\$584,163	\$548,521	\$831,362	\$762,922
Contracts	\$15,000	\$6,360	\$2,127,675	\$2,062,064
Auto/Travel	\$1,301	\$2,416	\$4,558	\$5,158
Office Supplies	\$22,491	\$9,241	\$28,578	\$30,839
Computer Supplies	\$22,263	\$15,943	\$19,598	\$21,540
Utilities	\$5,694	\$2,828	\$15,081	\$4,609

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Special Department Supply	\$140,341	\$92,491	\$141,015	\$214,683
Misc Serv/Exp	\$3,674	\$2,743	\$6,448	\$5,650
Departmental Exp	\$94,230	\$65,884	\$91,292	\$84,631
Employee Benefits	\$254,477	\$266,417	\$404,761	\$394,847
<b>Total Diagnostic And Treatment:</b>	<b>\$1,143,633</b>	<b>\$1,012,844</b>	<b>\$3,670,368</b>	<b>\$3,586,943</b>
Early Care/Intervention Children				
Personal Services	\$253,529	\$271,045	\$277,154	\$406,795
Contracts	\$4,817,239	\$5,734,488	\$5,938,619	\$6,037,703
Auto/Travel	\$10,059	\$24,174	\$28,250	\$30,540
Office Supplies	\$2,443	\$2,325	\$2,960	\$894
Computer Supplies	\$23,553	\$23,959	\$27,420	\$15,320
Utilities	\$1,815	\$1,627	\$2,218	\$1,749
Misc Serv/Exp	\$0	\$4,500	\$2,900	
Departmental Exp	\$262	\$1,007	\$1,531	\$1,531
Employee Benefits	\$161,895	\$174,730	\$152,910	\$283,381
<b>Total Early Care/Intervention Children:</b>	<b>\$5,270,796</b>	<b>\$6,237,853</b>	<b>\$6,433,962</b>	<b>\$6,777,913</b>
WIC				
Personal Services	\$301,371			
Auto/Travel	\$674			
Office Supplies	\$4,410	\$352	\$0	
Computer Supplies	\$3,747			
Utilities	\$4,101	\$83	\$0	
Special Department Supply	\$1,144			
Departmental Exp	\$13,847			
Employee Benefits	\$186,580	\$47,439	\$0	
<b>Total WIC:</b>	<b>\$515,875</b>	<b>\$47,874</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Public Health Programs:</b>	<b>\$12,658,579</b>	<b>\$13,248,760</b>	<b>\$16,117,210</b>	<b>\$18,198,053</b>
<b>Total Health:</b>	<b>\$12,658,579</b>	<b>\$13,248,760</b>	<b>\$16,117,210</b>	<b>\$18,198,053</b>
<b>Total Expenditures:</b>	<b>\$12,658,579</b>	<b>\$13,248,760</b>	<b>\$16,117,210</b>	<b>\$18,198,053</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Health Income	\$2,390,306	\$2,870,275	\$2,955,432	\$3,435,849
Intergovernmental Charges	\$276,153	\$261,251	\$141,000	\$336,936
Misc	\$0	\$1,500	\$1,500	\$1,500
<b>Total Income:</b>	<b>\$2,666,459</b>	<b>\$3,133,026</b>	<b>\$3,097,932</b>	<b>\$3,774,285</b>
State Aid				

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Education	\$2,244,392	\$1,892,658	\$3,295,063	\$3,039,109
Health	\$1,280,693	\$1,451,974	\$1,345,079	\$1,744,651
<b>Total State Aid:</b>	<b>\$3,525,085</b>	<b>\$3,344,632</b>	<b>\$4,640,142</b>	<b>\$4,783,760</b>
Federal Aid				
Health	\$1,123,333	\$403,820	\$3,080,940	\$3,594,624
<b>Total Federal Aid:</b>	<b>\$1,123,333</b>	<b>\$403,820</b>	<b>\$3,080,940</b>	<b>\$3,594,624</b>
<b>Total Revenue Source:</b>	<b>\$7,314,877</b>	<b>\$6,881,479</b>	<b>\$10,819,014</b>	<b>\$12,152,669</b>

### Strategies and Key Performance Indicators

Strategy: Value employees as our most important resources

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Employee Motivation and Satisfaction	Percentage of employees motivated and satisfied to work for public health	75%
Employee Development	Percentage of public health employees who feel supported in their professional development	75%

### Key Initiatives for 2022

Strategy: Talent Management

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
2 year Retention Rate	% of employee who remain employed for at least 24 consecutive months	66%
Days to fill positions	Average number of days from job posting to candidate offer and acceptance for key positions	90 days

Annual Actions:

1. Identify opportunities to enhance employee training
2. Implement flexible work schedules where feasible

Strategy: Increased Community Outreach and Education

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Number of Community Forums/Town Hall Events	increase number of events from current average annual# of events	from 15 to 20 events annually
Number of Community Surveys	collect feedback from community on desired health education information	collect 100-150 surveys by end of year

Annual Actions:

1. Develop a communication calendar for residents
2. Conduct surveys to gather input on most needed health education information of residents

# Division of Human Resources

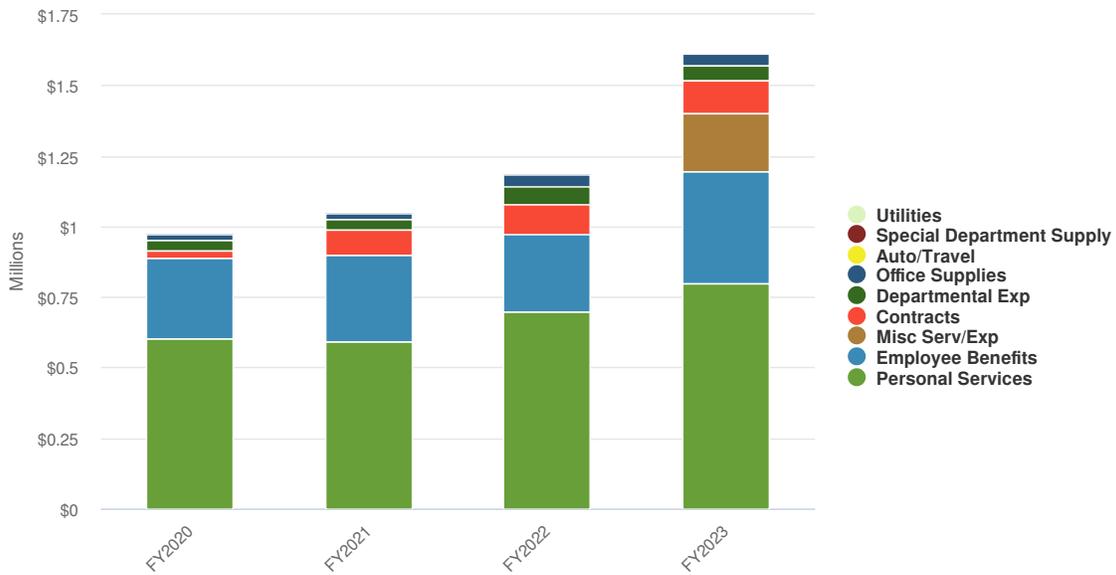
**Julie Diescher**  
Commissioner

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

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

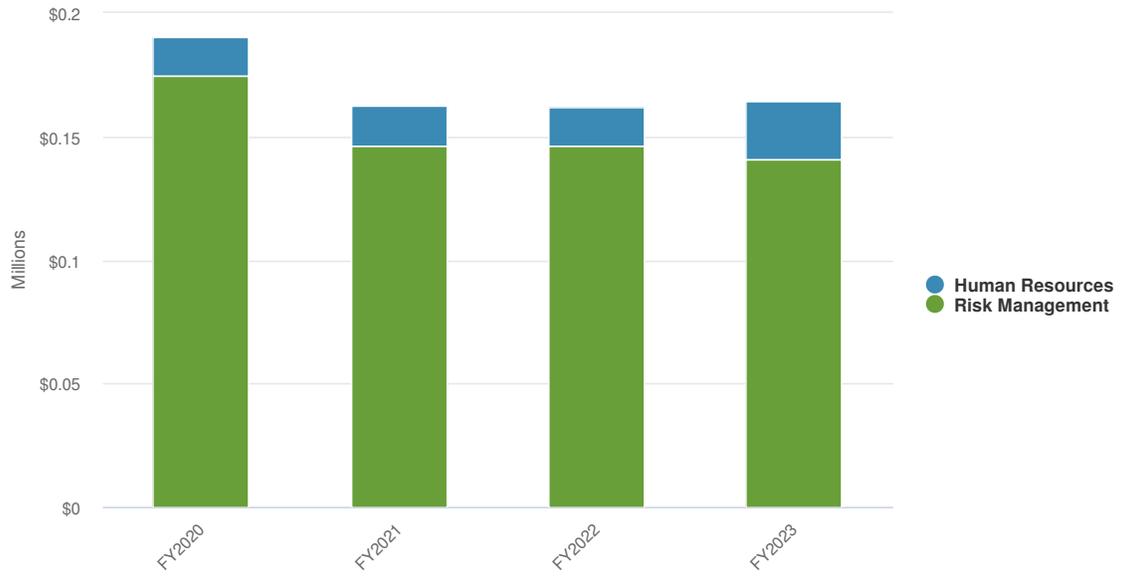
## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



# Revenue by Department

## Budgeted and Historical 2023 Revenue by Department



# Human Resources

**Julie Diescher**

Commissioner of HR/Personnel Officer

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

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

## Core Services

Functions of the Department of Human Resources include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Comm of HR/Personnel Officer	1	1	1	1
Conf Sec to HR	1	1	1	1
Dep Dir of Human Resources	1	1	1	1
HR Benefits Coordinator	1	1	1	1
HR Benefits Specialist	1	1	1	1
HR Recruitment & Training Coordinator	0	1	1	1
Investigator	1	1	1	1
Personnel Assistant	2	2	2	2
Personnel Project Coordinator	1	1	1	1
Student Intern	4	4	4	4
<b>Totals</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>14</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Municipal Staff				
Human Resources				
Personal Services	\$386,837	\$340,821	\$426,324	\$616,478
Contracts	\$25,444	\$48,505	\$33,825	\$44,600
Auto/Travel	\$53	\$1,436	\$4,200	\$5,600
Office Supplies	\$16,498	\$19,275	\$37,097	\$37,950

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Utilities	\$554	\$380	\$575	\$500
Misc Serv/Exp	\$2,199	\$960	\$7,260	\$204,360
Departmental Exp	\$439	\$4,946	\$10,940	\$10,100
Employee Benefits	\$184,431	\$191,985	\$171,115	\$322,638
<b>Total Human Resources:</b>	<b>\$616,453</b>	<b>\$608,307</b>	<b>\$691,336</b>	<b>\$1,242,226</b>
<b>Total Municipal Staff:</b>	<b>\$616,453</b>	<b>\$608,307</b>	<b>\$691,336</b>	<b>\$1,242,226</b>
<b>Total General Government:</b>	<b>\$616,453</b>	<b>\$608,307</b>	<b>\$691,336</b>	<b>\$1,242,226</b>
<b>Total Expenditures:</b>	<b>\$616,453</b>	<b>\$608,307</b>	<b>\$691,336</b>	<b>\$1,242,226</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
General Government Income	\$15,911	\$16,369	\$21,030	\$24,030
<b>Total Income:</b>	<b>\$15,911</b>	<b>\$16,369</b>	<b>\$21,030</b>	<b>\$24,030</b>
<b>Total Revenue Source:</b>	<b>\$15,911</b>	<b>\$16,369</b>	<b>\$21,030</b>	<b>\$24,030</b>

# Human Rights Commission

**Adrienne Jensen**  
Executive Director

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

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

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

## Core Services

Functions of the Human Rights Commission include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Exec Dir Human Rights Commission	1	1	1	1
<b>Totals</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Home and Community Service				
General Environment				
Human Rights Commission				
Personal Services	\$0	\$29,462	\$40,000	\$41,600
Auto/Travel	\$0	\$767	\$1,550	\$1,750
Office Supplies	\$0	\$622	\$4,098	\$4,150
Special Department Supply	\$0	\$0	\$200	\$600
Misc Serv/Exp	\$0	\$0	\$300	\$300
Departmental Exp	\$0	\$0	\$1,300	\$1,400
Employee Benefits	\$2,145	\$5,494	\$9,472	\$9,483
<b>Total Human Rights Commission:</b>	<b>\$2,145</b>	<b>\$36,344</b>	<b>\$56,920</b>	<b>\$59,283</b>
<b>Total General Environment:</b>	<b>\$2,145</b>	<b>\$36,344</b>	<b>\$56,920</b>	<b>\$59,283</b>

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
<b>Total Home and Community Service:</b>	<b>\$2,145</b>	<b>\$36,344</b>	<b>\$56,920</b>	<b>\$59,283</b>
<b>Total Expenditures:</b>	<b>\$2,145</b>	<b>\$36,344</b>	<b>\$56,920</b>	<b>\$59,283</b>

## 2023 Initiatives and Goals

### 2023 Initiatives

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

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

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

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

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

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

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

# Risk Management

**Julie Diescher**

Commissioner of HR/Personnel Officer

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

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

## Core Services

Functions of the Office of Risk Management and Insurance include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Dir Risk Mgt & Insurance	1	1	1	0
Employee Benefits Admin	1	0	0	1
Manager of Risk Mgt & Insurance	1	0	0	1
Risk Mgt & Insurance Prog Coord	1	1	1	1
<b>Totals</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>3</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Finance				
Risk Management				
Personal Services	\$217,195	\$221,768	\$229,772	\$138,446
Contracts	\$0	\$40,300	\$70,000	\$69,087
Office Supplies	\$1,868	\$1,871	\$4,238	\$1,960
Departmental Exp	\$39,043	\$31,191	\$53,300	\$40,300
Employee Benefits	\$96,076	\$108,303	\$95,513	\$68,809

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
<b>Total Risk Management:</b>	<b>\$354,182</b>	<b>\$403,432</b>	<b>\$452,823</b>	<b>\$318,602</b>
<b>Total Finance:</b>	<b>\$354,182</b>	<b>\$403,432</b>	<b>\$452,823</b>	<b>\$318,602</b>
<b>Total General Government:</b>	<b>\$354,182</b>	<b>\$403,432</b>	<b>\$452,823</b>	<b>\$318,602</b>
<b>Total Expenditures:</b>	<b>\$354,182</b>	<b>\$403,432</b>	<b>\$452,823</b>	<b>\$318,602</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Intergovernmental Charges	\$174,335	\$146,000	\$146,000	\$140,542
<b>Total Income:</b>	<b>\$174,335</b>	<b>\$146,000</b>	<b>\$146,000</b>	<b>\$140,542</b>
<b>Total Revenue Source:</b>	<b>\$174,335</b>	<b>\$146,000</b>	<b>\$146,000</b>	<b>\$140,542</b>

## Unallocated Insurance

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

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

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

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

### Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Special Items				
Unallocated Insurance				
Departmental Exp	\$1,100,098	\$1,098,237	\$1,397,456	\$1,453,613
<b>Total Unallocated Insurance:</b>	<b>\$1,100,098</b>	<b>\$1,098,237</b>	<b>\$1,397,456</b>	<b>\$1,453,613</b>
<b>Total Special Items:</b>	<b>\$1,100,098</b>	<b>\$1,098,237</b>	<b>\$1,397,456</b>	<b>\$1,453,613</b>
<b>Total General Government:</b>	<b>\$1,100,098</b>	<b>\$1,098,237</b>	<b>\$1,397,456</b>	<b>\$1,453,613</b>
<b>Total Expenditures:</b>	<b>\$1,100,098</b>	<b>\$1,098,237</b>	<b>\$1,397,456</b>	<b>\$1,453,613</b>

### Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
General Government Income	\$467,023	\$508,610	\$511,513	\$511,513
<b>Total Income:</b>	<b>\$467,023</b>	<b>\$508,610</b>	<b>\$511,513</b>	<b>\$511,513</b>
<b>Total Revenue Source:</b>	<b>\$467,023</b>	<b>\$508,610</b>	<b>\$511,513</b>	<b>\$511,513</b>

# Information Technology Services

Lorne Green  
Chief Information Officer

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

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

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Chief Information Officer	1	1	1	1
Client Support Tech Assistant I	1	1	1	1
Client Support Tech Assistant II	2	2	2	2
Client Support Tech I	3	3	3	3
Client Support Tech II	1	1	1	1
Deputy CIO of ITS	1	1	1	1
Director of Apps Dev & Support	1	1	1	1
Director of Operations and Network Admin	1	1	1	1
GIS Coordinator	1	1	1	1
GIS Specialist	1	1	1	1
Help Desk/Doc Specialist	1	1	1	1
InfoNetwork Security Officer	1	1	1	1
IT Administrative Coordinator	1	1	1	1
PC Specialist	1	1	1	1
Senior Network Engineer	1	1	1	1
Senior Network Technician	0	1	1	1
Senior PC Specialist	1	1	1	1
Wide Area Network Technician	2	1	1	1
<b>Totals</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Shared Services				
Information Technology Services				
Personal Services	\$1,060,017	\$1,073,354	\$1,253,677	\$1,416,264

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Fixed Assets	-\$35,000	\$9,904	\$0	
Auto/Travel	\$3,055	\$3,599	\$9,010	\$7,500
Office Supplies	\$91,189	\$121,870	\$119,144	\$126,272
Computer Supplies	\$3,312,542	\$3,344,191	\$4,062,574	\$3,891,086
Utilities	\$167,984	\$105,497	\$66,000	\$66,000
Special Department Supply		\$0	\$204	
Misc Serv/Exp	\$132	\$210	\$1,300	\$5,300
Departmental Exp	\$8,948	\$6,293	\$10,526	\$10,750
Employee Benefits	\$544,878	\$650,291	\$708,711	\$798,103
<b>Total Information Technology Services:</b>	<b>\$5,153,745</b>	<b>\$5,315,210</b>	<b>\$6,231,146</b>	<b>\$6,321,275</b>
<b>Total Shared Services:</b>	<b>\$5,153,745</b>	<b>\$5,315,210</b>	<b>\$6,231,146</b>	<b>\$6,321,275</b>
<b>Total General Government:</b>	<b>\$5,153,745</b>	<b>\$5,315,210</b>	<b>\$6,231,146</b>	<b>\$6,321,275</b>
<b>Total Expenditures:</b>	<b>\$5,153,745</b>	<b>\$5,315,210</b>	<b>\$6,231,146</b>	<b>\$6,321,275</b>

### Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
General Government Income	\$608,802	\$1,053,115	\$1,476,831	\$1,402,535
Intergovernmental Charges	\$4,800	\$4,800	\$21,482	
<b>Total Income:</b>	<b>\$613,602</b>	<b>\$1,057,915</b>	<b>\$1,498,313</b>	<b>\$1,402,535</b>
<b>Total Revenue Source:</b>	<b>\$613,602</b>	<b>\$1,057,915</b>	<b>\$1,498,313</b>	<b>\$1,402,535</b>

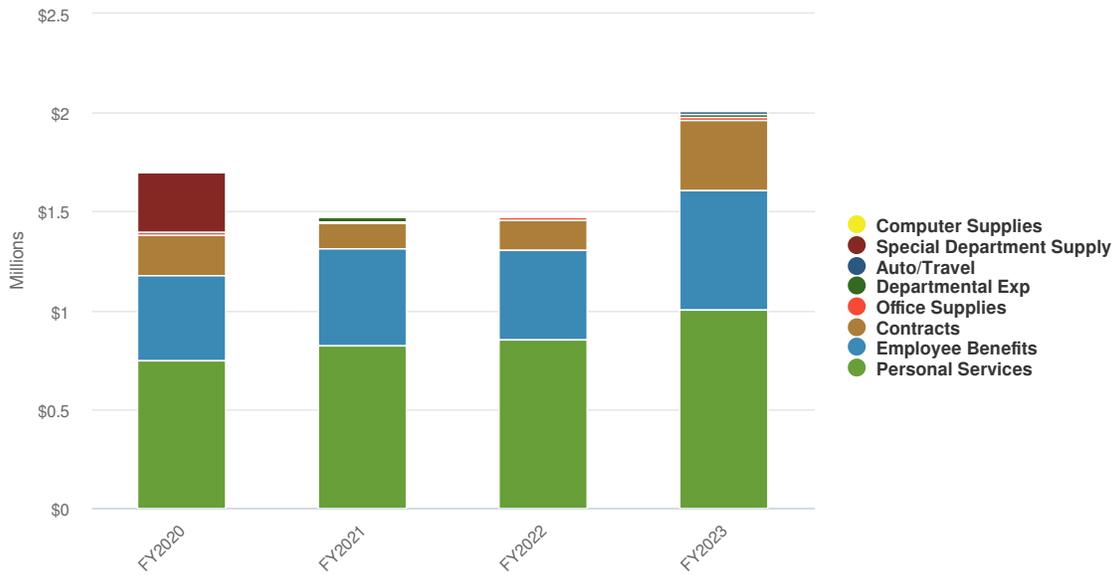
# Division of Management and Budget

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

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

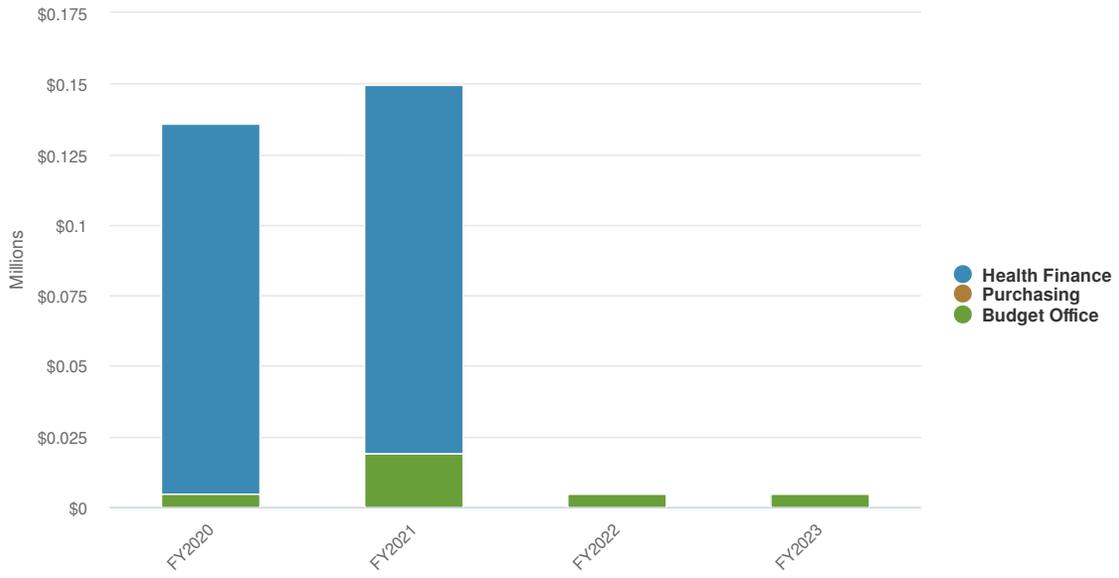
## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



# Revenue by Department

## Budgeted and Historical 2023 Revenue by Department



# Budget Office

**Janet Young**  
Budget Director

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

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

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

## Core Services

Functions of the Budget Office include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Budget Analyst	2	2	2	2
Budget Director	1	1	1	1
Financial Account Clerk	0	0	0	1
Principal Account Clerk	1	1	1	0
Principal Payroll Clerk	2	2	2	2
Senior Budget Analyst	2	3	3	3
Senior Fiscal Administrative Officer	2	2	2	2
<b>Totals</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Finance				
Budget Office				
Personal Services	\$299,505	\$467,091	\$575,305	\$699,651
Contracts	\$201,728	\$125,779	-\$7,500	\$353,008
Auto/Travel	\$2,019	\$4,696	\$10,250	\$11,250
Office Supplies	\$2,485	\$3,315	\$6,665	\$6,400
Computer Supplies	\$100			
Departmental Exp	\$3,467	\$18,064	\$7,135	\$13,200

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Employee Benefits	\$185,410	\$301,799	\$346,186	\$425,460
<b>Total Budget Office:</b>	<b>\$694,714</b>	<b>\$920,744</b>	<b>\$938,041</b>	<b>\$1,508,969</b>
<b>Total Finance:</b>	<b>\$694,714</b>	<b>\$920,744</b>	<b>\$938,041</b>	<b>\$1,508,969</b>
<b>Total General Government:</b>	<b>\$694,714</b>	<b>\$920,744</b>	<b>\$938,041</b>	<b>\$1,508,969</b>
<b>Total Expenditures:</b>	<b>\$694,714</b>	<b>\$920,744</b>	<b>\$938,041</b>	<b>\$1,508,969</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Intergovernmental Charges	\$4,657	\$19,109	\$5,000	\$5,000
<b>Total Income:</b>	<b>\$4,657</b>	<b>\$19,109</b>	<b>\$5,000</b>	<b>\$5,000</b>
<b>Total Revenue Source:</b>	<b>\$4,657</b>	<b>\$19,109</b>	<b>\$5,000</b>	<b>\$5,000</b>

# Health Finance

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

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

## Core Services

Functions of the Health Finance Department include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Account Clerk	1	1	1	1
Financial Analyst	0	0	1	1
Medical Billing Coordinator	1	1	1	1
Principal Account Clerk	6	5	5	5
Senior Account Clerk	3	3	3	3
<b>Totals</b>	<b>11</b>	<b>10</b>	<b>11</b>	<b>11</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget
Expenditures			
General Government			
Finance			
Health Finance			
Non-SubDivision			
Personal Services	\$81,076	\$81,176	\$0
Employee Benefits	\$58,631	\$74,664	\$0
<b>Total Non-SubDivision:</b>	<b>\$139,707</b>	<b>\$155,840</b>	<b>\$0</b>
Adult Care Center			
Employee Benefits		\$127	\$0
<b>Total Adult Care Center:</b>		<b>\$127</b>	<b>\$0</b>
Community Service			
Employee Benefits		\$179	\$0
<b>Total Community Service:</b>		<b>\$179</b>	<b>\$0</b>
Public Health			
Employee Benefits		\$641	\$0
<b>Total Public Health:</b>		<b>\$641</b>	<b>\$0</b>
<b>Total Health Finance:</b>	<b>\$139,707</b>	<b>\$156,786</b>	<b>\$0</b>

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget
<b>Total Finance:</b>	<b>\$139,707</b>	<b>\$156,786</b>	<b>\$0</b>
<b>Total General Government:</b>	<b>\$139,707</b>	<b>\$156,786</b>	<b>\$0</b>
<b>Total Expenditures:</b>	<b>\$139,707</b>	<b>\$156,786</b>	<b>\$0</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget
Revenue Source			
Income			
Intergovernmental Charges	\$130,989	\$130,635	\$0
<b>Total Income:</b>	<b>\$130,989</b>	<b>\$130,635</b>	<b>\$0</b>
<b>Total Revenue Source:</b>	<b>\$130,989</b>	<b>\$130,635</b>	<b>\$0</b>

# Purchasing and Central Services

**Allyson Lewis**

Director of Purchasing & Central Services

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

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

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

## Core Services

Functions of the Office of Purchasing include:

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

Functions of the Office of Central Services include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Asst Dir Purchasing & Central Services	1	1	1	1
Dir Purchasing & Central Services	1	1	1	1
Purchasing Coordinator	2	2	2	2
Senior Account Clerk/Database	1	1	1	1
<b>Totals</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Finance				
Purchasing				
Personal Services	\$253,251	\$275,304	\$276,004	\$304,216
Auto/Travel	\$16	\$14	\$0	
Office Supplies	\$8,136	\$7,558	\$10,462	\$12,000
Special Department Supply	\$299,463	\$8,305	\$90,000	
Misc Serv/Exp		\$0	\$60	
Departmental Exp	\$80	\$251	\$129	
Employee Benefits	\$106,466	\$114,178	\$109,025	\$181,089

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
<b>Total Purchasing:</b>	<b>\$667,412</b>	<b>\$405,610</b>	<b>\$485,680</b>	<b>\$497,305</b>
<b>Total Finance:</b>	<b>\$667,412</b>	<b>\$405,610</b>	<b>\$485,680</b>	<b>\$497,305</b>
Shared Services				
Central Service Administration				
Contracts	\$52,873	\$53,071	\$54,002	\$55,352
Office Supplies	\$155,514	\$182,054	\$183,051	\$182,000
Departmental Exp	\$15,929	\$11,472	\$11,500	\$11,500
<b>Total Central Service Administration:</b>	<b>\$224,317</b>	<b>\$246,598</b>	<b>\$248,553</b>	<b>\$248,852</b>
<b>Total Shared Services:</b>	<b>\$224,317</b>	<b>\$246,598</b>	<b>\$248,553</b>	<b>\$248,852</b>
<b>Total General Government:</b>	<b>\$891,728</b>	<b>\$652,208</b>	<b>\$734,233</b>	<b>\$746,157</b>
<b>Total Expenditures:</b>	<b>\$891,728</b>	<b>\$652,208</b>	<b>\$734,233</b>	<b>\$746,157</b>

### Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
General Government Income	\$129,616	\$168,430	\$207,831	\$186,500
<b>Total Income:</b>	<b>\$129,616</b>	<b>\$168,430</b>	<b>\$207,831</b>	<b>\$186,500</b>
<b>Total Revenue Source:</b>	<b>\$129,616</b>	<b>\$168,430</b>	<b>\$207,831</b>	<b>\$186,500</b>

# Division of Planning and Community Development

**Freda Eisenberg**

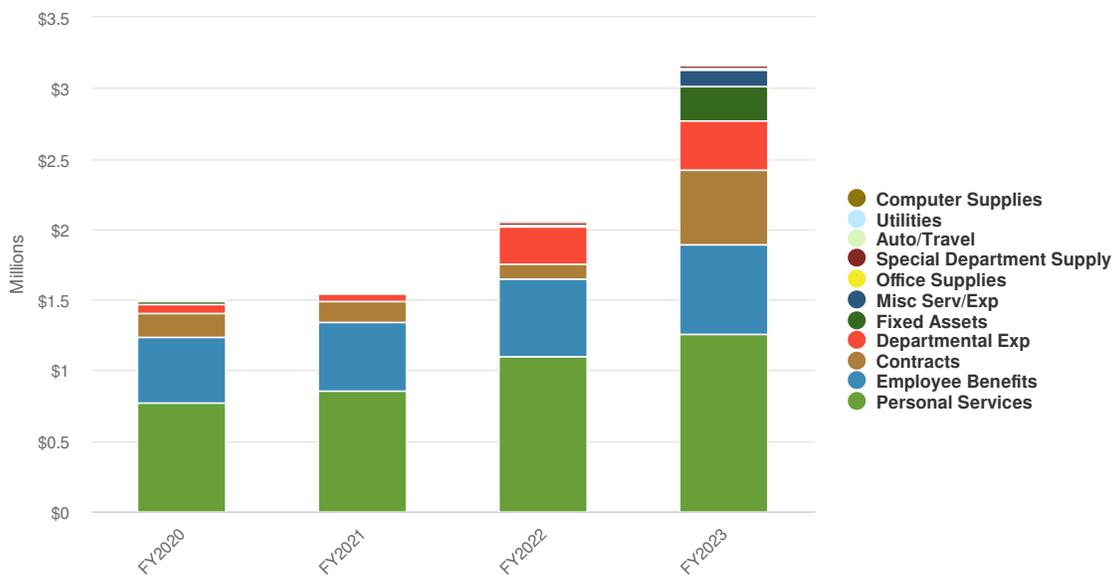
Commissioner

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

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

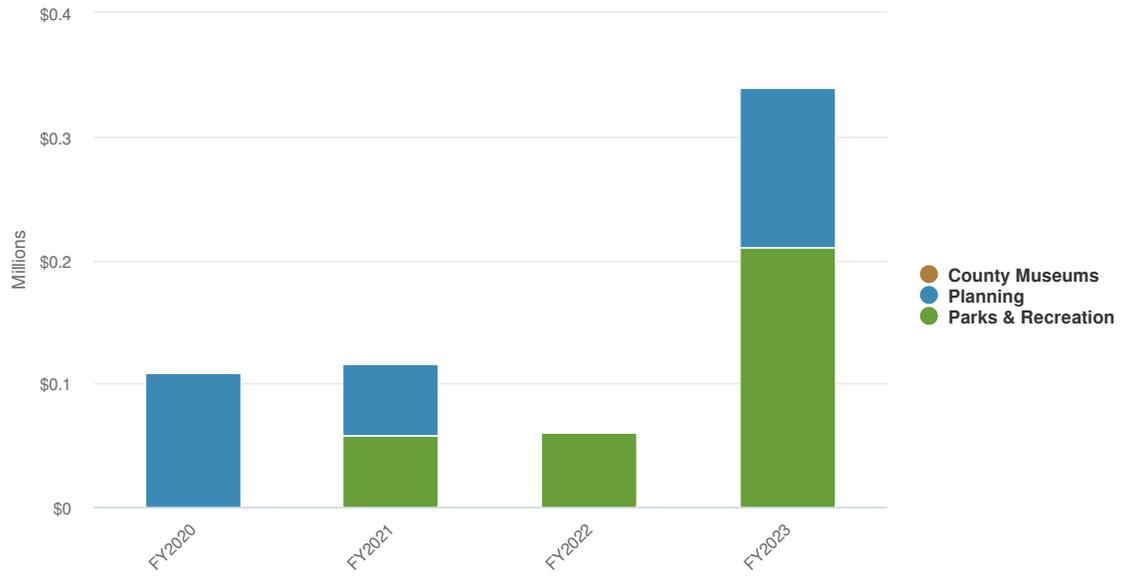
## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



# Revenue by Department

## Budgeted and Historical 2023 Revenue by Department



# Grants Administration

Arthur Hussey  
Supervisor

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

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

## Core Services

Functions of Grants Administration include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Grant Writer	1	1	1	1
Grants Administration Supervisor	1	1	1	1
<b>Totals</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Finance				
Grants Administration				
Personal Services	\$124,405	\$126,106	\$127,806	\$147,538
Office Supplies	\$2,376	\$2,366	\$2,440	\$2,415
Employee Benefits	\$79,826	\$96,636	\$75,401	\$92,337
<b>Total Grants Administration:</b>	<b>\$206,607</b>	<b>\$225,108</b>	<b>\$205,647</b>	<b>\$242,290</b>
<b>Total Finance:</b>	<b>\$206,607</b>	<b>\$225,108</b>	<b>\$205,647</b>	<b>\$242,290</b>
<b>Total General Government:</b>	<b>\$206,607</b>	<b>\$225,108</b>	<b>\$205,647</b>	<b>\$242,290</b>
<b>Total Expenditures:</b>	<b>\$206,607</b>	<b>\$225,108</b>	<b>\$205,647</b>	<b>\$242,290</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Home and Community Services Income	\$16,372	\$0	\$250,000	
<b>Total Income:</b>	<b>\$16,372</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>
State Aid				
Home and Community Services	\$77,549	-\$9,087	\$0	
<b>Total State Aid:</b>	<b>\$77,549</b>	<b>-\$9,087</b>	<b>\$0</b>	
Federal Aid				
General Government		\$0	\$0	\$130,000
Home and Community Services	\$14,337	\$66,248	\$1,620	
<b>Total Federal Aid:</b>	<b>\$14,337</b>	<b>\$66,248</b>	<b>\$1,620</b>	<b>\$130,000</b>
<b>Total Revenue Source:</b>	<b>\$108,258</b>	<b>\$57,161</b>	<b>\$251,620</b>	<b>\$130,000</b>

# Strategies and Key Performance Indicators

Strategies and Key Performance Indicators		
<b>Strategy:</b> Identify, Acquire and Implement Funding Management Software for use by County Government		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Software Vendor ID'd and Contracted	Vendor solicited, identified and contracted	Prior to end of 2022
Software System Implemented	Software implemented and ready for use by Co. Govt. staff	Beginning of 2023
Co. Govt. Staff - Software Use Training	Number of employees trained on software system	All staff within Year 2023
<b>Strategy:</b> Fill Staff Position Vacancy in DGA		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Staff Employed Prior to Beginning of 2023	Hiring of one (1) Full Time Employee within DGA ninety (90) days from job posting to candidate offer and acceptance.	90 days
<b>Strategy:</b> Increase Pursuit and Securing of Discretionary Funding		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Discretionary Funding Pursued and Secured	Annual amount of discretionary funding pursued -vs- secured	95% of discretionary funding pursued annually is secured

## Key Initiatives for 2022 and 2023

Key Initiatives for 2022 and 2023		
<b>Strategy:</b> Identify, Acquire and Implement Funding Management Software for use by County Government		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Software Vendor ID'd and Contracted	Vendor solicited, identified and contracted	Prior to end of 2022
Software System Implemented	Software implemented and ready for use by Co. Govt. staff	End of 2nd Quarter 2023
Co. Govt. Staff - Software Use Training	Number of employees trained on software system	All relevant staff system users identified within Year 2023
<b>Annual Actions:</b>		
1. Review and ensure no system issues and prepare upcoming subscription revenue calculations		Semi Annually
2. Ensure employees are using the funding administration software system implemented and address any training needs		Semi Annually
<b>Strategy:</b> Fill Staff Position Vacancy in DGA		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Staff Employed in Year 2023	Hiring of one (1) Full Time Employee within Year 2023.	ASAP in 2023
<b>Annual Actions:</b>		
1. Employee position review		Annual
<b>Strategy:</b> Increase Pursuit and Securing of Discretionary Funding		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Discretionary Funding Pursued and Secured	Annual amount of discretionary funding pursued -vs- secured	95% of discretionary funding pursued annually is secured
<b>Annual Actions:</b>		
1. Review of County Govt. division /department discretionary funding needs		Annually and / or as Necessary
2. Review of discretionary funding pursued -vs- secured for County Govt. division /department needs as identified		Annually and / or as Necessary

# Office of Sustainable Energy

**Heather Brown**  
Deputy Comm of Planning

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

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

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

## Core Services

Functions of the Office of Sustainable Energy include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Dep Comm Planning	1	1	1	1
Sustainability Analyst	2	2	2	2
<b>Totals</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Home and Community Service				
General Environment				
Office Of Sustainable Energy				
Personal Services	\$106,939	\$135,680	\$155,613	\$160,512
Contracts	\$0	\$0	\$10,000	\$100,000
Auto/Travel	\$0	\$394	\$1,200	\$1,700
Office Supplies	\$2,126	\$2,117	\$2,268	\$2,268
Departmental Exp	\$0	\$0	\$1,550	\$1,000
Employee Benefits	\$49,424	\$54,879	\$64,864	\$74,458
<b>Total Office Of Sustainable Energy:</b>	<b>\$158,488</b>	<b>\$193,070</b>	<b>\$235,495</b>	<b>\$339,938</b>
<b>Total General Environment:</b>	<b>\$158,488</b>	<b>\$193,070</b>	<b>\$235,495</b>	<b>\$339,938</b>
<b>Total Home and Community Service:</b>	<b>\$158,488</b>	<b>\$193,070</b>	<b>\$235,495</b>	<b>\$339,938</b>
<b>Total Expenditures:</b>	<b>\$158,488</b>	<b>\$193,070</b>	<b>\$235,495</b>	<b>\$339,938</b>

### Strategies and Key Performance Indicators

**Strategy: Manage ownership costs of buildings through effective maintenance plans and energy efficiency projects.**

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
<b>Procure energy from clean renewable resources</b>	Percent of electricity sourced from renewable resources	70%
<b>Maintain County facilities to be energy efficient</b>	Decrease the Site Energy Use Intensity (per square foot) of County facilities	75kBTU/square foot

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

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
<b>Recertify Sullivan County as a Climate Smart Community</b>	Level of certification achieved in recertification process	Silver

### Key Initiatives for 2022

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

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

**Annual Actions:**

1. Complete Facilities Master Plan
2. Complete installation of energy upgrades at SCCC

**Strategy: Increased Community Outreach and Education in support of Sullivan County Resiliency Plan development**

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
<b>Number of Advisory Committee and Community Outreach sessions hosted</b>	Total meetings hosted	6

**Annual Actions:**

1. Completion of Countywide Resiliency Plan

# Park and Rec/Museums

**Brian Scardefield**

Director

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

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

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

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

## Core Services

Functions of the Parks and Recreation department include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
<b>P/R Admin</b>				
Dir Parks Rec & Beaut Progs	1	1	1	1
Grounds Maintenance Supervisor	0	1	1	1
Grounds Maintenance Worker I	1	1	1	1
Grounds Maintenance Worker II	1	0	0	0
Laborer I	1	2	2	2
Student Worker	4	4	4	4
<b>P/R Admin Total</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>P/R Lake Superior</b>				
Asst Park & Recrtn Dir/Lifeguard	1	1	1	1
Laborer I	3	3	3	3
Lifeguard	5	5	5	5
Park Entry Attendant	2	2	2	2
Park Manager	1	1	1	1
<b>P/R Lake Superior Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>P/R County Museum - SC Museum</b>				
Museum Attendant	2	2	2	2
Museum Attendant PD	1	1	1	1
<b>P/R County Museum - SC Museum Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>P/R County Museum - D &amp; H Canal</b>				
Sr Visitors Experience Associate	1	1	1	1
Visitors Experience Associate	1	1	1	1
<b>P/R County Museum - D &amp; H Canal Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Grand Totals</b>	<b>25</b>	<b>26</b>	<b>26</b>	<b>26</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Culture and Recreation				
Recreation				
Parks & Recreation				
P/R - Admin				
Personal Services	\$173,800	\$191,778	\$213,866	\$276,328
Fixed Assets		\$0	\$0	\$20,000
Contracts		\$0	\$3,864	\$150,000
Auto/Travel	\$826	\$674	\$2,000	\$3,000
Office Supplies	\$2,201	\$2,352	\$6,199	\$6,050
Utilities		\$0	\$200	
Special Department Supply	\$166	\$1,628	\$1,300	\$1,500
Misc Serv/Exp	\$1,180	\$1,217	\$1,300	\$4,300
Departmental Exp	\$6,297	\$6,427	\$55,571	\$39,400
Employee Benefits	\$76,803	\$93,408	\$91,252	\$132,100
<b>Total P/R - Admin:</b>	<b>\$261,273</b>	<b>\$297,483</b>	<b>\$375,552</b>	<b>\$632,678</b>
P/R Lake Superior Park				
Personal Services	\$3,297	\$66,393	\$81,562	\$109,840
Fixed Assets		\$0	\$0	\$75,000
Contracts	\$0	\$1,000	\$25,000	
Auto/Travel	\$0	\$0	\$200	\$200
Office Supplies	\$604	\$50	\$1,300	\$1,700
Utilities	\$0	\$0	\$100	\$100
Special Department Supply	\$976	\$2,287	\$5,703	\$9,900
Misc Serv/Exp	\$0	\$761	\$1,120	\$4,300
Departmental Exp	\$4,781	\$817	\$6,259	\$12,000
Employee Benefits	\$5,610	\$9,942	\$20,273	\$24,844
<b>Total P/R Lake Superior Park:</b>	<b>\$15,267</b>	<b>\$81,250</b>	<b>\$141,517</b>	<b>\$237,884</b>
P/R D&H Canal Linear Park				
Special Department Supply	\$0	\$123	\$2,322	\$2,200
Departmental Exp	\$0	\$1,354	\$1,047	\$6,000
<b>Total P/R D&amp;H Canal Linear Park:</b>	<b>\$0</b>	<b>\$1,477</b>	<b>\$3,369</b>	<b>\$8,200</b>
P/R Stone Arch Bridge				
Special Department Supply	\$92	\$207	\$650	\$450
Departmental Exp	\$4,022	\$2,864	\$3,114	\$3,000
<b>Total P/R Stone Arch Bridge:</b>	<b>\$4,114</b>	<b>\$3,071</b>	<b>\$3,764</b>	<b>\$3,450</b>
P/R Minisink Battle Ground				
Special Department Supply	\$92	\$0	\$400	\$200

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Departmental Exp	\$45	\$1,347	\$2,679	\$3,000
<b>Total P/R Minisink Battle Ground:</b>	<b>\$137</b>	<b>\$1,347</b>	<b>\$3,079</b>	<b>\$3,200</b>
P/R Livingston Manor Covered Br				
Special Department Supply	\$148	\$173	\$628	\$200
Departmental Exp	\$0	\$0	\$1,300	\$7,000
<b>Total P/R Livingston Manor Covered Br:</b>	<b>\$148</b>	<b>\$173</b>	<b>\$1,928</b>	<b>\$7,200</b>
P/R Callicoon Park				
Fixed Assets		\$0	\$0	\$150,000
Utilities		\$0	\$29	\$200
Special Department Supply		\$0	\$0	\$1,000
Departmental Exp		\$0	\$0	\$40,000
<b>Total P/R Callicoon Park:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$29</b>	<b>\$191,200</b>
<b>Total Parks &amp; Recreation:</b>	<b>\$280,938</b>	<b>\$384,800</b>	<b>\$529,238</b>	<b>\$1,083,812</b>
<b>Total Recreation:</b>	<b>\$280,938</b>	<b>\$384,800</b>	<b>\$529,238</b>	<b>\$1,083,812</b>
Culture				
County Museums				
SC Museum				
Personal Services	\$8,914	\$14,046	\$32,287	\$34,495
Office Supplies	\$0	\$0	\$100	\$100
Special Department Supply	\$0	\$145	\$255	\$500
Departmental Exp	\$0	\$316	\$250	\$250
Employee Benefits	\$2,215	\$2,799	\$7,751	\$8,059
<b>Total SC Museum:</b>	<b>\$11,129</b>	<b>\$17,306</b>	<b>\$40,643</b>	<b>\$43,404</b>
D & H Canal Museum				
Personal Services	\$0	\$1,840	\$9,450	\$10,838
Office Supplies	\$139	\$0	\$300	\$300
Special Department Supply	\$82	\$92	\$909	\$800
Misc Serv/Exp	\$0	\$0	\$150	\$200
Departmental Exp	\$105	\$166	\$422	\$2,800
Employee Benefits	\$0	\$163	\$2,396	\$2,628
<b>Total D &amp; H Canal Museum:</b>	<b>\$326</b>	<b>\$2,261</b>	<b>\$13,627</b>	<b>\$17,566</b>
<b>Total County Museums:</b>	<b>\$11,455</b>	<b>\$19,567</b>	<b>\$54,270</b>	<b>\$60,970</b>
Historic Prop Fort Delaware				
Personal Services	\$570			
Fixed Assets	\$16,543			
Office Supplies	\$229	\$80	\$0	
Special Department Supply	\$478	\$128	\$669	\$800
Misc Serv/Exp	\$250			

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Departmental Exp	\$118	\$0	\$500	\$1,000
Employee Benefits	\$2,330	\$889	\$0	
<b>Total Historic Prop Fort Delaware:</b>	<b>\$20,518</b>	<b>\$1,097</b>	<b>\$1,169</b>	<b>\$1,800</b>
<b>Total Culture:</b>	<b>\$31,973</b>	<b>\$20,664</b>	<b>\$55,439</b>	<b>\$62,770</b>
<b>Total Culture and Recreation:</b>	<b>\$312,911</b>	<b>\$405,464</b>	<b>\$584,677</b>	<b>\$1,146,582</b>
Home and Community Service				
General Environment				
Office Of Sustainable Energy				
Personal Services	\$106,939	\$135,680	\$155,613	\$160,512
Contracts	\$0	\$0	\$10,000	\$100,000
Auto/Travel	\$0	\$394	\$1,200	\$1,700
Office Supplies	\$2,126	\$2,117	\$2,268	\$2,268
Departmental Exp	\$0	\$0	\$1,550	\$1,000
Employee Benefits	\$49,424	\$54,879	\$64,864	\$74,458
<b>Total Office Of Sustainable Energy:</b>	<b>\$158,488</b>	<b>\$193,070</b>	<b>\$235,495</b>	<b>\$339,938</b>
<b>Total General Environment:</b>	<b>\$158,488</b>	<b>\$193,070</b>	<b>\$235,495</b>	<b>\$339,938</b>
<b>Total Home and Community Service:</b>	<b>\$158,488</b>	<b>\$193,070</b>	<b>\$235,495</b>	<b>\$339,938</b>
<b>Total Expenditures:</b>	<b>\$471,400</b>	<b>\$598,534</b>	<b>\$820,172</b>	<b>\$1,486,520</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Culture and Recreation Income	\$0	\$58,306	\$60,150	\$60,150
Misc	\$0	\$0	\$250	\$300
<b>Total Income:</b>	<b>\$0</b>	<b>\$58,306</b>	<b>\$60,400</b>	<b>\$60,450</b>
State Aid				
General Government	\$0	\$0	\$3,864	\$150,000
<b>Total State Aid:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,864</b>	<b>\$150,000</b>
<b>Total Revenue Source:</b>	<b>\$0</b>	<b>\$58,306</b>	<b>\$64,264</b>	<b>\$210,450</b>

# 2023 Strategies and Key Initiatives

## Strategies and Key Performance Indicators

### Strategy: Planning of County Parks

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Park Master Plan development	Contracting of a Professional Consultant to develop a Parks Master Plan	100%

### Strategy: Lake Superior State Park Beach - Preventing closures through staff recruitment and algae bloom prevention

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Total days beach area is open	Track days open/closed compared to prior year	Open daily mid June - Labor Day

## Key Initiatives for 2023

### Strategy: County Park Trail Development/Trail Rehabilitation

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Trail developed/rehabilitated	Distance of trail developed/rehabilitated throughout the County Parks	3 miles

#### Annual Actions:

1. Assess the amount of trails though out the County Park System
2. Assess current trail conditions

### Strategy: Development of the Callicoon Park

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
Parking lot development	Completion of parking area	100%
Park Clean-up	Building Demolition/Flood Debris Clean-up	50%

#### Annual Actions:

1. Development of site amenities
2. Asses site clean-up

# Planning and Community Development

Freda Eisenberg  
Commissioner

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

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

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

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

## Core Services

Functions of the Department of Planning and Community Development include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Chief Planner	1	1	1	1
Comm of Planning & Environ Mgmt	1	1	1	1
Confidential Secr to Planning	1	1	1	1
County Historian	1	1	1	1
Deputy Comm Planning & Envir Mgmt	1	1	1	1
Housing & Comm Dev Specialist	1	1	1	1
Planner	2	2	2	2
Student Intern	1	1	0	0
<b>Totals</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>8</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Home and Community Service				
General Environment				
Planning				
Plng - Main Unit				
Personal Services	\$351,969	\$321,348	\$377,310	\$520,671
Contracts	\$171,668	\$147,119	\$430,000	\$285,000
Auto/Travel	\$1,241	\$280	\$3,512	\$1,500
Office Supplies	\$2,511	\$3,857	\$3,583	\$6,400
Computer Supplies	\$0	\$410	\$1,008	\$650
Utilities	\$440	\$480	\$541	\$500
Special Department Supply	\$181	\$0	\$30	
Misc Serv/Exp	\$0	\$4,400	\$0	\$100,000
Departmental Exp	\$53,622	\$47,615	\$291,270	\$230,750
Employee Benefits	\$246,292	\$222,111	\$290,741	\$295,395
<b>Total Plng - Main Unit:</b>	<b>\$827,924</b>	<b>\$747,619</b>	<b>\$1,397,995</b>	<b>\$1,440,866</b>
<b>Total Planning:</b>	<b>\$827,924</b>	<b>\$747,619</b>	<b>\$1,397,995</b>	<b>\$1,440,866</b>
<b>Total General Environment:</b>	<b>\$827,924</b>	<b>\$747,619</b>	<b>\$1,397,995</b>	<b>\$1,440,866</b>
<b>Total Home and Community Service:</b>	<b>\$827,924</b>	<b>\$747,619</b>	<b>\$1,397,995</b>	<b>\$1,440,866</b>
<b>Total Expenditures:</b>	<b>\$827,924</b>	<b>\$747,619</b>	<b>\$1,397,995</b>	<b>\$1,440,866</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Home and Community Services Income	\$16,372	\$0	\$250,000	
<b>Total Income:</b>	<b>\$16,372</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>
State Aid				
Home and Community Services	\$77,549	-\$9,087	\$0	
<b>Total State Aid:</b>	<b>\$77,549</b>	<b>-\$9,087</b>	<b>\$0</b>	
Federal Aid				
General Government		\$0	\$0	\$130,000
Home and Community Services	\$14,337	\$66,248	\$1,620	
<b>Total Federal Aid:</b>	<b>\$14,337</b>	<b>\$66,248</b>	<b>\$1,620</b>	<b>\$130,000</b>
<b>Total Revenue Source:</b>	<b>\$108,258</b>	<b>\$57,161</b>	<b>\$251,620</b>	<b>\$130,000</b>

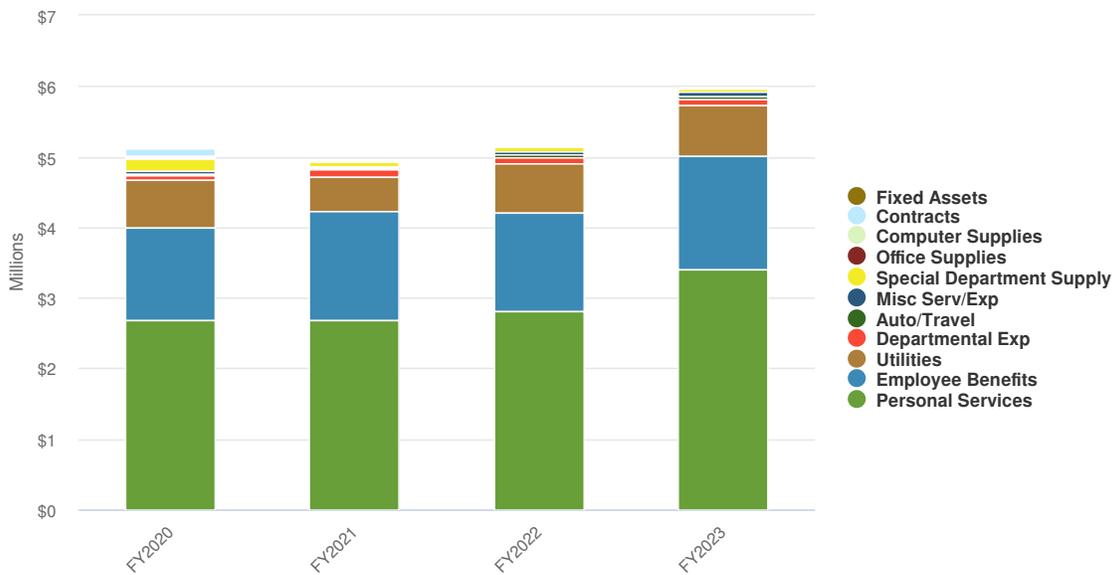
# Division of Public Safety

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

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

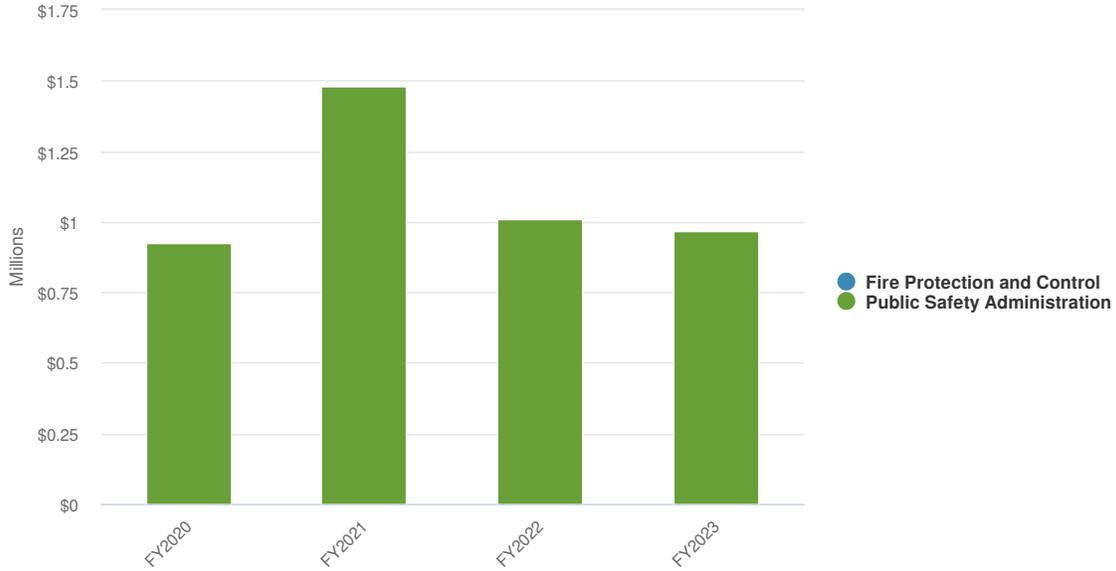
## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



# Revenue by Department

## Budgeted and Historical 2023 Revenue by Department



## 2023 Performance Indicators and Initiatives

### Safe Community (Division of Public Safety)

#### Strategies and Key Performance Indicators

##### Strategies and Key Performance Indicators

##### Strategy: Improve collaboration & training among EMS Agencies

KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
County-hosted training for EMS providers	Total County-hosted trainings 2023	4
EMS participant satisfaction	Attendee satisfaction of these County-hosted trainings	75%

##### Strategy: Ensure preparedness for emergency situations

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

## Key Initiatives for 2023

### Strategy: Increase assistance with recruitment of Fire & EMS volunteers

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

#### Annual Actions:

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

### Strategy: Update emergency management plan and conduct trainings

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

#### Annual Actions:

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

### Strategy: Review and recommend enhancements to building security

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

#### Annual Actions:

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

### Strategy: Improve emergency communications coverage

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

#### Annual Actions:

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

# Fire Protection

**John Hauschild**  
Fire Coordinator

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

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

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Deputy Fire Coordinator	5	5	5	5
Deputy Fire Coordinator PT	1	1	1	1
Fire Coordinator	0.3045	0.3045	0.3045	0.3045
Fire Investigator	8	8	8	8
Typist	1	1	1	1
<b>Totals</b>	<b>15.3045</b>	<b>15.3045</b>	<b>15.3045</b>	<b>15.3045</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Public Safety				
Fire Protection and Control				
Fire Protection				
Personal Services	\$60,945	\$58,880	\$57,259	\$98,289
Auto/Travel	\$6,261	\$5,888	\$8,800	\$10,400
Office Supplies	\$936	\$991	\$4,595	\$4,150
Utilities	\$4,009	\$4,217	\$4,500	\$4,500
Special Department Supply	\$2,168	\$50	\$5,005	\$5,000
Misc Serv/Exp	\$0	\$420	\$7,000	\$7,000
Departmental Exp	\$177	\$347	\$3,150	\$8,300
Employee Benefits	\$11,701	\$12,285	\$15,410	\$24,083
<b>Total Fire Protection:</b>	<b>\$86,198</b>	<b>\$83,078</b>	<b>\$105,719</b>	<b>\$161,722</b>
<b>Total Fire Protection and Control:</b>	<b>\$86,198</b>	<b>\$83,078</b>	<b>\$105,719</b>	<b>\$161,722</b>
<b>Total Public Safety:</b>	<b>\$86,198</b>	<b>\$83,078</b>	<b>\$105,719</b>	<b>\$161,722</b>
<b>Total Expenditures:</b>	<b>\$86,198</b>	<b>\$83,078</b>	<b>\$105,719</b>	<b>\$161,722</b>

## Revenues by Source

Name	FY2020 Actuals

Name	FY2020 Actuals
Revenue Source	
State Aid	
Public Safety	\$4,356
<b>Total State Aid:</b>	<b>\$4,356</b>
<b>Total Revenue Source:</b>	<b>\$4,356</b>

# Probation

**Pennie Huber**  
 Probation Director

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

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

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

## Core Services

Functions of the Sullivan County Probation Department include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
<b>Probation - Main Unit</b>				
Account Clerk/Database	1	1	1	1
Clerk	1	1	1	1
Deputy Probation Director	1	1	1	1
Full Charge Bookkeeper	1	1	1	1
Probation Dir B	1	1	1	1
Probation Officer	9	9	9	9
Probation Officer Trainee	5	5	5	5
Probation Supervisor	2	2	2	2
Senior Probation Officer	4	4	4	4
Typist	1	1	1	1
<b>Probation - Main Unit Total</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>
<b>Probation - Alternatives to Incarceration</b>				
Probation Officer	1	1	1	1
<b>Probation - ATI Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Probation - Pre Trial</b>				
Probation Officer	1	1	1	1
Senior Probation Officer	1	1	1	1
<b>Probation - Pre Trial Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Grand Totals</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Public Safety				
Law Enforcement				
Probation				
Prob - Main Unit				
Personal Services	\$1,351,747	\$1,358,601	\$1,429,957	\$1,668,280
Contracts	\$0	\$0	\$500	\$500
Auto/Travel	\$7,032	\$4,805	\$15,500	\$23,000
Office Supplies	\$12,379	\$6,019	\$10,560	\$10,500
Computer Supplies	\$0	\$0	\$1,000	\$1,000
Utilities	\$2,258	\$1,725	\$3,000	\$3,000
Special Department Supply	\$20,656	\$10,469	\$35,825	\$34,500
Misc Serv/Exp	\$16,503	\$7,460	\$11,500	\$12,600
Departmental Exp	\$24,097	\$23,603	\$46,225	\$33,792
Employee Benefits	\$682,824	\$833,777	\$715,139	\$824,362
<b>Total Prob - Main Unit:</b>	<b>\$2,117,497</b>	<b>\$2,246,459</b>	<b>\$2,269,206</b>	<b>\$2,611,534</b>
Prob- Alternatives To Incarcer				
Personal Services	\$68,332	\$69,331	\$62,758	\$70,534
Auto/Travel	\$0	\$130	\$2,100	\$2,100
Office Supplies	\$0	\$286	\$250	\$250
Misc Serv/Exp	\$1,020	\$580	\$700	\$700
Departmental Exp	\$726	\$741	\$850	\$1,000
Employee Benefits	\$26,733	\$28,622	\$25,868	\$27,893
<b>Total Prob- Alternatives To Incarcer:</b>	<b>\$96,812</b>	<b>\$99,691</b>	<b>\$92,526</b>	<b>\$102,477</b>
Prob - Pre Trial Release				
Personal Services	\$129,553	\$134,817	\$134,317	\$150,934
Auto/Travel	\$0	\$130	\$1,900	\$3,600
Utilities	\$0	\$0	\$2,000	\$3,000
Misc Serv/Exp	\$2,120	\$1,000	\$1,250	\$1,400
Departmental Exp	\$70	\$0	\$100	\$200
Employee Benefits	\$45,921	\$51,077	\$35,648	\$38,825
<b>Total Prob - Pre Trial Release:</b>	<b>\$177,663</b>	<b>\$187,024</b>	<b>\$175,215</b>	<b>\$197,959</b>
<b>Total Probation:</b>	<b>\$2,391,972</b>	<b>\$2,533,173</b>	<b>\$2,536,947</b>	<b>\$2,911,970</b>
<b>Total Law Enforcement:</b>	<b>\$2,391,972</b>	<b>\$2,533,173</b>	<b>\$2,536,947</b>	<b>\$2,911,970</b>
<b>Total Public Safety:</b>	<b>\$2,391,972</b>	<b>\$2,533,173</b>	<b>\$2,536,947</b>	<b>\$2,911,970</b>
<b>Total Expenditures:</b>	<b>\$2,391,972</b>	<b>\$2,533,173</b>	<b>\$2,536,947</b>	<b>\$2,911,970</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
General Government Income	\$21,817			
Public Safety Income	\$92,227	\$131,895	\$99,600	\$99,600
<b>Total Income:</b>	<b>\$114,044</b>	<b>\$131,895</b>	<b>\$99,600</b>	<b>\$99,600</b>
State Aid				
Public Safety	\$228,134	\$219,291	\$228,831	\$228,831
Social Services	\$15,507	\$26,142	\$17,000	\$16,000
<b>Total State Aid:</b>	<b>\$243,640</b>	<b>\$245,433</b>	<b>\$245,831</b>	<b>\$244,831</b>
Federal Aid				
Public Safety	\$3,396	\$3,192	\$5,000	\$11,129
<b>Total Federal Aid:</b>	<b>\$3,396</b>	<b>\$3,192</b>	<b>\$5,000</b>	<b>\$11,129</b>
<b>Total Revenue Source:</b>	<b>\$361,080</b>	<b>\$380,520</b>	<b>\$350,431</b>	<b>\$355,560</b>

**INITIATIVES, GOALS AND WORKLOAD MEASURES**

**2023 Initiatives:**

- Full implementation of the NYS Peace Officer Training Guidelines
- Full implementation of supervision of CD cases with Ignition Interlock

Goal: Collect the maximum amount of Court ordered restitution in order to make victims whole. Amounts collected are dependent on the amounts ordered and payment terms. Collect supervision fees in accordance with Local Law, as well as restitution surcharges.

Measures:	Restitution Surcharge	Fees Collected
2019 Actual:	\$3,466.83	\$60,148.41
2020 Actual:	\$5,158.68	\$54,209.99
2021 Actual:	\$7,301.02	\$67,397.01
2022 Budget:	\$3,500.00	\$53,000.00
2023 Plan:	\$3,500.00	\$53,000.00

Goal: Investigations – Provide a complete and comprehensive report to the presiding Courts in a timely fashion.

Measures:	Criminal PSI's Completed	Family Court PDI's Completed
2019 Actual:	282	20
2020 Actual:	66	4
2021 Actual:	194	17
2022 Budget:	130	8
2023 Plan:	130	8

Goal: Supervision – Supervise offenders sentenced to Release Under Supervision (PTR), Conditional Discharge and Probation

Measures:	Probation	CD with IID	JD/PINS	RUS (PTR)
2019 Actual:	512	0	12	77
2020 Actual:	470	0	13	96
2021 Actual:	388	0	7	104
2022 Budget:	365	120	10	80
2023 Plan:	365	120	10	80

# Public Defense

**Lynda Levine**  
Admin of Assigned Counsel

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

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

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Admin of Assigned Counsel	1	1	1	1
<b>Totals</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Judicial				
Public Defense				
Personal Services	\$88,945	\$98,701	\$101,300	\$105,409
Contracts	\$2,209,299	\$2,238,732	\$2,445,478	\$2,505,002
Auto/Travel	\$0	\$125	\$2,000	\$2,000
Office Supplies	\$304	\$334	\$900	\$900
Computer Supplies	\$125	\$0	\$0	\$7,000
Departmental Exp	\$338,294	\$436,671	\$482,305	\$476,000
Employee Benefits	\$36,299	\$41,105	\$38,346	\$40,360
<b>Total Public Defense:</b>	<b>\$2,673,266</b>	<b>\$2,815,669</b>	<b>\$3,070,329</b>	<b>\$3,136,671</b>
<b>Total Judicial:</b>	<b>\$2,673,266</b>	<b>\$2,815,669</b>	<b>\$3,070,329</b>	<b>\$3,136,671</b>
<b>Total General Government:</b>	<b>\$2,673,266</b>	<b>\$2,815,669</b>	<b>\$3,070,329</b>	<b>\$3,136,671</b>
<b>Total Expenditures:</b>	<b>\$2,673,266</b>	<b>\$2,815,669</b>	<b>\$3,070,329</b>	<b>\$3,136,671</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
State Aid				
General Government	\$1,228,170	\$1,160,603	\$1,646,766	\$1,712,142
<b>Total State Aid:</b>	<b>\$1,228,170</b>	<b>\$1,160,603</b>	<b>\$1,646,766</b>	<b>\$1,712,142</b>
<b>Total Revenue Source:</b>	<b>\$1,228,170</b>	<b>\$1,160,603</b>	<b>\$1,646,766</b>	<b>\$1,712,142</b>

## Strategies, Performance Indicators and Initiatives

Strategies and Key Performance Indicators		
<b>Strategy:</b> Provide for Counsel at First Appearance in all criminal matters in Sullivan County		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
<b>Continue to Develop Arraignment Panel of Attorneys</b>	Currently there are 6 attorneys on the Panel. I will attempt to recruit additional attorneys.	10 attorneys
<b>Analyze arraignment data by type of top charge and arraignment outcome</b>	Analyze arraignment outcomes by type of crime: Violent Felony; other felony; misdemeanor and violations; etc.	Compliance with Bail Reform
<b>Strategy:</b> Provide Quality Legal Representation to Indigent Defendants in Criminal Cases and Indigent Parents in Family Court Proceedings		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
<b>Seek grant funding to improve the quality of mandated indigent legal representation</b>	This Office works together with the institutional providers; i.e. Sullivan Legal Aid Panel and Sullivan County Conflict Legal Aid and private attorneys on the 18B panel to provide them with funding to improve legal services and entice experienced private attorneys to accept 18B assignments	Apply for all opportunities for funding from the State of New York
<b>Key Initiatives for 2023</b>		
<b>Strategy:</b> Implement Case Management Software Program to Improve Data Collection and Reporting		
KEY PERFORMANCE INDICATOR(S)	CALCULATION METHODOLOGY	TARGET
<b>Working Case Management Software - data converted; training on software</b>	Should be implemented prior to annual reporting on or before April 1, 2023	Implementation prior to the end of 2022; software fully operational by March 1, 2023

# Public Safety Administration

Thomas Farney  
Commissioner

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

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

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

## Core Services

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Deputy EMS Coordinator	3	2	2	2
EMS Coordinator	1	1	1	1
<b>Totals</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Public Safety				
Public Safety Administration				
Public Safety Administration				
Non-SubDivision				
Personal Services	\$138,094	\$129,927	\$134,872	\$238,419
Fixed Assets	\$31,193	\$0	\$132,898	
Auto/Travel	\$10,335	\$15,968	\$15,525	\$15,625
Office Supplies	\$16,342	\$3,311	\$4,992	\$4,120
Computer Supplies	\$13,639	\$0	\$24,472	\$500

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Utilities	\$819	\$763	\$26,466	\$1,000
Special Department Supply	\$134,798	\$46,831	\$15,293	\$5,000
Misc Serv/Exp	\$2,525	\$0	\$1,000	\$1,000
Departmental Exp	\$12,824	\$5,622	\$20,433	\$12,650
Employee Benefits	\$33,888	\$48,247	\$35,048	\$98,683
<b>Total Non-SubDivision:</b>	<b>\$394,458</b>	<b>\$250,668</b>	<b>\$410,999</b>	<b>\$376,997</b>
<b>Total Public Safety Administration:</b>	<b>\$394,458</b>	<b>\$250,668</b>	<b>\$410,999</b>	<b>\$376,997</b>
<b>Total Public Safety Administration:</b>	<b>\$394,458</b>	<b>\$250,668</b>	<b>\$410,999</b>	<b>\$376,997</b>
<b>Total Public Safety:</b>	<b>\$394,458</b>	<b>\$250,668</b>	<b>\$410,999</b>	<b>\$376,997</b>
<b>Total Expenditures:</b>	<b>\$394,458</b>	<b>\$250,668</b>	<b>\$410,999</b>	<b>\$376,997</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
General Government Income	\$4,950	\$1,785	\$0	
<b>Total Income:</b>	<b>\$4,950</b>	<b>\$1,785</b>	<b>\$0</b>	
Federal Aid				
Public Safety	\$194,773	\$92,143	\$200,684	\$34,241
<b>Total Federal Aid:</b>	<b>\$194,773</b>	<b>\$92,143</b>	<b>\$200,684</b>	<b>\$34,241</b>
<b>Total Revenue Source:</b>	<b>\$199,723</b>	<b>\$93,928</b>	<b>\$200,684</b>	<b>\$34,241</b>

# Public Safety Communications E911

Alex Rau  
E911 Coordinator

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

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

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

## Core Services

Functions of Sullivan County E-911 Communications include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Administrative Assistant	1	1	1	1
Chief Emergency Services Dispatcher	0	0	1	1
E-911 Coordinator	1	1	1	1
Emergency Services Dispatcher	13	14	13	13
Emergency Services Dispatcher PD	1	1	1	1
Senior Emergency Services Dispatcher	4	4	4	4
<b>Totals</b>	<b>20</b>	<b>21</b>	<b>21</b>	<b>21</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Public Safety				
Public Safety Administration				
Public Safety Communication E911				
Personal Services	\$919,417	\$918,529	\$989,164	\$1,170,691
Contracts	\$95,905	\$21,306	\$0	
Auto/Travel	\$0	\$423	\$1,550	\$1,650
Office Supplies	\$2,466	\$2,659	\$10,311	\$3,318
Utilities	\$682,415	\$486,251	\$1,113,611	\$690,034
Special Department Supply	\$2,138	\$798	\$5,400	\$5,600
Misc Serv/Exp	\$17,286	\$16,206	\$20,590	\$21,525
Departmental Exp	\$25,373	\$13,261	\$27,107	\$28,470

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Employee Benefits	\$508,251	\$568,384	\$560,092	\$589,110
<b>Total Public Safety Communication E911:</b>	<b>\$2,253,251</b>	<b>\$2,027,817</b>	<b>\$2,727,825</b>	<b>\$2,510,398</b>
<b>Total Public Safety Administration:</b>	<b>\$2,253,251</b>	<b>\$2,027,817</b>	<b>\$2,727,825</b>	<b>\$2,510,398</b>
<b>Total Public Safety:</b>	<b>\$2,253,251</b>	<b>\$2,027,817</b>	<b>\$2,727,825</b>	<b>\$2,510,398</b>
<b>Total Expenditures:</b>	<b>\$2,253,251</b>	<b>\$2,027,817</b>	<b>\$2,727,825</b>	<b>\$2,510,398</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Non Property Taxes	\$352,702	\$370,706	\$305,000	\$355,000
Public Safety Income	\$2			
Use of Money and Property	\$49,120	\$49,082	\$49,940	\$75,466
<b>Total Income:</b>	<b>\$401,824</b>	<b>\$419,789</b>	<b>\$354,940</b>	<b>\$430,466</b>
State Aid				
Public Safety	\$322,357	\$965,852	\$655,250	\$505,000
<b>Total State Aid:</b>	<b>\$322,357</b>	<b>\$965,852</b>	<b>\$655,250</b>	<b>\$505,000</b>
<b>Total Revenue Source:</b>	<b>\$724,181</b>	<b>\$1,385,641</b>	<b>\$1,010,190</b>	<b>\$935,466</b>

# Public Safety Administration - EMS

Alex Rau  
EMS Coordinator

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

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

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

## Core Services

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Deputy EMS Coordinator	3	2	2	2
EMS Coordinator	1	1	1	1
<b>Totals</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Public Safety				
Public Safety Administration				
Public Safety Administration				
Emergency Medical Svc				
Personal Services	\$13,000	\$13,000	\$13,000	\$17,000
Auto/Travel	\$373	\$0	\$1,150	\$1,150
Special Department Supply	\$217	\$0	\$500	\$500
Misc Serv/Exp	\$0	\$203	\$6,500	\$6,500
Departmental Exp	\$0	\$49,950	\$0	
Employee Benefits	\$538	\$488	\$3,410	\$4,019
<b>Total Emergency Medical Svc:</b>	<b>\$14,128</b>	<b>\$63,641</b>	<b>\$24,560</b>	<b>\$29,169</b>
<b>Total Public Safety Administration:</b>	<b>\$14,128</b>	<b>\$63,641</b>	<b>\$24,560</b>	<b>\$29,169</b>
<b>Total Public Safety Administration:</b>	<b>\$14,128</b>	<b>\$63,641</b>	<b>\$24,560</b>	<b>\$29,169</b>
<b>Total Public Safety:</b>	<b>\$14,128</b>	<b>\$63,641</b>	<b>\$24,560</b>	<b>\$29,169</b>

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
<b>Total Expenditures:</b>	<b>\$14,128</b>	<b>\$63,641</b>	<b>\$24,560</b>	<b>\$29,169</b>

## Safety Inspection/ Electrical Licensing

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

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

### Core Services

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

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

### Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Public Safety				
Other Public Safety				
Safety Inspection - Elec Licen				
Personal Services	\$4,039	\$5,000	\$5,000	\$5,000
Contracts	\$0	\$0	\$4,300	\$5,000
Office Supplies	\$1,075	\$1,121	\$2,450	\$1,750
Employee Benefits	\$97	\$129	\$0	
<b>Total Safety Inspection - Elec Licen:</b>	<b>\$5,211</b>	<b>\$6,250</b>	<b>\$11,750</b>	<b>\$11,750</b>
<b>Total Other Public Safety:</b>	<b>\$5,211</b>	<b>\$6,250</b>	<b>\$11,750</b>	<b>\$11,750</b>
<b>Total Public Safety:</b>	<b>\$5,211</b>	<b>\$6,250</b>	<b>\$11,750</b>	<b>\$11,750</b>
<b>Total Expenditures:</b>	<b>\$5,211</b>	<b>\$6,250</b>	<b>\$11,750</b>	<b>\$11,750</b>

### Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Licenses and Permits	\$67,670	\$53,200	\$50,000	\$50,000
<b>Total Income:</b>	<b>\$67,670</b>	<b>\$53,200</b>	<b>\$50,000</b>	<b>\$50,000</b>
<b>Total Revenue Source:</b>	<b>\$67,670</b>	<b>\$53,200</b>	<b>\$50,000</b>	<b>\$50,000</b>

# Division of Public Works

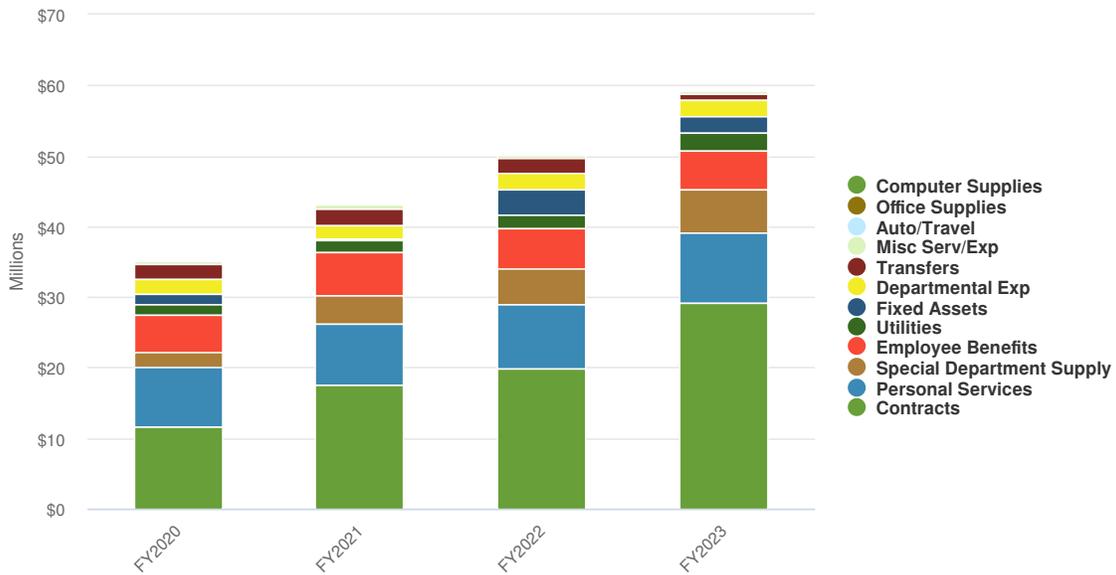
**Ed McAndrew**

Commissioner

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

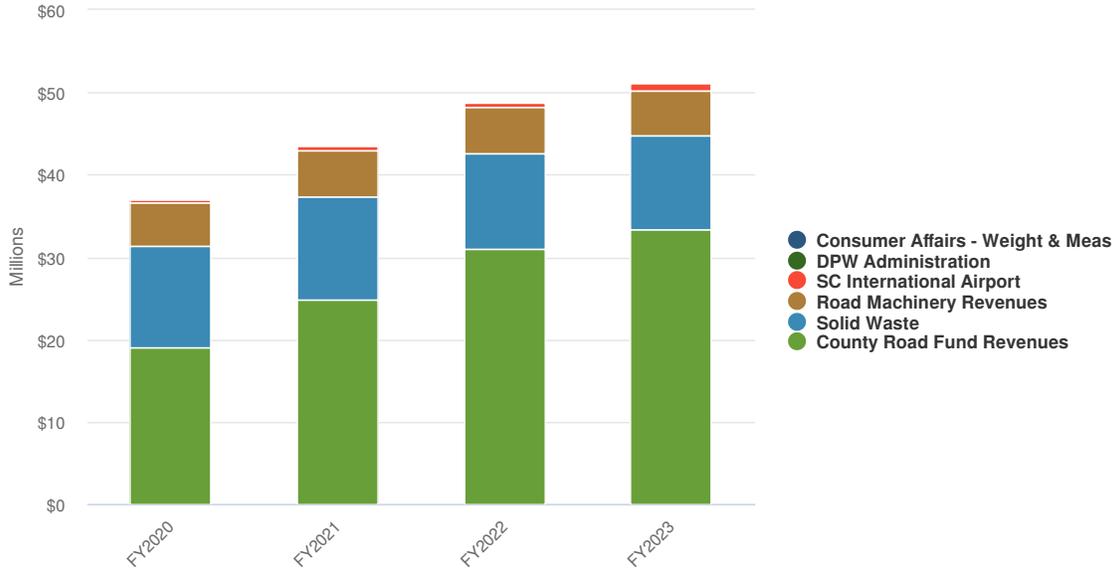
## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



# Revenue by Department

## Budgeted and Historical 2023 Revenue by Department



# County Road Fund

**Ed McAndrew**  
Commissioner

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

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

## *Sign Shop/Traffic Control:*

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

## *Engineering:*

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

## *Road and Bridge Maintenance:*

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

## *Snow and Ice Removal:*

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
<b>DPW - Engineering</b>				
Bridge Engineer	2	2	2	2
Civil Engineer	1	1	1	1
Engineering Aide	0	2	2	2
Engineering Tech	2	1	1	1
Junior Civil Engineer	1	1	1	1
<b>DPW - Engineering Total</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>DPW - Road Maintenance</b>				
Bridge Carpenter	2	2	2	2
Bridge Maintainer I	1	1	1	1
Bridge Maintainer II	1	2	2	2
Construction Equipment Op I	12	12	12	12
Construction Equipment Op II	2	3	3	3
Construction Equipment Op III	1	1	1	1
General Construction Supervisor	2	2	2	2
Hydra Exca Equipment Operator	3	3	3	3
Laborer I	6	6	6	6
Laborer II	5	5	5	5
Motor Equipment Operator	9	9	9	9
Road Maintenance Superintendent	1	1	1	1
Road Maintenance Supervisor	5	5	5	5
Welder II	1	1	1	1
<b>DPW - Road Maintenance Total</b>	<b>51</b>	<b>53</b>	<b>53</b>	<b>53</b>
<b>DPW Traffic Control</b>				
Assistant Sign Installer	1	1	1	1
Laborer I Seasonal	2	2	2	2
Sign Fabricator	2	2	2	2
Sign Installer	1	1	1	1
Sign Shop Supervisor	1	1	1	1
<b>DPW Traffic Control Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>Grand Totals</b>	<b>64</b>	<b>67</b>	<b>67</b>	<b>67</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Public Safety				
Traffic control				
Traffic Control				
Personal Services	\$305,553	\$274,046	\$324,368	\$347,657
Fixed Assets		\$0	\$55,090	
Auto/Travel	\$0	\$0	\$200	\$200
Office Supplies	\$29	\$216	\$1,100	\$870
Computer Supplies	\$693	\$193	\$15,140	\$600
Utilities	\$12,046	\$12,801	\$13,000	\$14,000
Special Department Supply	\$40,209	\$257,557	\$287,069	\$290,300
Misc Serv/Exp	\$1,400	\$1,816	\$2,720	\$2,380
Departmental Exp	\$639	\$2,472	\$2,500	\$2,500
Employee Benefits	\$195,815	\$216,717	\$209,261	\$220,567
<b>Total Traffic Control:</b>	<b>\$556,384</b>	<b>\$765,818</b>	<b>\$910,448</b>	<b>\$879,074</b>
<b>Total Traffic control:</b>	<b>\$556,384</b>	<b>\$765,818</b>	<b>\$910,448</b>	<b>\$879,074</b>
<b>Total Public Safety:</b>	<b>\$556,384</b>	<b>\$765,818</b>	<b>\$910,448</b>	<b>\$879,074</b>
Transportation				
Highway				

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Engineering				
Personal Services	\$486,402	\$510,740	\$503,043	\$585,747
Contracts	\$187,638	\$154,447	\$386,979	\$1,015,209
Auto/Travel	\$11,119	\$14,211	\$13,970	\$13,470
Office Supplies	\$996	\$1,756	\$4,050	\$4,050
Computer Supplies	\$165	\$458	\$700	\$700
Special Department Supply	\$98	\$200	\$1,700	\$1,700
Misc Serv/Exp	\$2,016	\$1,672	\$2,240	\$1,580
Departmental Exp	\$11	\$904	\$1,400	\$1,700
Employee Benefits	\$282,505	\$333,935	\$265,571	\$330,571
<b>Total Engineering:</b>	<b>\$970,952</b>	<b>\$1,018,321</b>	<b>\$1,179,653</b>	<b>\$1,954,727</b>
Maintenance Of Roads And Bridges				
DPW - Road Maintenance				
Personal Services	\$2,650,465	\$2,670,310	\$2,875,357	\$3,225,714
Contracts	\$46,401	\$2,488,910	\$5,041,562	\$6,040,000
Auto/Travel	\$0	\$0	\$175	\$175
Office Supplies	\$113	\$1,008	\$250	\$250
Utilities	\$12,866	\$11,405	\$10,843	\$12,000
Special Department Supply	\$137,935	\$688,993	\$2,348,301	\$2,071,600
Misc Serv/Exp	\$35,739	\$18,042	\$41,100	\$38,900
Departmental Exp	\$68,416	\$117,418	\$128,637	\$128,500
Employee Benefits	\$1,817,091	\$2,017,515	\$1,842,294	\$1,920,458
<b>Total DPW - Road Maintenance:</b>	<b>\$4,769,025</b>	<b>\$8,013,600</b>	<b>\$12,288,519</b>	<b>\$13,437,597</b>
DPW - Bridge Maintenance				
Contracts	\$336,279	\$173,720	\$710,400	\$8,381,472
Office Supplies	\$41	\$42	\$100	\$100
Utilities	\$864	\$760	\$1,000	\$1,000
Special Department Supply	\$18,260	\$347,714	\$221,337	\$38,350
Departmental Exp	\$1,217	\$9,238	\$10,931	\$11,150
<b>Total DPW - Bridge Maintenance:</b>	<b>\$356,661</b>	<b>\$531,474</b>	<b>\$943,768</b>	<b>\$8,432,072</b>
DPW - Chips Improvements				
Contracts	\$3,051,571	\$4,989,796	\$4,225,757	\$3,080,000
Special Department Supply	\$0	\$0	\$0	\$100,000
Departmental Exp	\$14,547	\$22,727	\$15,000	\$20,000
<b>Total DPW - Chips Improvements:</b>	<b>\$3,066,119</b>	<b>\$5,012,523</b>	<b>\$4,240,757</b>	<b>\$3,200,000</b>
<b>Total Maintenance Of Roads And Bridges:</b>	<b>\$8,191,804</b>	<b>\$13,557,597</b>	<b>\$17,473,044</b>	<b>\$25,069,669</b>
<b>Total Highway:</b>	<b>\$9,162,756</b>	<b>\$14,575,918</b>	<b>\$18,652,697</b>	<b>\$27,024,396</b>
<b>Total Transportation:</b>	<b>\$9,162,756</b>	<b>\$14,575,918</b>	<b>\$18,652,697</b>	<b>\$27,024,396</b>
<b>Total Expenditures:</b>	<b>\$9,719,140</b>	<b>\$15,341,737</b>	<b>\$19,563,145</b>	<b>\$27,903,470</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Intergovernmental Charges	\$96,296	\$142,464	\$155,000	\$373,309
Use of Money and Property	\$192	\$49	\$0	
Licenses and Permits	\$4,511	\$3,710	\$5,000	\$4,000
Sale of Property and Compensation for Loss	\$732	\$0	\$50	\$50
Misc	\$385	\$85,536	\$1,000	\$500
<b>Total Income:</b>	<b>\$102,116</b>	<b>\$231,759</b>	<b>\$161,050</b>	<b>\$377,859</b>
State Aid				
Transportation	\$3,471,568	\$5,576,832	\$4,740,757	\$4,684,283
<b>Total State Aid:</b>	<b>\$3,471,568</b>	<b>\$5,576,832</b>	<b>\$4,740,757</b>	<b>\$4,684,283</b>
Federal Aid				
Transportation	\$150,740	\$160,694	\$2,248,500	\$6,719,558
<b>Total Federal Aid:</b>	<b>\$150,740</b>	<b>\$160,694</b>	<b>\$2,248,500</b>	<b>\$6,719,558</b>
Interfund Transfers				
Interfund Transfers	\$15,248,376	\$18,830,443	\$25,476,610	\$21,501,504
<b>Total Interfund Transfers:</b>	<b>\$15,248,376</b>	<b>\$18,830,443</b>	<b>\$25,476,610</b>	<b>\$21,501,504</b>
<b>Total Revenue Source:</b>	<b>\$18,972,801</b>	<b>\$24,799,728</b>	<b>\$32,626,917</b>	<b>\$33,283,204</b>

# DPW Buildings

Ed McAndrew  
Commissioner

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

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

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
<b>Misc Locations</b>				
Building Engineer	1	1	1	1
Building Maintenance Mechanic	7	7	7	7
Building Maintenance Supervisor	2	2	2	2
Carpenter	1	1	1	1
Custodial Supervisor	1	1	1	1
Custodial Worker	4	4	4	4
Electrician	1	1	1	1
Facil Bridge Superintendent	1	1	1	1
Junior Buildings Engineer	1	1	1	1
Laborer I	5	5	5	5
Maintenance Assistant	3	3	3	3
Perm & Envir Compliance Coord	1	1	1	1
<b>Misc Locations Total</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>28</b>
<b>Adult Care Center</b>				
Asst Housekeeping Supervisor	1	1	1	1
Custodial Worker	11	11	11	11
Maintenance Assistant	1	1	1	1
<b>Adult Care Center Total</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b>Grand Totals</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>41</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Shared Services				
Buildings				
DPW - Storm Stations				
Fixed Assets	\$0	\$10,912	\$36,043	
Contracts	\$0	\$8,250	\$0	\$12,870
Office Supplies	\$0	\$0	\$50	\$50
Utilities	\$15,047	\$13,452	\$22,240	\$23,100
Special Department Supply	\$960	\$1,097	\$2,660	\$1,600
Departmental Exp	\$1,184	\$4,289	\$4,380	\$5,150
<b>Total DPW - Storm Stations:</b>	<b>\$17,191</b>	<b>\$38,001</b>	<b>\$65,373</b>	<b>\$42,770</b>

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
DPW- Radio Towers				
Utilities	\$26,128	\$32,054	\$30,200	\$35,500
Special Department Supply	\$360	\$2,440	\$1,100	\$1,100
Departmental Exp	\$16,854	\$17,424	\$18,550	\$18,910
<b>Total DPW- Radio Towers:</b>	<b>\$43,342</b>	<b>\$51,919</b>	<b>\$49,850</b>	<b>\$55,510</b>
DPW - Govt Center				
Personal Services	\$178,621	\$129,293	\$0	
Fixed Assets	\$0	\$0	\$100,000	\$200,000
Contracts	\$517,352	\$450,111	\$4,535,826	\$188,298
Office Supplies	\$42	\$23	\$50	\$300
Utilities	\$173,475	\$219,711	\$245,500	\$313,500
Special Department Supply	\$27,972	\$20,929	\$30,880	\$27,800
Misc Serv/Exp	\$664	\$704	\$120	
Departmental Exp	\$43,828	\$52,596	\$128,201	\$61,660
Employee Benefits	\$101,673	\$80,476	\$0	
<b>Total DPW - Govt Center:</b>	<b>\$1,043,627</b>	<b>\$953,843</b>	<b>\$5,040,577</b>	<b>\$791,558</b>
DPW - Liberty Campus				
Personal Services	\$242,137	\$271,732	\$0	
Fixed Assets	\$0	\$0	\$1,000,000	\$400,000
Contracts	\$11,650	\$34,620	\$1,727,772	\$66,737
Auto/Travel	\$0	\$0	\$60	\$60
Office Supplies	\$85	\$62	\$350	\$350
Utilities	\$133,907	\$144,908	\$168,800	\$191,000
Special Department Supply	\$50,421	\$38,901	\$55,656	\$61,400
Misc Serv/Exp	\$1,352	\$1,624	\$470	\$200
Departmental Exp	\$18,999	\$51,152	\$45,146	\$51,560
Employee Benefits	\$180,537	\$183,589	\$0	
<b>Total DPW - Liberty Campus:</b>	<b>\$639,088</b>	<b>\$726,588</b>	<b>\$2,998,254</b>	<b>\$771,307</b>
DPW - Misc Locations				
Personal Services	\$680,037	\$795,413	\$1,518,866	\$1,636,325
Fixed Assets	\$8,349	\$17,007	\$364,337	\$100,000
Contracts	\$0	\$0	\$350,000	\$28,958
Auto/Travel	\$2,620	\$2,353	\$4,010	\$5,150
Office Supplies	\$2,077	\$800	\$1,840	\$2,000
Computer Supplies	\$37	\$981	\$100	\$100
Utilities	\$65,371	\$76,159	\$78,900	\$85,000
Special Department Supply	\$19,705	\$31,927	\$26,312	\$33,300
Misc Serv/Exp	\$40,609	\$59,326	\$48,856	\$46,700
Departmental Exp	\$73,509	\$77,740	\$89,625	\$125,200
Employee Benefits	\$404,520	\$585,012	\$988,671	\$913,187

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
<b>Total DPW - Misc Locations:</b>	<b>\$1,296,833</b>	<b>\$1,646,718</b>	<b>\$3,471,517</b>	<b>\$2,975,920</b>
DPW - Adult Care Center				
Personal Services	\$595,575	\$577,817	\$627,814	\$669,273
Contracts	\$11,407	\$36,354	\$1,052,149	\$8,196
Office Supplies	\$19	\$0	\$100	\$100
Utilities	\$206,975	\$199,007	\$257,500	\$238,500
Special Department Supply	\$30,748	\$33,306	\$26,100	\$27,700
Misc Serv/Exp	\$99,810	\$99,067	\$77,905	\$83,940
Departmental Exp	\$72,465	\$53,663	\$87,466	\$78,550
Employee Benefits	\$443,831	\$464,823	\$467,058	\$394,458
<b>Total DPW - Adult Care Center:</b>	<b>\$1,460,831</b>	<b>\$1,464,035</b>	<b>\$2,596,092</b>	<b>\$1,500,717</b>
DPW - Court House				
Personal Services	\$79,201	\$73,258	\$0	
Contracts	\$4,935	\$7,850	\$498,979	\$14,817
Office Supplies	\$3	\$3	\$10	\$10
Utilities	\$48,765	\$70,222	\$70,000	\$95,000
Special Department Supply	\$13,835	\$3,612	\$9,275	\$8,675
Misc Serv/Exp	\$664	\$640	\$45	
Departmental Exp	\$35,545	\$26,594	\$39,295	\$35,900
Employee Benefits	\$53,085	\$45,356	\$0	
<b>Total DPW - Court House:</b>	<b>\$236,034</b>	<b>\$227,535</b>	<b>\$617,604</b>	<b>\$154,402</b>
DPW - Community Services				
Contracts	\$61,668	\$61,704	\$63,112	\$66,264
Utilities	\$16,745	\$20,144	\$20,300	\$35,300
Special Department Supply	\$675	\$3,918	\$1,900	\$1,100
Departmental Exp	\$5,454	\$21,724	\$10,263	\$10,650
<b>Total DPW - Community Services:</b>	<b>\$84,542</b>	<b>\$107,491</b>	<b>\$95,575</b>	<b>\$113,314</b>
DPW - Sheriff - Jail				
Personal Services	\$59,590			
Contracts	\$3,750			
Utilities	\$134,138	\$20,059	\$18,000	\$18,000
Special Department Supply	\$1,998			
Misc Serv/Exp	\$320			
Departmental Exp	\$21,560	\$23	\$500	\$500
Employee Benefits	\$45,963	\$4,570	\$0	
<b>Total DPW - Sheriff - Jail:</b>	<b>\$267,319</b>	<b>\$24,653</b>	<b>\$18,500</b>	<b>\$18,500</b>
DPW - Sheriff - Patrol				
Utilities	\$2,405			

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
<b>Total DPW - Sheriff - Patrol:</b>	<b>\$2,405</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DPW - Bus Garage				
Contracts	\$800	\$4,600	\$6,240	\$6,864
Utilities	\$8,691	\$17,612	\$13,000	\$23,500
Special Department Supply	\$554	\$1,532	\$950	\$950
Departmental Exp	\$3,863	\$1,209	\$2,850	\$2,800
<b>Total DPW - Bus Garage:</b>	<b>\$13,907</b>	<b>\$24,953</b>	<b>\$23,040</b>	<b>\$34,114</b>
DPW - Parks				
Fixed Assets	\$0	\$5,550	\$0	
Contracts	\$5,875	\$11,550	\$20,410	\$73,018
Office Supplies	\$0	\$0	\$100	\$50
Utilities	\$16,039	\$19,017	\$22,000	\$25,300
Special Department Supply	\$653	\$2,151	\$4,329	\$3,950
Misc Serv/Exp	\$600	\$605	\$615	\$620
Departmental Exp	\$27,792	-\$2,271	\$21,555	\$24,800
<b>Total DPW - Parks:</b>	<b>\$50,959</b>	<b>\$36,601</b>	<b>\$69,009</b>	<b>\$127,738</b>
DPW - Sheriff'S Complex				
Personal Services	\$105,783	\$111,028	\$0	
Contracts	\$248,330	\$291,563	\$293,250	\$322,811
Office Supplies	\$1,500	\$58	\$254	\$250
Computer Supplies	\$0	\$66,807	\$0	
Utilities	\$259,595	\$490,322	\$390,000	\$560,000
Special Department Supply	\$10,688	\$8,659	\$9,200	\$11,450
Misc Serv/Exp	\$650	\$722	\$220	
Departmental Exp	\$72,766	\$58,419	\$53,165	\$55,850
Employee Benefits	\$75,405	\$63,731	\$0	
<b>Total DPW - Sheriff'S Complex:</b>	<b>\$774,717</b>	<b>\$1,091,308</b>	<b>\$746,089</b>	<b>\$950,361</b>
DPW - 518 Broadway				
Contracts	\$0	\$1,273	\$0	
Utilities	\$2,396	\$1,571	\$0	
Misc Serv/Exp	\$200	\$125	\$0	
Departmental Exp	\$1,300			
<b>Total DPW - 518 Broadway:</b>	<b>\$3,897</b>	<b>\$2,969</b>	<b>\$0</b>	<b>\$0</b>
DPW - Stoloff Bulding				
Utilities	\$11,389	\$16,444	\$16,420	\$19,500
Special Department Supply	\$232	\$1,002	\$3,800	\$1,950
Misc Serv/Exp	\$12,764	\$8,430	\$8,364	\$9,000
Departmental Exp	\$9,926	\$8,915	\$9,136	\$8,400
<b>Total DPW - Stoloff Bulding:</b>	<b>\$34,310</b>	<b>\$34,791</b>	<b>\$37,720</b>	<b>\$38,850</b>

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
<b>Total Buildings:</b>	\$5,969,003	\$6,431,405	\$15,829,200	\$7,575,061
<b>Total Shared Services:</b>	\$5,969,003	\$6,431,405	\$15,829,200	\$7,575,061
<b>Total General Government:</b>	\$5,969,003	\$6,431,405	\$15,829,200	\$7,575,061
<b>Total Expenditures:</b>	\$5,969,003	\$6,431,405	\$15,829,200	\$7,575,061

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
General Government Income	\$3,295	\$34,061	\$19,700	\$2,700
Transportation Income	\$2,161,948	\$2,151,814	\$2,150,183	\$1,781,336
Intergovernmental Charges	\$64,948	\$67,303	\$65,000	\$70,000
Use of Money and Property	\$47,970	\$11,754	\$31,520	\$31,524
Sale of Property and Compensation for Loss	\$754	\$401,145	\$1,550	\$1,300
Misc		\$600	\$0	
<b>Total Income:</b>	<b>\$2,278,914</b>	<b>\$2,666,676</b>	<b>\$2,267,953</b>	<b>\$1,886,860</b>
State Aid				
General Government	\$226,999	\$241,108	\$726,671	\$210,250
Home and Community Services	-\$22,800	\$0	\$0	\$0
<b>Total State Aid:</b>	<b>\$204,199</b>	<b>\$241,108</b>	<b>\$726,671</b>	<b>\$210,250</b>
Federal Aid				
General Government	\$0	\$0	\$650,000	
<b>Total Federal Aid:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$650,000</b>	
<b>Total Revenue Source:</b>	<b>\$2,483,113</b>	<b>\$2,907,784</b>	<b>\$3,644,624</b>	<b>\$2,097,110</b>

# Flood and Erosion Control

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

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Home and Community Service				
Natural Resources				
DPW Flood & Erosion Control				
Contracts	\$240,000	\$240,000	\$257,068	\$257,068
Departmental Exp	\$28,542	\$88,151	\$100,000	\$100,000
<b>Total DPW Flood &amp; Erosion Control:</b>	<b>\$268,542</b>	<b>\$328,151</b>	<b>\$357,068</b>	<b>\$357,068</b>
<b>Total Natural Resources:</b>	<b>\$268,542</b>	<b>\$328,151</b>	<b>\$357,068</b>	<b>\$357,068</b>
<b>Total Home and Community Service:</b>	<b>\$268,542</b>	<b>\$328,151</b>	<b>\$357,068</b>	<b>\$357,068</b>
<b>Total Expenditures:</b>	<b>\$268,542</b>	<b>\$328,151</b>	<b>\$357,068</b>	<b>\$357,068</b>

# Public Works Administration

Ed McAndrew  
Commissioner

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

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

## Core Services

Functions of Public Works Administration include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Commissioner of Public Works	1	1	1	1
Executive Secretary	1	1	1	1
Principal Account Clerk	2	2	2	2
Senior Account Clerk/Typist	1	1	1	1
<b>Totals</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Municipal Staff				
DPW Administration				
Personal Services	\$475,773	\$368,766	\$346,835	\$373,578
Auto/Travel	\$455	\$251	\$2,298	\$2,035
Office Supplies	\$6,816	\$8,087	\$9,485	\$10,600
Computer Supplies		\$0	\$100	\$100
Utilities	\$1,509	\$1,195	\$1,500	\$1,200
Special Department Supply	\$0	\$0	\$500	\$500
Misc Serv/Exp	\$1,280	\$4,238	\$3,860	\$3,110
Departmental Exp	\$324,369	\$310,889	\$331,985	\$395,000
Employee Benefits	\$286,494	\$264,552	\$200,505	\$226,116

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
<b>Total DPW Administration:</b>	<b>\$1,096,696</b>	<b>\$957,977</b>	<b>\$897,068</b>	<b>\$1,012,239</b>
<b>Total Municipal Staff:</b>	<b>\$1,096,696</b>	<b>\$957,977</b>	<b>\$897,068</b>	<b>\$1,012,239</b>
<b>Total General Government:</b>	<b>\$1,096,696</b>	<b>\$957,977</b>	<b>\$897,068</b>	<b>\$1,012,239</b>
<b>Total Expenditures:</b>	<b>\$1,096,696</b>	<b>\$957,977</b>	<b>\$897,068</b>	<b>\$1,012,239</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Transportation Income	\$0	\$89,833	\$21,000	
Intergovernmental Charges	\$11,403	\$23,143	\$23,350	\$17,769
<b>Total Income:</b>	<b>\$11,403</b>	<b>\$112,976</b>	<b>\$44,350</b>	<b>\$17,769</b>
<b>Total Revenue Source:</b>	<b>\$11,403</b>	<b>\$112,976</b>	<b>\$44,350</b>	<b>\$17,769</b>

# Refuse and Garbage

Ed McAndrew  
Commissioner

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

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Building Maintenance Mechanic	1	1	1	1
Dep Comm Public Works - Operations	1	1	1	1
Laborer I Seasonal	1	1	1	1
Maintenance Assistant	1	1	1	1
Recycling Coordinator	1	1	1	1
Solid Waste Operator	7	7	7	7
Transfer Station Operator	6	6	6	6
<b>Totals</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Home and Community Service				
Sewage and Sanitation				
Solid Waste				
Personal Services	\$923,977	\$1,046,031	\$1,097,905	\$1,182,791
Fixed Assets	\$380,023	\$0	\$784,333	\$810,000
Contracts	\$6,005,062	\$7,353,463	\$7,362,325	\$8,499,000
Auto/Travel	\$119,016	\$121,909	\$177,600	\$176,800
Office Supplies	\$10,122	\$12,171	\$16,019	\$16,050
Computer Supplies	\$3,663	\$3,688	\$4,000	\$5,000
Utilities	\$107,287	\$128,059	\$132,300	\$152,000
Special Department Supply	\$26,457	\$26,554	\$63,966	\$46,450
Misc Serv/Exp	\$226,942	\$217,854	\$242,869	\$254,320
Departmental Exp	\$796,174	\$527,975	\$812,343	\$591,750
Employee Benefits	\$600,718	\$737,222	\$675,732	\$613,735
Transfers	\$2,087,058	\$2,205,882	\$2,090,398	\$787,501
<b>Total Solid Waste:</b>	<b>\$11,286,498</b>	<b>\$12,380,808</b>	<b>\$13,459,790</b>	<b>\$13,135,397</b>
<b>Total Sewage and Sanitation:</b>	<b>\$11,286,498</b>	<b>\$12,380,808</b>	<b>\$13,459,790</b>	<b>\$13,135,397</b>
<b>Total Home and Community Service:</b>	<b>\$11,286,498</b>	<b>\$12,380,808</b>	<b>\$13,459,790</b>	<b>\$13,135,397</b>
<b>Total Expenditures:</b>	<b>\$11,286,498</b>	<b>\$12,380,808</b>	<b>\$13,459,790</b>	<b>\$13,135,397</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Home and Community Services Income	\$7,711,279	\$9,665,306	\$8,860,500	\$10,206,000
Use of Money and Property	\$836	\$570	\$0	
Sale of Property and Compensation for Loss	\$198,135	\$259,832	\$230,000	\$250,000
Misc	\$4,001,316	\$2,507,045	\$2,530,000	
<b>Total Income:</b>	<b>\$11,911,565</b>	<b>\$12,432,753</b>	<b>\$11,620,500</b>	<b>\$10,456,000</b>
State Aid				
Home and Community Services	\$84,619	\$20,113	\$10,000	\$50,000
<b>Total State Aid:</b>	<b>\$84,619</b>	<b>\$20,113</b>	<b>\$10,000</b>	<b>\$50,000</b>
Interfund Transfers				
Interfund Transfers	\$445,089	\$126,112	\$0	\$943,278
<b>Total Interfund Transfers:</b>	<b>\$445,089</b>	<b>\$126,112</b>	<b>\$0</b>	<b>\$943,278</b>
<b>Total Revenue Source:</b>	<b>\$12,441,274</b>	<b>\$12,578,978</b>	<b>\$11,630,500</b>	<b>\$11,449,278</b>

# Road Machinery/Shops

Ed McAndrew  
Commissioner

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

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Automotive Body Repairer	1	1	1	1
Automotive Equipment Attendant	1	1	1	1
Automotive Mechanic	2	2	2	2
Automotive Shop Supervisor	1	1	1	1
Equipment Painter	1	1	1	1
Garage Superintendent	1	1	1	1
Master Mechanic	5	5	5	5
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>Totals</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Transportation				
Highway				
Road Machinery				
DPW - Maplewood Facility				
Personal Services	\$1,060,881	\$1,067,906	\$1,190,350	\$1,286,814
Fixed Assets	\$1,091,100	\$0	\$2,175,723	\$494,000
Auto/Travel	\$26,670	\$19,029	\$31,031	\$37,900
Office Supplies	\$2,401	\$2,191	\$3,820	\$3,820
Computer Supplies	\$78	\$50	\$2,960	\$275
Utilities	\$38,843	\$46,678	\$72,021	\$87,100
Special Department Supply	\$950,446	\$1,385,578	\$1,528,592	\$1,848,600
Misc Serv/Exp	\$5,930	\$6,057	\$7,700	\$7,340
Departmental Exp	\$194,241	\$173,969	\$180,491	\$200,200
Employee Benefits	\$607,963	\$744,844	\$693,417	\$681,498
<b>Total DPW - Maplewood Facility:</b>	<b>\$3,978,553</b>	<b>\$3,446,302</b>	<b>\$5,886,105</b>	<b>\$4,647,547</b>
DPW - Barryville Facility				

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Fixed Assets	\$0	\$5,053	\$0	
Auto/Travel	\$926	\$7,431	\$5,816	\$5,000
Office Supplies	\$5,243	\$2,216	\$6,450	\$6,500
Computer Supplies		\$0	\$2,850	\$600
Utilities	\$43,179	\$35,696	\$56,650	\$81,000
Special Department Supply	\$93,667	\$137,223	\$177,567	\$208,800
Departmental Exp	\$22,696	\$32,548	\$48,830	\$47,950
<b>Total DPW - Barryville Facility:</b>	<b>\$165,710</b>	<b>\$220,167</b>	<b>\$298,163</b>	<b>\$349,850</b>
<b>Total Road Machinery:</b>	<b>\$4,144,263</b>	<b>\$3,666,469</b>	<b>\$6,184,268</b>	<b>\$4,997,397</b>
<b>Total Highway:</b>	<b>\$4,144,263</b>	<b>\$3,666,469</b>	<b>\$6,184,268</b>	<b>\$4,997,397</b>
<b>Total Transportation:</b>	<b>\$4,144,263</b>	<b>\$3,666,469</b>	<b>\$6,184,268</b>	<b>\$4,997,397</b>
<b>Total Expenditures:</b>	<b>\$4,144,263</b>	<b>\$3,666,469</b>	<b>\$6,184,268</b>	<b>\$4,997,397</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Transportation Income	\$597,871	\$683,381	\$750,000	\$700,000
Use of Money and Property	\$54	\$20	\$0	
Sale of Property and Compensation for Loss	\$89,117	\$161,726	\$0	
Misc	\$1,385	\$6,459	\$2,000	\$2,000
<b>Total Income:</b>	<b>\$688,427</b>	<b>\$851,586</b>	<b>\$752,000</b>	<b>\$702,000</b>
Interfund Transfers				
Interfund Transfers	\$4,517,948	\$4,655,316	\$4,923,353	\$4,808,094
<b>Total Interfund Transfers:</b>	<b>\$4,517,948</b>	<b>\$4,655,316</b>	<b>\$4,923,353</b>	<b>\$4,808,094</b>
<b>Total Revenue Source:</b>	<b>\$5,206,375</b>	<b>\$5,506,902</b>	<b>\$5,675,353</b>	<b>\$5,510,094</b>

# Sullivan County International Airport

James Arnott  
Superintendent

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

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

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Airport Attendent	0	1	0	1
Airport Superintendent	1	1	1	1
Laborer I	1	1	1	1
Weather Observer	3	3	3	3
<b>Totals</b>	<b>5</b>	<b>6</b>	<b>5</b>	<b>6</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Transportation				
Public Transport				
SC International Airport				
Personal Services	\$237,053	\$251,981	\$259,426	\$355,059
Fixed Assets	\$0	\$0	\$33,000	\$345,000
Contracts	\$13,901	\$23,099	\$25,600	\$76,089
Auto/Travel	\$3,976	\$4,979	\$8,850	\$8,650
Office Supplies	\$585	\$679	\$1,450	\$1,400
Computer Supplies	\$144	\$219	\$636	\$1,400
Utilities	\$162,816	\$288,336	\$343,200	\$594,900
Special Department Supply	\$18,647	\$9,562	\$30,779	\$57,400
Misc Serv/Exp	\$16,932	\$17,581	\$19,720	\$19,660
Departmental Exp	\$59,831	\$98,052	\$116,914	\$137,126
Employee Benefits	\$163,461	\$195,075	\$202,004	\$178,015
Transfers	\$0	\$208,700	\$70,000	
<b>Total SC International Airport:</b>	<b>\$677,346</b>	<b>\$1,098,264</b>	<b>\$1,111,579</b>	<b>\$1,774,699</b>
<b>Total Public Transport:</b>	<b>\$677,346</b>	<b>\$1,098,264</b>	<b>\$1,111,579</b>	<b>\$1,774,699</b>

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
<b>Total Transportation:</b>	<b>\$677,346</b>	<b>\$1,098,264</b>	<b>\$1,111,579</b>	<b>\$1,774,699</b>
<b>Total Expenditures:</b>	<b>\$677,346</b>	<b>\$1,098,264</b>	<b>\$1,111,579</b>	<b>\$1,774,699</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Transportation Income	\$103,877	\$151,231	\$101,200	\$116,100
Sale of Property and Compensation for Loss	\$242,538	\$389,083	\$480,000	\$721,000
<b>Total Income:</b>	<b>\$346,415</b>	<b>\$540,315</b>	<b>\$581,200</b>	<b>\$837,100</b>
Federal Aid				
Transportation	\$43,000	\$0	\$8,400	
<b>Total Federal Aid:</b>	<b>\$43,000</b>	<b>\$0</b>	<b>\$8,400</b>	
<b>Total Revenue Source:</b>	<b>\$389,415</b>	<b>\$540,315</b>	<b>\$589,600</b>	<b>\$837,100</b>

## Sullivan County Veterans Cemetery

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

### Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Home and Community Service				
Special Services				
Sullivan Co Veterans Cemetery				
Contracts	\$1,380	\$4,950	\$9,750	\$10,725
Special Department Supply	\$471	\$793	\$1,275	\$1,275
Departmental Exp	\$715	\$1,880	\$1,550	\$2,250
<b>Total Sullivan Co Veterans Cemetery:</b>	<b>\$2,566</b>	<b>\$7,623</b>	<b>\$12,575</b>	<b>\$14,250</b>
<b>Total Special Services:</b>	<b>\$2,566</b>	<b>\$7,623</b>	<b>\$12,575</b>	<b>\$14,250</b>
<b>Total Home and Community Service:</b>	<b>\$2,566</b>	<b>\$7,623</b>	<b>\$12,575</b>	<b>\$14,250</b>
<b>Total Expenditures:</b>	<b>\$2,566</b>	<b>\$7,623</b>	<b>\$12,575</b>	<b>\$14,250</b>

# Weights and Measures

Julian Motola  
Director

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

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Municipal Dir Weights & Measures	1	1	1	1
<b>Totals</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Economic Opportunity and Development				
Economic Opportunity and Development				
Consumer Affairs - Weight & Meas				
Personal Services	\$37,781	\$0	\$59,921	\$61,219
Auto/Travel	\$491	\$879	\$3,668	\$3,625
Office Supplies	\$2	\$1	\$262	\$425
Utilities		\$0	\$0	\$450
Special Department Supply	\$70	\$0	\$1,266	\$350
Misc Serv/Exp	\$0	\$0	\$75	\$75
Departmental Exp	\$827	\$726	\$1,168	\$1,150
Employee Benefits	\$25,324	\$20,165	\$38,146	\$13,913
<b>Total Consumer Affairs - Weight &amp; Meas:</b>	<b>\$64,494</b>	<b>\$21,771</b>	<b>\$104,506</b>	<b>\$81,207</b>
<b>Total Economic Opportunity and Development:</b>	<b>\$64,494</b>	<b>\$21,771</b>	<b>\$104,506</b>	<b>\$81,207</b>
<b>Total Economic Opportunity and Development:</b>	<b>\$64,494</b>	<b>\$21,771</b>	<b>\$104,506</b>	<b>\$81,207</b>
<b>Total Expenditures:</b>	<b>\$64,494</b>	<b>\$21,771</b>	<b>\$104,506</b>	<b>\$81,207</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
State Aid				
Economic Assistance and Opportunity	\$0	\$0	\$1,000	\$1,500

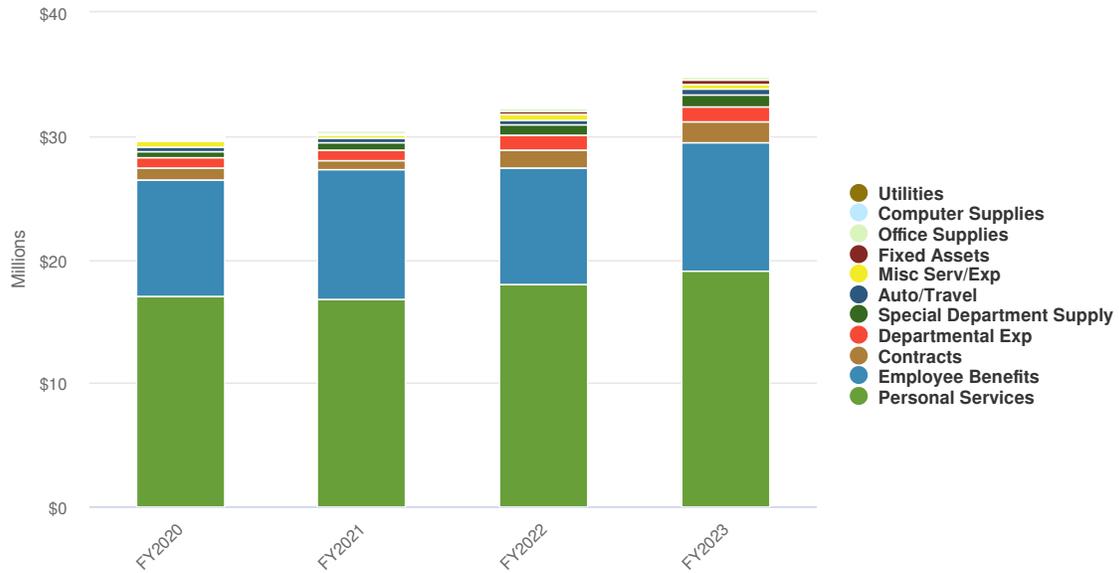
Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
<b>Total State Aid:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$1,500</b>
<b>Total Revenue Source:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$1,500</b>

# Elected Officials

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

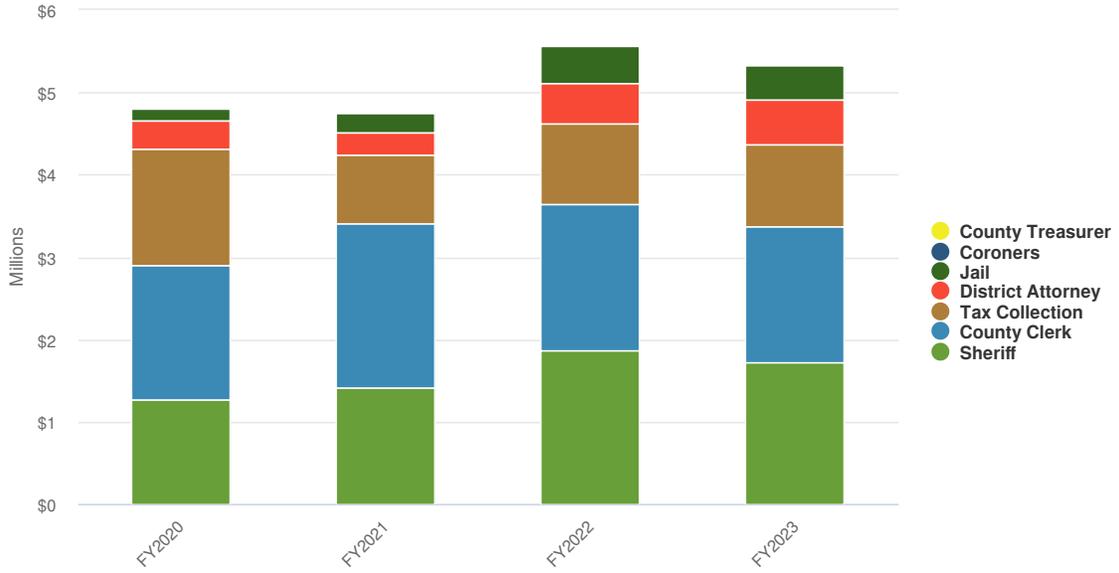
## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



# Revenue by Department

## Budgeted and Historical 2023 Revenue by Department



## Coroners

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

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

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

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

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

## Core Services

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

Some of the tasks the Coroner performs are:

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

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

## Positions

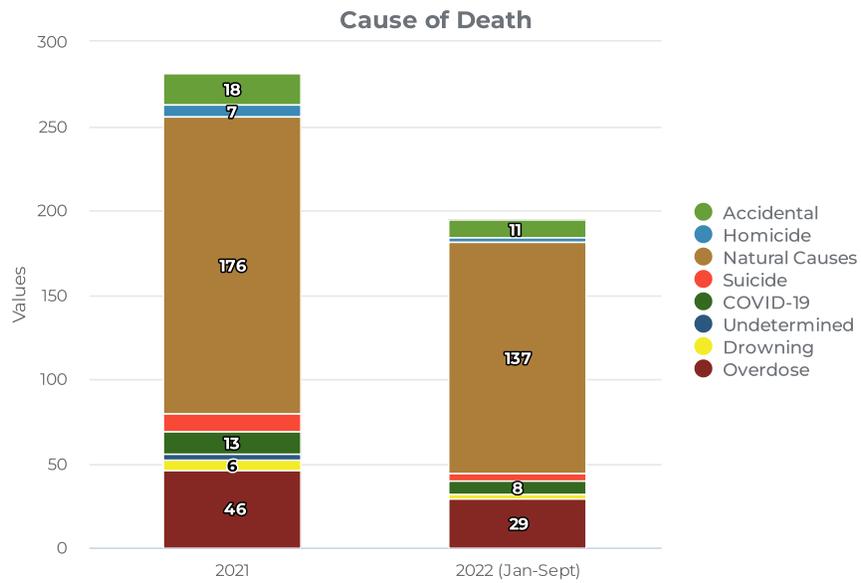
Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Coroner	4	4	4	4
<b>Totals</b>	4	4	4	4

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Judicial				
Coroners				
Personal Services	\$80,787	\$54,000	\$56,250	\$56,000
Auto/Travel	\$533	\$1,325	\$4,300	\$3,400
Office Supplies	\$356	\$342	\$5,650	\$650
Utilities	\$0	\$13	\$0	
Special Department Supply	\$7,353	\$6,058	\$8,000	\$7,000
Departmental Exp	\$317,165	\$310,960	\$309,432	\$332,793
Employee Benefits	\$107,525	\$105,851	\$113,916	\$138,505
<b>Total Coroners:</b>	<b>\$513,720</b>	<b>\$478,549</b>	<b>\$497,548</b>	<b>\$538,348</b>
<b>Total Judicial:</b>	<b>\$513,720</b>	<b>\$478,549</b>	<b>\$497,548</b>	<b>\$538,348</b>
<b>Total General Government:</b>	<b>\$513,720</b>	<b>\$478,549</b>	<b>\$497,548</b>	<b>\$538,348</b>
<b>Total Expenditures:</b>	<b>\$513,720</b>	<b>\$478,549</b>	<b>\$497,548</b>	<b>\$538,348</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
State Aid				
General Government	\$2,491.00	\$3,313.00	\$3,000.00	\$3,000.00
<b>Total State Aid:</b>	<b>\$2,491.00</b>	<b>\$3,313.00</b>	<b>\$3,000.00</b>	<b>\$3,000.00</b>
Federal Aid				
General Government	\$7,573.00			
<b>Total Federal Aid:</b>	<b>\$7,573.00</b>			
<b>Total Revenue Source:</b>	<b>\$10,064.00</b>	<b>\$3,313.00</b>	<b>\$3,000.00</b>	<b>\$3,000.00</b>



The above chart illustrates statistical information regarding the cause of death in 2021 cases and 2022 to September. Members of the Coroner's office assist the Drug Task Force from the perspective of both the Coroner's office and Emergency Medical Services. Death statistics with respect to overdoses are reported monthly to the Legislature.

# County Clerk

**Russell Reeves**

County Clerk

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

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

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

## Core Services

Functions of the County Clerk Main Unit include:

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

Functions of the Department of Motor Vehicles include:

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

Functions of the Records Management Department include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
<b>CC Main Unit</b>				
County Clerk	1	1	1	1
County Clerk Worker I	4	4	4	4
County Clerk Worker I Trainee	2	2	2	2
County Clerk Worker II	6	6	6	6
County Clerk Worker III	2	2	2	2
Deputy County Clerk I	1	1	1	1
Junior Accountant	1	1	1	1
<b>CC Main Unit Totals</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>
<b>CC DMV</b>				
County Clerk Worker I	8	8	8	8
County Clerk Worker I Trainee	2	1	1	1
County Clerk Worker II	6	6	6	6
County Clerk Worker III	2	2	2	2
Dept of Motor Vehicle Admin	1	1	1	1
Deputy County Clerk I	1	1	1	1
<b>CC DMV Unit Totals</b>	<b>20</b>	<b>19</b>	<b>19</b>	<b>19</b>
<b>Records Management</b>				
Records Management Coordinator	0	1	1	1
Records Management Survey Tech	1	0	0	0
<b>Records Management Totals</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Grand Totals</b>	<b>38</b>	<b>37</b>	<b>37</b>	<b>37</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Municipal Staff				
County Clerk				
CC Main Unit				
Personal Services	\$652,642	\$652,923	\$702,398	\$720,804
Auto/Travel	\$568	\$648	\$2,563	\$3,115
Office Supplies	\$35,657	\$38,959	\$94,044	\$45,150
Computer Supplies	\$72,864	\$72,597	\$81,636	\$79,900
Special Department Supply	\$0	\$6,029	\$78,901	\$5,500
Departmental Exp	\$1,223	\$5,601	\$23,990	\$25,600
Employee Benefits	\$404,673	\$456,936	\$445,953	\$411,719
<b>Total CC Main Unit:</b>	<b>\$1,167,627</b>	<b>\$1,233,693</b>	<b>\$1,429,485</b>	<b>\$1,291,788</b>
CC - Dmv				
Personal Services	\$466,129	\$569,158	\$742,014	\$842,841
Auto/Travel	\$210	\$1,139	\$1,300	\$2,550
Office Supplies	\$7,285	\$5,920	\$9,175	\$10,525
Computer Supplies	\$257	\$600	\$6,624	\$4,500
Special Department Supply	\$0	\$0	\$22,000	
Misc Serv/Exp	\$102	\$408	\$700	\$1,400
Departmental Exp	\$6,176	\$11,404	\$26,049	\$11,721
Employee Benefits	\$360,689	\$402,804	\$478,704	\$596,018
<b>Total CC - Dmv:</b>	<b>\$840,847</b>	<b>\$991,435</b>	<b>\$1,286,566</b>	<b>\$1,469,555</b>
<b>Total County Clerk:</b>	<b>\$2,008,475</b>	<b>\$2,225,128</b>	<b>\$2,716,051</b>	<b>\$2,761,343</b>
Records Management				

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Personal Services	\$45,999	\$39,333	\$38,832	\$43,632
Contracts		\$0	\$0	\$30,000
Auto/Travel	\$826	\$466	\$2,000	\$2,000
Office Supplies	\$132	\$0	\$750	\$750
Departmental Exp		\$0	\$0	\$2,500
Employee Benefits	\$38,165	\$28,796	\$20,575	\$23,512
<b>Total Records Management:</b>	<b>\$85,122</b>	<b>\$68,595</b>	<b>\$62,157</b>	<b>\$102,394</b>
<b>Total Municipal Staff:</b>	<b>\$2,093,597</b>	<b>\$2,293,723</b>	<b>\$2,778,208</b>	<b>\$2,863,737</b>
<b>Total General Government:</b>	<b>\$2,093,597</b>	<b>\$2,293,723</b>	<b>\$2,778,208</b>	<b>\$2,863,737</b>
<b>Total Expenditures:</b>	<b>\$2,093,597</b>	<b>\$2,293,723</b>	<b>\$2,778,208</b>	<b>\$2,863,737</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
General Government Income	\$1,582,188	\$1,886,103	\$1,718,600	\$1,629,600
<b>Total Income:</b>	<b>\$1,582,188</b>	<b>\$1,886,103</b>	<b>\$1,718,600</b>	<b>\$1,629,600</b>
State Aid				
General Government	\$51,207	\$122,440	\$176,442	\$30,000
<b>Total State Aid:</b>	<b>\$51,207</b>	<b>\$122,440</b>	<b>\$176,442</b>	<b>\$30,000</b>
<b>Total Revenue Source:</b>	<b>\$1,633,396</b>	<b>\$2,008,543</b>	<b>\$1,895,042</b>	<b>\$1,659,600</b>

# County Legislature

Robert Doherty (R)

Chairman

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

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

## Core Services

Functions of the Sullivan County Legislature include:

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Chairperson to Legislature	1	1	1	1
Clerk to Legislature	1	1	1	1
Legislative Sec	1	1	1	1
Legislator	8	8	8	8
<b>Totals</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Legislative				
County Legislature				
Personal Services	\$362,261	\$387,618	\$384,726	\$396,356
Contracts	\$0	\$0	\$10,000	\$10,000
Auto/Travel	\$4,524	\$401	\$5,850	\$5,430
Office Supplies	\$7,029	\$18,168	\$20,711	\$15,000
Special Department Supply	\$283	\$2,735	\$700	\$550
Departmental Exp	\$5,841			
Employee Benefits	\$225,527	\$263,205	\$260,799	\$299,130
<b>Total County Legislature:</b>	<b>\$605,466</b>	<b>\$672,127</b>	<b>\$682,786</b>	<b>\$726,466</b>
<b>Total Legislative:</b>	<b>\$605,466</b>	<b>\$672,127</b>	<b>\$682,786</b>	<b>\$726,466</b>
<b>Total General Government:</b>	<b>\$605,466</b>	<b>\$672,127</b>	<b>\$682,786</b>	<b>\$726,466</b>
<b>Total Expenditures:</b>	<b>\$605,466</b>	<b>\$672,127</b>	<b>\$682,786</b>	<b>\$726,466</b>

# County Treasurer

**Nancy Buck**  
County Treasurer

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

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

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

## Core Services

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

They include:

### 1325-14 - Accounting Department

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

### 1325-15 – Room Tax

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

### 1330-204 – Real Property

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

### 1330-205 – Solid Waste User Fee Unit

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
<b>Treas - Main Unit</b>				
County Treasurer	0.30	0.30	0.30	0.30
Dep County Treasurer	0.25	0.25	0.25	0.25
Fiscal Administrative Officer	1	1	1	0.96
Sr Accountant	1	1	1	1
Sr Fiscal Administrative Officer	1	1	1	1
<b>Treas - Main Unit Totals</b>	<b>3.55</b>	<b>3.55</b>	<b>3.55</b>	<b>3.51</b>
<b>Treas - Room Tax</b>				
County Treasurer	0.10	0.10	0.10	0.10
Dep County Treasurer	0.10	0.10	0.10	0.10
Junior Accountant	1	1	1	1
<b>Treas - Room Tax Totals</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>
<b>Tax Collection - Prop Tax Totals</b>				
Abstractor	1	1	1	1
County Treasurer	0.30	0.30	0.30	0.30
Dep County Treasurer	0.25	0.25	0.25	0.25
Prop Tax Supvr/Tax Enforce Coord	1	1	1	1
Real Prop Exam/Appraiser	1	1	1	1
Real Prop Tax Scvs Specialist	1	1	1	1
Tax Clerk II	1	1	1	1
Tax Clerk III	1	1	1	1
<b>Tax Collection - Prop Tax Totals</b>	<b>6.55</b>	<b>6.55</b>	<b>6.55</b>	<b>6.55</b>
<b>Tax Collection - User Fee Unit</b>				
County Treasurer	0.10	0.10	0.10	0.10
Dep County Treasurer	0.10	0.10	0.10	0.10
Junior Accountant	1	1	1	1
<b>Tax Collection - User Fee Unit Totals</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>
<b>Grand Totals</b>	<b>12.5</b>	<b>12.5</b>	<b>12.5</b>	<b>12.46</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Finance				
County Treasurer				
Tr - Accounting				
Personal Services	\$270,867	\$272,092	\$271,817	\$293,489
Contracts		\$0	\$3,000	
Auto/Travel	-\$375	\$725	\$11,205	\$11,910
Office Supplies	\$5,795	\$5,708	\$9,170	\$10,070
Computer Supplies	\$937	\$979	\$3,000	\$3,000
Utilities		\$0	\$400	\$400
Special Department Supply	\$0	\$0	\$1,000	\$1,000
Misc Serv/Exp	\$0	\$60	\$60	\$60
Departmental Exp	\$2,938	\$3,113	\$3,680	\$3,750
Employee Benefits	\$181,304	\$210,456	\$164,171	\$191,056
<b>Total Tr - Accounting:</b>	<b>\$461,465</b>	<b>\$493,132</b>	<b>\$467,503</b>	<b>\$514,735</b>
Tr - Room Tax Collection				
Personal Services	\$68,946	\$70,538	\$70,964	\$78,506
Office Supplies	\$359	\$458	\$2,250	\$2,250
Computer Supplies	\$155	\$177	\$500	\$500

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Employee Benefits	\$49,549	\$57,587	\$51,431	\$60,226
<b>Total Tr - Room Tax Collection:</b>	<b>\$119,008</b>	<b>\$128,760</b>	<b>\$125,145</b>	<b>\$141,482</b>
<b>Total County Treasurer:</b>	<b>\$580,474</b>	<b>\$621,892</b>	<b>\$592,648</b>	<b>\$656,217</b>
Tax Collection				
Property Tax Unit				
Personal Services	\$317,553	\$331,463	\$329,355	\$368,089
Contracts	\$684,573	\$23,801	\$300,000	\$300,000
Auto/Travel	\$602	\$3,876	\$1,500	\$2,500
Office Supplies	\$39,756	\$68,899	\$83,238	\$83,150
Computer Supplies	\$1,301	\$1,370	\$3,000	\$3,000
Utilities	\$199	\$204	\$580	\$375
Special Department Supply	\$37	\$16	\$300	\$300
Misc Serv/Exp	\$0	\$60	\$60	\$60
Departmental Exp	\$0	\$926	\$4,403	\$4,500
Employee Benefits	\$226,945	\$254,135	\$235,840	\$278,344
<b>Total Property Tax Unit:</b>	<b>\$1,270,964</b>	<b>\$684,749</b>	<b>\$958,276</b>	<b>\$1,040,318</b>
User Fee Unit				
Personal Services	\$68,746	\$70,338	\$70,764	\$78,306
Office Supplies	\$435	\$566	\$2,000	\$2,000
Computer Supplies	\$155	\$207	\$500	\$500
Employee Benefits	\$48,400	\$52,686	\$51,386	\$60,181
<b>Total User Fee Unit:</b>	<b>\$117,736</b>	<b>\$123,797</b>	<b>\$124,650</b>	<b>\$140,987</b>
<b>Total Tax Collection:</b>	<b>\$1,388,700</b>	<b>\$808,546</b>	<b>\$1,082,926</b>	<b>\$1,181,305</b>
<b>Total Finance:</b>	<b>\$1,969,174</b>	<b>\$1,430,438</b>	<b>\$1,675,574</b>	<b>\$1,837,522</b>
<b>Total General Government:</b>	<b>\$1,969,174</b>	<b>\$1,430,438</b>	<b>\$1,675,574</b>	<b>\$1,837,522</b>
<b>Total Expenditures:</b>	<b>\$1,969,174</b>	<b>\$1,430,438</b>	<b>\$1,675,574</b>	<b>\$1,837,522</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
General Government Income	\$1,411,260	\$833,470	\$984,149	\$995,700
<b>Total Income:</b>	<b>\$1,411,260</b>	<b>\$833,470</b>	<b>\$984,149</b>	<b>\$995,700</b>
<b>Total Revenue Source:</b>	<b>\$1,411,260</b>	<b>\$833,470</b>	<b>\$984,149</b>	<b>\$995,700</b>

## Bond Anticipation Notes

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

### Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget
Expenditures			
Undistributed			
Debt Service			
Bond Anticipation Notes			
Debt Service Principal	\$0	\$2,158,333	\$1,651,667
Debt Service Interest	\$69,860	\$78,172	\$24,775
<b>Total Bond Anticipation Notes:</b>	<b>\$69,860</b>	<b>\$2,236,505</b>	<b>\$1,676,442</b>
<b>Total Debt Service:</b>	<b>\$69,860</b>	<b>\$2,236,505</b>	<b>\$1,676,442</b>
<b>Total Undistributed:</b>	<b>\$69,860</b>	<b>\$2,236,505</b>	<b>\$1,676,442</b>
<b>Total Expenditures:</b>	<b>\$69,860</b>	<b>\$2,236,505</b>	<b>\$1,676,442</b>

## General Fund Revenues

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

### Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Real Property Taxes and Tax Items	\$75,388,558	\$77,172,794	\$8,270,047	\$8,120,286
Non Property Taxes	\$52,215,300	\$70,596,838	\$60,582,556	\$70,557,000
General Government Income	\$955	\$900	\$1,000	\$1,000
Use of Money and Property	\$141,791	\$77,955	\$58,400	\$58,400
Licenses and Permits	\$1,185,529	\$2,846,207	\$2,751,500	\$3,001,500
Sale of Property and Compensation for Loss	\$668,067	\$97,074	\$111,500	\$105,500
Misc	\$1,370,709	\$1,447,226	\$2,483,893	\$1,832,947
<b>Total Income:</b>	<b>\$130,970,909</b>	<b>\$152,238,994</b>	<b>\$74,258,896</b>	<b>\$83,676,633</b>
Federal Aid				
General Government		\$3,277,839	\$0	
<b>Total Federal Aid:</b>		<b>\$3,277,839</b>	<b>\$0</b>	
Interfund Transfers				
Interfund Transfers	\$12,029	\$2,269,980	\$0	\$1,400,000
<b>Total Interfund Transfers:</b>	<b>\$12,029</b>	<b>\$2,269,980</b>	<b>\$0</b>	<b>\$1,400,000</b>
<b>Total Revenue Source:</b>	<b>\$130,982,937</b>	<b>\$157,786,814</b>	<b>\$74,258,896</b>	<b>\$85,076,633</b>

# Real Property Tax Services

Christopher Knapp

Director

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

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

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

## Core Services

Functions of the Department of Real Property Tax Services include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
County Treasurer	0.2	0.2	0.2	0.2
Dep County Treasurer	0.3	0.3	0.3	0.3
Dir Real Property Tax Svs III	1	1	1	1
Sr Fiscal Admin Officer	0	0	0	0.04
Tax Map/Real Prop Systems Spec	2	2	2	2
<b>Totals</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.54</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Finance				
Real Property Tax Map				
Personal Services	\$264,718	\$191,346	\$221,771	\$231,060
Contracts	\$44,598	\$30,813	\$47,500	\$49,570
Auto/Travel	\$649	\$43	\$3,605	\$3,600
Office Supplies	\$4,748	\$6,084	\$6,775	\$8,300
Computer Supplies	\$1,381	\$0	\$700	\$2,400
Misc Serv/Exp	\$0	\$770	\$670	
Departmental Exp	\$838	\$360	\$885	\$1,000
Employee Benefits	\$150,905	\$118,121	\$92,078	\$118,840
<b>Total Real Property Tax Map:</b>	<b>\$467,837</b>	<b>\$347,537</b>	<b>\$373,984</b>	<b>\$414,770</b>
<b>Total Finance:</b>	<b>\$467,837</b>	<b>\$347,537</b>	<b>\$373,984</b>	<b>\$414,770</b>
<b>Total General Government:</b>	<b>\$467,837</b>	<b>\$347,537</b>	<b>\$373,984</b>	<b>\$414,770</b>
<b>Total Expenditures:</b>	<b>\$467,837</b>	<b>\$347,537</b>	<b>\$373,984</b>	<b>\$414,770</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
General Government Income	\$3,295	\$5,120	\$2,700	\$2,700
Intergovernmental Charges	\$64,948	\$67,303	\$65,000	\$70,000
Sale of Property and Compensation for Loss	\$754	\$1,145	\$1,550	\$1,300
<b>Total Income:</b>	<b>\$68,996</b>	<b>\$73,567</b>	<b>\$69,250</b>	<b>\$74,000</b>
<b>Total Revenue Source:</b>	<b>\$68,996</b>	<b>\$73,567</b>	<b>\$69,250</b>	<b>\$74,000</b>

## Tax Anticipation Notes

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

### Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget
Expenditures			
Undistributed			
Debt Service			
Tax Anticipation Notes			
Debt Service Interest	\$80,000	\$429,150	\$100,000
<b>Total Tax Anticipation Notes:</b>	<b>\$80,000</b>	<b>\$429,150</b>	<b>\$100,000</b>
<b>Total Debt Service:</b>	<b>\$80,000</b>	<b>\$429,150</b>	<b>\$100,000</b>
<b>Total Undistributed:</b>	<b>\$80,000</b>	<b>\$429,150</b>	<b>\$100,000</b>
<b>Total Expenditures:</b>	<b>\$80,000</b>	<b>\$429,150</b>	<b>\$100,000</b>

## V Fund: Debt Service

### Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Undistributed				
Debt Service				
Serial Bonds				
Debt Service Principal	\$8,810,000	\$9,075,000	\$9,315,000	\$8,260,000
Debt Service Interest	\$4,525,107	\$4,172,687	\$3,865,470	\$3,497,598
<b>Total Serial Bonds:</b>	<b>\$13,335,107</b>	<b>\$13,247,687</b>	<b>\$13,180,470</b>	<b>\$11,757,598</b>
<b>Total Debt Service:</b>	<b>\$13,335,107</b>	<b>\$13,247,687</b>	<b>\$13,180,470</b>	<b>\$11,757,598</b>
<b>Total Undistributed:</b>	<b>\$13,335,107</b>	<b>\$13,247,687</b>	<b>\$13,180,470</b>	<b>\$11,757,598</b>
<b>Total Expenditures:</b>	<b>\$13,335,107</b>	<b>\$13,247,687</b>	<b>\$13,180,470</b>	<b>\$11,757,598</b>

# District Attorney

**Brian Conaty**  
Acting District Attorney

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

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

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

## Core Services

Functions of the District Attorney's Office include:

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Administrative Specialist	4	4	4	4
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
Asst District Attorney IX	1	1	1	1
Asst District Attorney X	1	1	1	1
Conf Sec District Attorney	1	1	1	1
Crime Victim Svs Advocate	1	1	1	1
District Attorney	1	1	1	1
DA Investigator	5	5	5	5
Student Intern	1	1	1	1
<b>Totals</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Judicial				
District Attorney				
Personal Services	\$1,349,459	\$1,365,936	\$1,602,433	\$1,706,598
Fixed Assets		\$0	\$0	\$39,000
Contracts	\$0	\$0	\$3	\$40,000

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Auto/Travel	\$11,907	\$11,657	\$16,200	\$9,200
Office Supplies	\$16,440	\$28,488	\$25,914	\$17,500
Computer Supplies	\$0	\$0	\$29,001	
Utilities	\$2,401	\$3,091	\$6,500	\$6,500
Special Department Supply	\$1,742	\$10,976	\$1,654	\$101,500
Misc Serv/Exp	\$0	\$503	\$376	\$450
Departmental Exp	\$109,967	\$65,126	\$135,004	\$105,225
Employee Benefits	\$530,112	\$589,516	\$734,710	\$766,359
<b>Total District Attorney:</b>	<b>\$2,022,028</b>	<b>\$2,075,293</b>	<b>\$2,551,795</b>	<b>\$2,792,332</b>
<b>Total Judicial:</b>	<b>\$2,022,028</b>	<b>\$2,075,293</b>	<b>\$2,551,795</b>	<b>\$2,792,332</b>
<b>Total General Government:</b>	<b>\$2,022,028</b>	<b>\$2,075,293</b>	<b>\$2,551,795</b>	<b>\$2,792,332</b>
<b>Total Expenditures:</b>	<b>\$2,022,028</b>	<b>\$2,075,293</b>	<b>\$2,551,795</b>	<b>\$2,792,332</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
General Government Income	\$52,993	\$52,392	\$364,518	\$364,518
Sale of Property and Compensation for Loss	\$0	\$1,290	\$0	
<b>Total Income:</b>	<b>\$52,993</b>	<b>\$53,682</b>	<b>\$364,518</b>	<b>\$364,518</b>
State Aid				
General Government	\$121,658	\$76,176	\$121,756	\$178,606
<b>Total State Aid:</b>	<b>\$121,658</b>	<b>\$76,176</b>	<b>\$121,756</b>	<b>\$178,606</b>
Federal Aid				
General Government	\$121,591	\$61,696	\$0	
Public Safety	\$54,091	\$69,505	\$0	
<b>Total Federal Aid:</b>	<b>\$175,681</b>	<b>\$131,201</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenue Source:</b>	<b>\$350,332</b>	<b>\$261,060</b>	<b>\$486,274</b>	<b>\$543,124</b>

# Sheriff

**Michael Schiff**

County Sheriff

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

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

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

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

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

## Core Services

Functions of the Sullivan County Sheriff's Office include:

- Patrol - Tasks include but are not limited to road patrols, investigations, youth outreach, and responding to emergency requests.
- Civil - Tasks include but are not limited to collection of fees, poundage and expenses with respect to all civil processes, and enforcement of civil arrest warrants.
- Security - Provide security at County facilities including the Government Center in Monticello and Travis Building/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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
<b>SH - Patrol</b>				
Chief Dep Patrol Div/Int Affairs	1	1	1	1
Deputy Sheriff	46	46	45	43
Deputy Sheriff Corporal	8	8	8	8
Deputy Sheriff Detective Assignment	2	2	2	2
Deputy Sheriff Lieutenant	3	3	3	3
Deputy Sheriff Sergeant	8	8	8	8
Dispatcher	0	2	0	0
<b>SH - Patrol Totals</b>	<b>68</b>	<b>70</b>	<b>67</b>	<b>65</b>
<b>SH - Civil</b>				
Chief Civil Clerk	0	0	1	1
Civil Deputy	1	1	1	1
Conf Sec Sheriff	1	1	1	1
Coord of Med Records & Billing	1	1	1	1
Financial Analyst	0	0	0	1
Jail Administrator	0.18	0.18	0.18	0.18
Sheriff	1	1	1	1
Shfs Dept Accounts Payable Coord	1	1	1	1
Shfs Dept Accounts Payable Coord PT	1	1	1	1
Sr Account Clerk/Typist	6	6	5	5
Sr Fiscal Administrative Officer	1	1	1	1
Undersheriff	1	1	1	1
<b>SH - Civil Totals</b>	<b>14.18</b>	<b>14.18</b>	<b>14.18</b>	<b>15.18</b>
<b>SH - Security</b>				
Correction Corporal	1	1	1	1
Correction Officer	6	6	6	6
<b>SH - Security Totals</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>SH - Jail</b>				
Conf Sec Jail Administrator	1	1	1	1
Cook	4	4	4	4
Cook Manager	1	1	1	1
Correction Captain	1	1	1	1
Correction Corporal	7	7	7	7
Correction Lieutenant	2	2	2	2
Correction Officer	81	81	81	81
Correction Sergeant	8	8	8	8
Food Service Helper	4	4	4	4
Jail Administrator	0.82	0.82	0.82	0.82
<b>SH - Jail Totals</b>	<b>109.82</b>	<b>109.82</b>	<b>109.82</b>	<b>109.82</b>
<b>Grand Totals</b>	<b>199</b>	<b>201</b>	<b>198</b>	<b>197</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Public Safety				
Law Enforcement				
Sheriff				
Sh - Patrol				
Personal Services	\$4,581,013	\$4,672,513	\$5,081,451	\$5,576,055
Fixed Assets	\$111,125	\$162,298	\$552,596	\$326,000
Contracts	\$0	\$36,838	\$0	
Auto/Travel	\$294,801	\$285,362	\$315,750	\$313,950
Office Supplies	\$10,767	\$7,764	\$14,000	\$15,000
Computer Supplies	\$3,003	\$972	\$8,300	\$8,500
Utilities	\$22,371	\$14,412	\$67,285	\$70,500
Special Department Supply	\$44,652	\$63,250	\$242,412	\$244,000
Misc Serv/Exp	\$154,992	\$108,585	\$200,635	\$169,600
Departmental Exp	\$214,729	\$228,028	\$286,608	\$326,250
Employee Benefits	\$2,380,958	\$2,756,943	\$2,419,266	\$2,671,966

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
<b>Total Sh - Patrol:</b>	<b>\$7,818,411</b>	<b>\$8,336,963</b>	<b>\$9,188,303</b>	<b>\$9,721,821</b>
Sh - Civil				
Personal Services	\$769,109	\$810,036	\$844,065	\$934,588
Auto/Travel	\$23,799	\$38,514	\$32,350	\$47,250
Office Supplies	\$11,122	\$12,298	\$16,000	\$17,500
Computer Supplies	\$211	\$609	\$1,000	\$600
Utilities	\$1,645	\$926	\$2,550	\$2,600
Special Department Supply	\$0	\$2,804	\$4,500	\$4,500
Misc Serv/Exp	\$21,474	\$15,352	\$23,210	\$21,500
Departmental Exp	\$11,194	\$10,872	\$16,850	\$18,100
Employee Benefits	\$408,338	\$445,703	\$454,489	\$531,703
<b>Total Sh - Civil:</b>	<b>\$1,246,891</b>	<b>\$1,337,114</b>	<b>\$1,395,014</b>	<b>\$1,578,341</b>
Sh - Security				
Personal Services	\$557,901	\$445,833	\$518,492	\$486,473
Auto/Travel	\$2,118	\$10,440	\$3,250	\$10,250
Special Department Supply	\$0	\$2,378	\$1,000	\$1,250
Misc Serv/Exp	\$12,600	\$7,150	\$15,400	\$15,400
Departmental Exp	\$312	\$312	\$20,500	\$21,000
Employee Benefits	\$312,314	\$332,921	\$275,572	\$311,182
<b>Total Sh - Security:</b>	<b>\$885,246</b>	<b>\$799,035</b>	<b>\$834,214</b>	<b>\$845,555</b>
<b>Total Sheriff:</b>	<b>\$9,950,548</b>	<b>\$10,473,112</b>	<b>\$11,417,531</b>	<b>\$12,145,717</b>
Jail				
Personal Services	\$7,406,881	\$7,034,676	\$7,259,513	\$7,481,856
Fixed Assets	\$0	\$0	\$35,000	
Contracts	\$276,936	\$577,775	\$1,105,907	\$1,305,000
Auto/Travel	\$10,282	\$15,895	\$24,375	\$28,250
Office Supplies	\$8,209	\$5,111	\$12,500	\$10,500
Computer Supplies	\$15,825	\$26,915	\$46,000	\$61,000
Utilities	\$3,868	\$9,090	\$9,750	\$10,250
Special Department Supply	\$467,524	\$499,287	\$731,243	\$612,500
Misc Serv/Exp	\$215,714	\$141,524	\$209,896	\$188,900
Departmental Exp	\$181,973	\$229,788	\$387,750	\$397,750
Employee Benefits	\$4,195,229	\$4,628,536	\$3,741,246	\$4,040,613
<b>Total Jail:</b>	<b>\$12,782,440</b>	<b>\$13,168,598</b>	<b>\$13,563,180</b>	<b>\$14,136,619</b>
<b>Total Law Enforcement:</b>	<b>\$22,732,988</b>	<b>\$23,641,709</b>	<b>\$24,980,711</b>	<b>\$26,282,336</b>
<b>Total Public Safety:</b>	<b>\$22,732,988</b>	<b>\$23,641,709</b>	<b>\$24,980,711</b>	<b>\$26,282,336</b>
<b>Total Expenditures:</b>	<b>\$22,732,988</b>	<b>\$23,641,709</b>	<b>\$24,980,711</b>	<b>\$26,282,336</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
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Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
General Government Income	\$0	\$0	\$250,000	\$180,000
Public Safety Income	\$1,230,123	\$1,304,924	\$1,696,000	\$1,528,500
Intergovernmental Charges	\$1,442	\$94,249	\$20,000	\$75,000
Use of Money and Property	\$107,667	\$143,280	\$180,000	\$150,000
Misc	\$750	\$1,750	\$0	
<b>Total Income:</b>	<b>\$1,339,982</b>	<b>\$1,544,203</b>	<b>\$2,146,000</b>	<b>\$1,933,500</b>
State Aid				
Public Safety	\$9,832	\$0	\$8,000	\$13,000
<b>Total State Aid:</b>	<b>\$9,832</b>	<b>\$0</b>	<b>\$8,000</b>	<b>\$13,000</b>
Federal Aid				
Public Safety	\$52,159	\$104,258	\$181,750	\$179,250
<b>Total Federal Aid:</b>	<b>\$52,159</b>	<b>\$104,258</b>	<b>\$181,750</b>	<b>\$179,250</b>
<b>Total Revenue Source:</b>	<b>\$1,401,973</b>	<b>\$1,648,461</b>	<b>\$2,335,750</b>	<b>\$2,125,750</b>

## Stop DWI

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

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

### Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Public Safety				
Traffic control				
Stop DWI				
Auto/Travel	\$0	\$0	\$2,000	\$2,000
Office Supplies	\$0	\$45	\$5,300	\$5,300
Departmental Exp	\$169,568	\$171,951	\$218,600	\$218,600
<b>Total Stop DWI:</b>	<b>\$169,568</b>	<b>\$171,995</b>	<b>\$225,900</b>	<b>\$225,900</b>
<b>Total Traffic control:</b>	<b>\$169,568</b>	<b>\$171,995</b>	<b>\$225,900</b>	<b>\$225,900</b>
<b>Total Public Safety:</b>	<b>\$169,568</b>	<b>\$171,995</b>	<b>\$225,900</b>	<b>\$225,900</b>
<b>Total Expenditures:</b>	<b>\$169,568</b>	<b>\$171,995</b>	<b>\$225,900</b>	<b>\$225,900</b>

### Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Public Safety Income	\$5,350	\$9,610	\$13,000	\$13,000
Sale of Property and Compensation for Loss	\$98,478	\$113,788	\$197,900	\$125,000
<b>Total Income:</b>	<b>\$103,828</b>	<b>\$123,398</b>	<b>\$210,900</b>	<b>\$138,000</b>
State Aid				
Public Safety	\$9,233	\$11,565	\$15,000	\$15,000
<b>Total State Aid:</b>	<b>\$9,233</b>	<b>\$11,565</b>	<b>\$15,000</b>	<b>\$15,000</b>
<b>Total Revenue Source:</b>	<b>\$113,061</b>	<b>\$134,962</b>	<b>\$225,900</b>	<b>\$153,000</b>

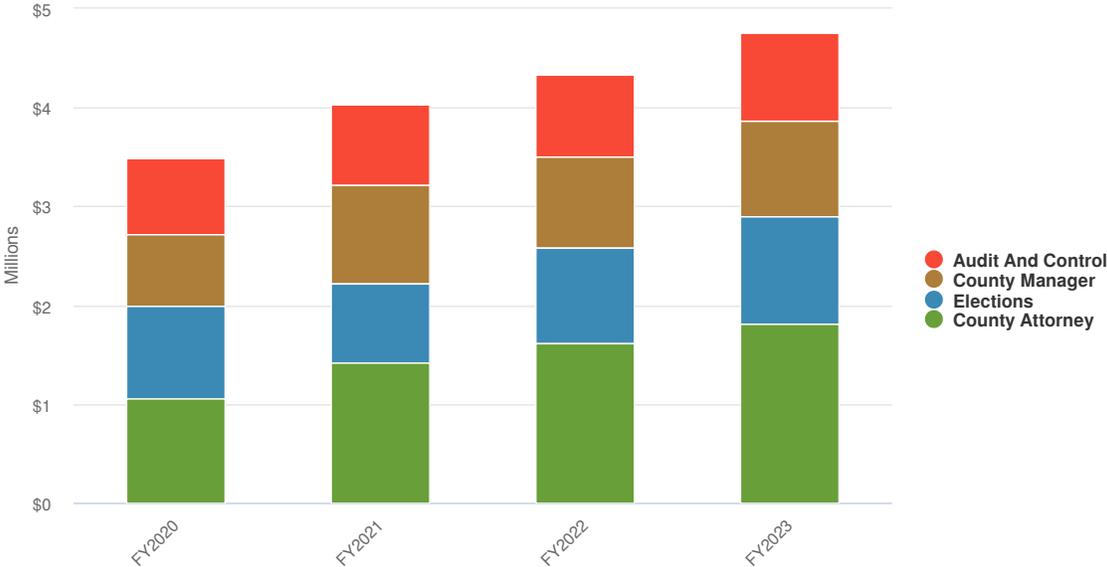
# Legislative Appointments

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

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

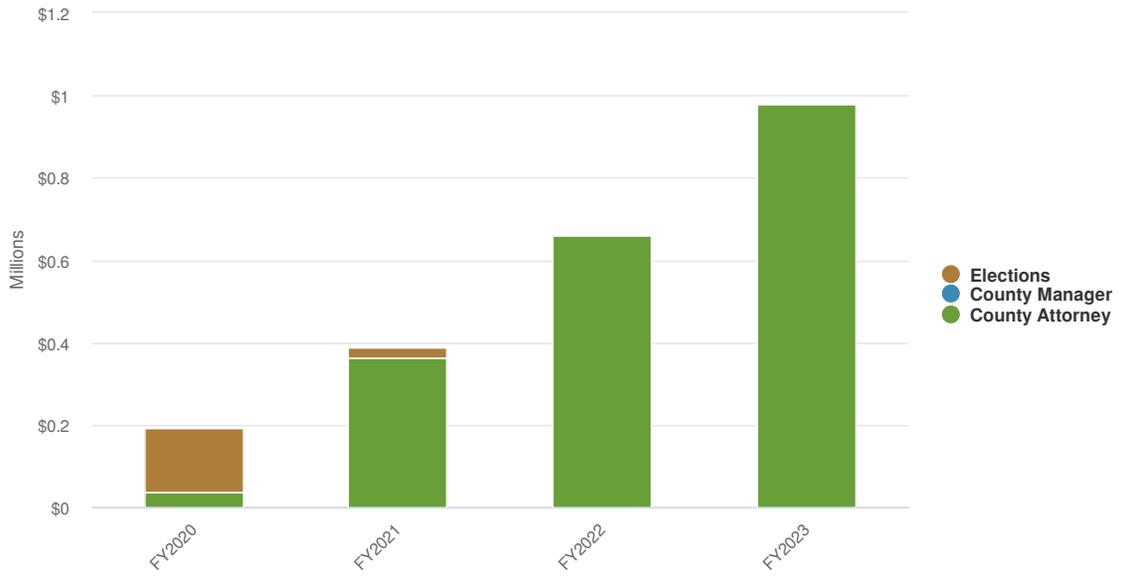
## Expenditures by Function

Budgeted and Historical Expenditures by Function



# Revenue by Department

## Budgeted and Historical 2023 Revenue by Department



# Audit and Control

**Angela Chevalier**  
County Auditor

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

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Accounts Payable Coordinator	1	1	1	1
Audit Clerk	1	1	1	1
County Auditor	1	1	1	1
Senior Accounts Payable Coordinator	1	1	1	1
Senior Audit Clerk	2	2	2	2
Staff Auditor	1	1	1	1
<b>Totals</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Finance				
Audit And Control				
Personal Services	\$375,064	\$387,897	\$392,955	\$425,606
Contracts	\$122,450	\$126,416	\$144,496	\$158,000
Auto/Travel	\$0	\$567	\$2,600	\$2,800
Office Supplies	\$3,289	\$2,972	\$3,324	\$3,519
Special Department Supply	\$1,461	\$0	\$200	
Misc Serv/Exp		\$0	\$0	\$3,000
Departmental Exp	\$80	\$80	\$1,380	\$1,400
Employee Benefits	\$265,032	\$294,880	\$276,358	\$298,539
<b>Total Audit And Control:</b>	<b>\$767,376</b>	<b>\$812,813</b>	<b>\$821,313</b>	<b>\$892,864</b>
<b>Total Finance:</b>	<b>\$767,376</b>	<b>\$812,813</b>	<b>\$821,313</b>	<b>\$892,864</b>
<b>Total General Government:</b>	<b>\$767,376</b>	<b>\$812,813</b>	<b>\$821,313</b>	<b>\$892,864</b>
<b>Total Expenditures:</b>	<b>\$767,376</b>	<b>\$812,813</b>	<b>\$821,313</b>	<b>\$892,864</b>

# Board of Elections

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

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

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

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

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Clerk FT	0	2	0	0
Clerk PT	0	2	2	2
Commissioner of Elections	2	2	2	2
Dep Commissioner of Elections	2	2	2	2
Sr Clerk	2	2	2	2
<b>Totals</b>	<b>6</b>	<b>10</b>	<b>8</b>	<b>8</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Municipal Staff				
Elections				
Personal Services	\$448,345	\$402,698	\$443,274	\$499,556
Contracts		\$0	\$0	\$3,600
Auto/Travel	\$1,676	\$330	\$460	\$5,350
Office Supplies	\$198,163	\$75,570	\$256,539	\$133,350
Computer Supplies	\$78,500	\$97,669	\$191,812	\$147,764
Special Department Supply	\$16,303	\$6,763	\$40,345	\$36,500
Misc Serv/Exp	\$0	\$0	\$9,000	\$10,000
Departmental Exp	\$470	\$600	\$4,810	\$1,000
Employee Benefits	\$183,755	\$208,223	\$174,767	\$246,242
<b>Total Elections:</b>	<b>\$927,212</b>	<b>\$791,853</b>	<b>\$1,121,007</b>	<b>\$1,083,362</b>
<b>Total Municipal Staff:</b>	<b>\$927,212</b>	<b>\$791,853</b>	<b>\$1,121,007</b>	<b>\$1,083,362</b>
<b>Total General Government:</b>	<b>\$927,212</b>	<b>\$791,853</b>	<b>\$1,121,007</b>	<b>\$1,083,362</b>
<b>Total Expenditures:</b>	<b>\$927,212</b>	<b>\$791,853</b>	<b>\$1,121,007</b>	<b>\$1,083,362</b>

## Revenues by Source

<b>Name</b>	<b>FY2020 Actuals</b>	<b>FY2021 Actuals</b>	<b>FY2022 Amended Budget</b>
Revenue Source			
Income			
Intergovernmental Charges	\$26	\$2	\$0
Sale of Property and Compensation for Loss	\$1,803	\$5,826	\$5,000
Misc	\$44,972		
<b>Total Income:</b>	<b>\$46,800</b>	<b>\$5,828</b>	<b>\$5,000</b>
State Aid			
General Government	\$0	\$0	\$91,905
<b>Total State Aid:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$91,905</b>
Federal Aid			
General Government	\$108,833	\$19,476	-\$636
<b>Total Federal Aid:</b>	<b>\$108,833</b>	<b>\$19,476</b>	<b>-\$636</b>
<b>Total Revenue Source:</b>	<b>\$155,634</b>	<b>\$25,304</b>	<b>\$96,269</b>

# County Attorney

**Michael McGuire**

County Attorney

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

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

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

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

## Core Services

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.

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Administrative Aide	1	1	1	1
Administrative Secretary	1	1	1	1
Assistant County Attorney I	5	5	5	5
Conf Sec County Attorney	1	1	1	1
County Attorney	1	1	1	1
Deputy County Attorney	1	1	1	1
Investigator	0	1	1	1
Legal Typist	1	0	0	0
Paralegal	0	1	1	1
<b>Totals</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>12</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Municipal Staff				
County Attorney				
Personal Services	\$513,096	\$685,318	\$879,057	\$1,025,767
Contracts	\$302,838	\$328,787	\$253,000	\$265,000
Auto/Travel	\$0	\$0	\$6,120	\$6,120
Office Supplies	\$4,658	\$34,931	\$18,173	\$20,500

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Utilities	\$0	\$0	\$0	\$2,400
Misc Serv/Exp	\$11,491	\$2,383	\$6,684	\$3,900
Departmental Exp	\$4,637	\$14,637	\$32,286	\$27,379
Employee Benefits	\$226,745	\$356,568	\$431,080	\$465,103
<b>Total County Attorney:</b>	<b>\$1,063,465</b>	<b>\$1,422,624</b>	<b>\$1,626,400</b>	<b>\$1,816,169</b>
<b>Total Municipal Staff:</b>	<b>\$1,063,465</b>	<b>\$1,422,624</b>	<b>\$1,626,400</b>	<b>\$1,816,169</b>
<b>Total General Government:</b>	<b>\$1,063,465</b>	<b>\$1,422,624</b>	<b>\$1,626,400</b>	<b>\$1,816,169</b>
<b>Total Expenditures:</b>	<b>\$1,063,465</b>	<b>\$1,422,624</b>	<b>\$1,626,400</b>	<b>\$1,816,169</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
General Government Income	\$37,006	\$361,413	\$658,720	\$978,000
<b>Total Income:</b>	<b>\$37,006</b>	<b>\$361,413</b>	<b>\$658,720</b>	<b>\$978,000</b>
<b>Total Revenue Source:</b>	<b>\$37,006</b>	<b>\$361,413</b>	<b>\$658,720</b>	<b>\$978,000</b>

# County Manager

Joshua Potosek  
County Manager

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

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

## Core Services

Functions of the Sullivan County Manager's Office include:

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

## Positions

Position Name	Amended 2022	Requested 2023	Recommended 2023	Adopted 2023
Assistant County Manager	1	1	1	1
Compliance Program Coordinator	1	1	1	1
Coord of Communications	1	1	1	1
County Manager	1	1	1	1
Director of Communications	1	1	1	1
Exec Asst to County Manager	1	1	1	1
Senior Staff Assistant	0	0	1	1
<b>Totals</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Executive				
County Manager				
Personal Services	\$449,986	\$424,288	\$493,399	\$572,227
Contracts	\$53,524	\$342,745	\$502,590	\$21,100
Auto/Travel	\$2,175	\$1,118	\$10,040	\$12,738
Office Supplies	\$5,435	\$3,783	\$45,300	\$46,151
Computer Supplies		\$149	\$0	
Utilities	\$941	\$0	\$1,900	\$1,900
Special Department Supply	\$0	\$595	\$0	
Misc Serv/Exp	\$6,600	\$1,660	\$60	\$1,060
Departmental Exp	\$5,192	\$2,628	\$3,575	\$3,575

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Employee Benefits	\$204,347	\$224,064	\$255,096	\$302,801
<b>Total County Manager:</b>	<b>\$728,199</b>	<b>\$1,001,029</b>	<b>\$1,311,960</b>	<b>\$961,552</b>
<b>Total Executive:</b>	<b>\$728,199</b>	<b>\$1,001,029</b>	<b>\$1,311,960</b>	<b>\$961,552</b>
<b>Total General Government:</b>	<b>\$728,199</b>	<b>\$1,001,029</b>	<b>\$1,311,960</b>	<b>\$961,552</b>
<b>Total Expenditures:</b>	<b>\$728,199</b>	<b>\$1,001,029</b>	<b>\$1,311,960</b>	<b>\$961,552</b>

## Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
General Government Income	\$66	\$500	\$550	\$550
<b>Total Income:</b>	<b>\$66</b>	<b>\$500</b>	<b>\$550</b>	<b>\$550</b>
<b>Total Revenue Source:</b>	<b>\$66</b>	<b>\$500</b>	<b>\$550</b>	<b>\$550</b>

## **Non-Divisional Programs**

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

Some of these include:

- Animal Control
- Community College Chargebacks
- Judgements and Claims
- Municipal Court
- Public Defense
- Safety Inspection/Electrical Licensing

View each page individually to learn more about these programs.

## Animal Control

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

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

### Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Public Safety				
Animal Control				
Animal Control				
Contracts	\$60,000	\$60,000	\$60,000	\$60,000
<b>Total Animal Control:</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>
<b>Total Animal Control:</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>
<b>Total Public Safety:</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>
<b>Total Expenditures:</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>

## Community College Contribution

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

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

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

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

### Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Education				
Community College Expenditures				
Contribution To Comm College				
Misc Serv/Exp	\$4,300,000	\$4,300,000	\$4,300,000	\$4,300,000
<b>Total Contribution To Comm College:</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>
<b>Total Community College Expenditures:</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>
<b>Total Education:</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>
<b>Total Expenditures:</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>

## Community College Tuition

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

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

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

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

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Education				
Community College Expenditures				
Community College Tuition				
Misc Serv/Exp	\$1,077,185	\$1,146,351	\$1,375,000	\$1,875,000
<b>Total Community College Tuition:</b>	<b>\$1,077,185</b>	<b>\$1,146,351</b>	<b>\$1,375,000</b>	<b>\$1,875,000</b>
<b>Total Community College Expenditures:</b>	<b>\$1,077,185</b>	<b>\$1,146,351</b>	<b>\$1,375,000</b>	<b>\$1,875,000</b>
<b>Total Education:</b>	<b>\$1,077,185</b>	<b>\$1,146,351</b>	<b>\$1,375,000</b>	<b>\$1,875,000</b>
<b>Total Expenditures:</b>	<b>\$1,077,185</b>	<b>\$1,146,351</b>	<b>\$1,375,000</b>	<b>\$1,875,000</b>

## Economic and Community Development

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

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

### *Sullivan County Partnership for Economic Development:*

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

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

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

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

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

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Economic Opportunity and Development				
Economic Opportunity and Development				
Economic And Community Developmt				
Contracts	\$100,000	\$100,000	\$100,000	\$100,000

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Employee Benefits	\$1,736	\$6,947	\$0	
<b>Total Economic And Community Developmt:</b>	<b>\$101,736</b>	<b>\$106,947</b>	<b>\$100,000</b>	<b>\$100,000</b>
<b>Total Economic Opportunity and Development:</b>	<b>\$101,736</b>	<b>\$106,947</b>	<b>\$100,000</b>	<b>\$100,000</b>
<b>Total Economic Opportunity and Development:</b>	<b>\$101,736</b>	<b>\$106,947</b>	<b>\$100,000</b>	<b>\$100,000</b>
<b>Total Expenditures:</b>	<b>\$101,736</b>	<b>\$106,947</b>	<b>\$100,000</b>	<b>\$100,000</b>

## Interfund Transfers

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

### Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Undistributed				
Transfers				
Interfund Transfers				
Transfers	\$31,421,670	\$34,510,932	\$43,394,352	\$39,385,431
<b>Total Interfund Transfers:</b>	<b>\$31,421,670</b>	<b>\$34,510,932</b>	<b>\$43,394,352</b>	<b>\$39,385,431</b>
<b>Total Transfers:</b>	<b>\$31,421,670</b>	<b>\$34,510,932</b>	<b>\$43,394,352</b>	<b>\$39,385,431</b>
<b>Total Undistributed:</b>	<b>\$31,421,670</b>	<b>\$34,510,932</b>	<b>\$43,394,352</b>	<b>\$39,385,431</b>
<b>Total Expenditures:</b>	<b>\$31,421,670</b>	<b>\$34,510,932</b>	<b>\$43,394,352</b>	<b>\$39,385,431</b>

### Revenues by Source

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Revenue Source				
Income				
Real Property Taxes and Tax Items	\$75,388,558	\$77,172,794	\$8,270,047	\$8,120,286
Non Property Taxes	\$52,215,300	\$70,596,838	\$60,582,556	\$70,557,000
General Government Income	\$955	\$900	\$1,000	\$1,000
Transportation Income	\$597,871	\$683,381	\$750,000	\$700,000
Intergovernmental Charges	\$96,296	\$142,464	\$155,000	\$373,309
Use of Money and Property	\$160,019	\$80,929	\$58,400	\$58,400
Licenses and Permits	\$1,190,040	\$2,849,917	\$2,756,500	\$3,005,500
Sale of Property and Compensation for Loss	\$757,916	\$258,800	\$111,550	\$105,550
Misc	\$1,372,478	\$1,872,083	\$2,486,893	\$1,835,447
<b>Total Income:</b>	<b>\$131,779,434</b>	<b>\$153,658,105</b>	<b>\$75,171,946</b>	<b>\$84,756,492</b>
State Aid				
Transportation	\$3,471,568	\$5,576,832	\$4,740,757	\$4,684,283
<b>Total State Aid:</b>	<b>\$3,471,568</b>	<b>\$5,576,832</b>	<b>\$4,740,757</b>	<b>\$4,684,283</b>
Federal Aid				
General Government	\$57,068	\$3,415,224	\$0	\$0
Transportation	\$150,740	\$160,694	\$2,248,500	\$6,719,558
<b>Total Federal Aid:</b>	<b>\$207,808</b>	<b>\$3,575,918</b>	<b>\$2,248,500</b>	<b>\$6,719,558</b>
Interfund Transfers				

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Interfund Transfers	\$33,063,639	\$38,871,792	\$43,580,433	\$39,467,196
Proceeds of Long Term Obligations		\$3,355,000	\$0	
<b>Total Interfund Transfers:</b>	<b>\$33,063,639</b>	<b>\$42,226,792</b>	<b>\$43,580,433</b>	<b>\$39,467,196</b>
<b>Total Revenue Source:</b>	<b>\$168,522,449</b>	<b>\$205,037,648</b>	<b>\$125,741,636</b>	<b>\$135,627,529</b>

## Judgments and Claims

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

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

### Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Special Items				
Judgements & Claims				
Misc Serv/Exp	\$201,360	\$82,585	\$200,000	\$200,000
<b>Total Judgements &amp; Claims:</b>	<b>\$201,360</b>	<b>\$82,585</b>	<b>\$200,000</b>	<b>\$200,000</b>
<b>Total Special Items:</b>	<b>\$201,360</b>	<b>\$82,585</b>	<b>\$200,000</b>	<b>\$200,000</b>
<b>Total General Government:</b>	<b>\$201,360</b>	<b>\$82,585</b>	<b>\$200,000</b>	<b>\$200,000</b>
<b>Total Expenditures:</b>	<b>\$201,360</b>	<b>\$82,585</b>	<b>\$200,000</b>	<b>\$200,000</b>

## Municipal Association Dues

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

- New York State Association of Counties:
  - The mission of NYSAC is to represent, educate, advocate for, and serve Member Counties and the thousands of elected and appointed county officials who serve the public.
  
- National Association of Counties:
  - NaCO is the only national organization that represents County governments before the Administration and Congress. NaCO provides essential services to the nation's 3,068 counties.
  
- Hudson Valley Regional Council:
  - Provides a comprehensive range of services associated with the growth and development of communities within the Hudson Valley. The Council acts as a link between local needs and federal/state funding programs. The Council creates a Comprehensive Economic Development Strategy (CEDS) for the region. The CEDS allows for Federal funding opportunities.
  
- Coalition of Watershed Towns:
  - The Coalition of Watershed Towns is an organization that represents and lobbies on behalf of towns in the NYC watershed.
  
- Pattern for Progress
  - Pattern for Progress' mission is to promote regional, balanced and sustainable solutions that enhance the growth and vitality of the Hudson Valley.

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Special Items				
Municipal Association Dues				
Departmental Exp	\$15,696	\$20,696	\$46,895	\$14,171
<b>Total Municipal Association Dues:</b>	<b>\$15,696</b>	<b>\$20,696</b>	<b>\$46,895</b>	<b>\$14,171</b>
<b>Total Special Items:</b>	<b>\$15,696</b>	<b>\$20,696</b>	<b>\$46,895</b>	<b>\$14,171</b>
<b>Total General Government:</b>	<b>\$15,696</b>	<b>\$20,696</b>	<b>\$46,895</b>	<b>\$14,171</b>
<b>Total Expenditures:</b>	<b>\$15,696</b>	<b>\$20,696</b>	<b>\$46,895</b>	<b>\$14,171</b>

## Municipal Court

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

### Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Judicial				
Municipal Court				
Departmental Exp	\$2,960	\$2,930	\$5,500	\$3,800
<b>Total Municipal Court:</b>	<b>\$2,960</b>	<b>\$2,930</b>	<b>\$5,500</b>	<b>\$3,800</b>
<b>Total Judicial:</b>	<b>\$2,960</b>	<b>\$2,930</b>	<b>\$5,500</b>	<b>\$3,800</b>
<b>Total General Government:</b>	<b>\$2,960</b>	<b>\$2,930</b>	<b>\$5,500</b>	<b>\$3,800</b>
<b>Total Expenditures:</b>	<b>\$2,960</b>	<b>\$2,930</b>	<b>\$5,500</b>	<b>\$3,800</b>

## Other Home & Community Services/ Misc. Expenses

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

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

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

### Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Home and Community Service				
Special Services				
Other Home & Community Services				
Post Employment Benefits				
Employee Benefits	\$4,067	\$4,121	\$3,954	\$5,079
<b>Total Post Employment Benefits:</b>	<b>\$4,067</b>	<b>\$4,121</b>	<b>\$3,954</b>	<b>\$5,079</b>
Misc Expense				
Contracts	\$499,672	\$540,000	\$643,000	\$619,300
<b>Total Misc Expense:</b>	<b>\$499,672</b>	<b>\$540,000</b>	<b>\$643,000</b>	<b>\$619,300</b>
<b>Total Other Home &amp; Community Services:</b>	<b>\$503,739</b>	<b>\$544,121</b>	<b>\$646,954</b>	<b>\$624,379</b>
<b>Total Special Services:</b>	<b>\$503,739</b>	<b>\$544,121</b>	<b>\$646,954</b>	<b>\$624,379</b>
<b>Total Home and Community Service:</b>	<b>\$503,739</b>	<b>\$544,121</b>	<b>\$646,954</b>	<b>\$624,379</b>
<b>Total Expenditures:</b>	<b>\$503,739</b>	<b>\$544,121</b>	<b>\$646,954</b>	<b>\$624,379</b>

## Other Gov't Support - Misc. Expense

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

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

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

### Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Special Items				
Other General Gov Support				
Post Employment Benefits				
Employee Benefits	\$1,049,721	\$1,105,583	\$848,823	\$1,351,591
<b>Total Post Employment Benefits:</b>	<b>\$1,049,721</b>	<b>\$1,105,583</b>	<b>\$848,823</b>	<b>\$1,351,591</b>
Misc Expense				
Departmental Exp	\$457,090	\$115,623	\$2,900,379	\$5,250,000
<b>Total Misc Expense:</b>	<b>\$457,090</b>	<b>\$115,623</b>	<b>\$2,900,379</b>	<b>\$5,250,000</b>
<b>Total Other General Gov Support:</b>	<b>\$1,506,812</b>	<b>\$1,221,206</b>	<b>\$3,749,202</b>	<b>\$6,601,591</b>
<b>Total Special Items:</b>	<b>\$1,506,812</b>	<b>\$1,221,206</b>	<b>\$3,749,202</b>	<b>\$6,601,591</b>
<b>Total General Government:</b>	<b>\$1,506,812</b>	<b>\$1,221,206</b>	<b>\$3,749,202</b>	<b>\$6,601,591</b>
<b>Total Expenditures:</b>	<b>\$1,506,812</b>	<b>\$1,221,206</b>	<b>\$3,749,202</b>	<b>\$6,601,591</b>

## Post Employment Benefits

Post Employment Benefits are available to all retired County employees who are eligible based on age and on years of service. These budget organizations also account for expenses related to employees who are separated from employment and are eligible for unemployment benefits. There are seven (7) budget organizations in the General Fund that account for post-employment benefits, accounting for retirees based upon the governmental function of the department from which they retired:

- A-1989-98 – General Governmental Support
- A-3989-98 – Public Safety
- A-4989-98 – Health
- A-5989-98 – Transportation
- A-6990-98 – Economic Assistance and Opportunity
- A-6991-98 -- Economic Assistance - DFS
- A-7989-98 – Culture and Recreation
- A-8989-98 – Home and Community Services

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
General Government				
Special Items				
Other General Gov Support				
Post Employment Benefits				
Employee Benefits	\$1,049,721	\$1,105,583	\$848,823	\$1,351,591
<b>Total Post Employment Benefits:</b>	<b>\$1,049,721</b>	<b>\$1,105,583</b>	<b>\$848,823</b>	<b>\$1,351,591</b>
<b>Total Other General Gov Support:</b>	<b>\$1,049,721</b>	<b>\$1,105,583</b>	<b>\$848,823</b>	<b>\$1,351,591</b>
<b>Total Special Items:</b>	<b>\$1,049,721</b>	<b>\$1,105,583</b>	<b>\$848,823</b>	<b>\$1,351,591</b>
<b>Total General Government:</b>	<b>\$1,049,721</b>	<b>\$1,105,583</b>	<b>\$848,823</b>	<b>\$1,351,591</b>
Public Safety				
Other Public Safety				
Other Public Safety				
Post Employment Benefits				
Employee Benefits	\$950,152	\$973,657	\$923,869	\$1,145,332
<b>Total Post Employment Benefits:</b>	<b>\$950,152</b>	<b>\$973,657</b>	<b>\$923,869</b>	<b>\$1,145,332</b>
<b>Total Other Public Safety:</b>	<b>\$950,152</b>	<b>\$973,657</b>	<b>\$923,869</b>	<b>\$1,145,332</b>
<b>Total Other Public Safety:</b>	<b>\$950,152</b>	<b>\$973,657</b>	<b>\$923,869</b>	<b>\$1,145,332</b>
<b>Total Public Safety:</b>	<b>\$950,152</b>	<b>\$973,657</b>	<b>\$923,869</b>	<b>\$1,145,332</b>
Health				
Other Health				
Other Health				
Post Employment Benefits				

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Employee Benefits	\$480,915	\$504,903	\$466,316	\$623,832
<b>Total Post Employment Benefits:</b>	<b>\$480,915</b>	<b>\$504,903</b>	<b>\$466,316</b>	<b>\$623,832</b>
<b>Total Other Health:</b>	<b>\$480,915</b>	<b>\$504,903</b>	<b>\$466,316</b>	<b>\$623,832</b>
<b>Total Health:</b>	<b>\$480,915</b>	<b>\$504,903</b>	<b>\$466,316</b>	<b>\$623,832</b>
Transportation				
Other Transportation				
Other Transportation				
Post Employment Benefits				
Employee Benefits	\$88,627	\$75,231	\$82,517	\$72,336
<b>Total Post Employment Benefits:</b>	<b>\$88,627</b>	<b>\$75,231</b>	<b>\$82,517</b>	<b>\$72,336</b>
<b>Total Other Transportation:</b>	<b>\$88,627</b>	<b>\$75,231</b>	<b>\$82,517</b>	<b>\$72,336</b>
<b>Total Other Transportation:</b>	<b>\$88,627</b>	<b>\$75,231</b>	<b>\$82,517</b>	<b>\$72,336</b>
<b>Total Transportation:</b>	<b>\$88,627</b>	<b>\$75,231</b>	<b>\$82,517</b>	<b>\$72,336</b>
Economic Opportunity and Development				
Economic Opportunity and Development				
Other Economic Assist & Opportun				
Post Employment Benefits				
Employee Benefits	\$147,487	\$151,748	\$143,407	\$167,493
<b>Total Post Employment Benefits:</b>	<b>\$147,487</b>	<b>\$151,748</b>	<b>\$143,407</b>	<b>\$167,493</b>
<b>Total Other Economic Assist &amp; Opportun:</b>	<b>\$147,487</b>	<b>\$151,748</b>	<b>\$143,407</b>	<b>\$167,493</b>
Other Economic Assist - Dfs				
Post Employment Benefits				
Employee Benefits	\$1,081,091	\$1,073,007	\$1,145,956	\$1,261,157
<b>Total Post Employment Benefits:</b>	<b>\$1,081,091</b>	<b>\$1,073,007</b>	<b>\$1,145,956</b>	<b>\$1,261,157</b>
<b>Total Other Economic Assist - Dfs:</b>	<b>\$1,081,091</b>	<b>\$1,073,007</b>	<b>\$1,145,956</b>	<b>\$1,261,157</b>
<b>Total Economic Opportunity and Development:</b>	<b>\$1,228,579</b>	<b>\$1,224,755</b>	<b>\$1,289,363</b>	<b>\$1,428,650</b>
<b>Total Economic Opportunity and Development:</b>	<b>\$1,228,579</b>	<b>\$1,224,755</b>	<b>\$1,289,363</b>	<b>\$1,428,650</b>
Culture and Recreation				
Culture				
Other Culture & Recreation				
Post Employment Benefits				
Employee Benefits	\$146,245	\$146,891	\$139,350	\$146,424
<b>Total Post Employment Benefits:</b>	<b>\$146,245</b>	<b>\$146,891</b>	<b>\$139,350</b>	<b>\$146,424</b>
<b>Total Other Culture &amp; Recreation:</b>	<b>\$146,245</b>	<b>\$146,891</b>	<b>\$139,350</b>	<b>\$146,424</b>
<b>Total Culture:</b>	<b>\$146,245</b>	<b>\$146,891</b>	<b>\$139,350</b>	<b>\$146,424</b>
<b>Total Culture and Recreation:</b>	<b>\$146,245</b>	<b>\$146,891</b>	<b>\$139,350</b>	<b>\$146,424</b>

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Home and Community Service				
Special Services				
Other Home & Community Services				
Post Employment Benefits				
Employee Benefits	\$4,067	\$4,121	\$3,954	\$5,079
<b>Total Post Employment Benefits:</b>	<b>\$4,067</b>	<b>\$4,121</b>	<b>\$3,954</b>	<b>\$5,079</b>
<b>Total Other Home &amp; Community Services:</b>	<b>\$4,067</b>	<b>\$4,121</b>	<b>\$3,954</b>	<b>\$5,079</b>
<b>Total Special Services:</b>	<b>\$4,067</b>	<b>\$4,121</b>	<b>\$3,954</b>	<b>\$5,079</b>
<b>Total Home and Community Service:</b>	<b>\$4,067</b>	<b>\$4,121</b>	<b>\$3,954</b>	<b>\$5,079</b>
<b>Total Expenditures:</b>	<b>\$3,948,305</b>	<b>\$4,035,139</b>	<b>\$3,754,192</b>	<b>\$4,773,244</b>

## Public Information

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

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

## Expenditures by Function

Name	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2023 Adopted Budget
Expenditures				
Economic Opportunity and Development				
Economic Opportunity and Development				
Public Information				
Contracts	\$1,855,338	\$1,258,024	\$1,700,000	\$2,550,000
<b>Total Public Information:</b>	<b>\$1,855,338</b>	<b>\$1,258,024</b>	<b>\$1,700,000</b>	<b>\$2,550,000</b>
<b>Total Economic Opportunity and Development:</b>	<b>\$1,855,338</b>	<b>\$1,258,024</b>	<b>\$1,700,000</b>	<b>\$2,550,000</b>
<b>Total Economic Opportunity and Development:</b>	<b>\$1,855,338</b>	<b>\$1,258,024</b>	<b>\$1,700,000</b>	<b>\$2,550,000</b>
<b>Total Expenditures:</b>	<b>\$1,855,338</b>	<b>\$1,258,024</b>	<b>\$1,700,000</b>	<b>\$2,550,000</b>

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# **CAPITAL IMPROVEMENTS**

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## Capital Budget Narrative

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

- It retains its original shape and appearance in use.
- It is non-expendable; that is, if the article is damaged or some of its parts are lost or worn out, it is usually more feasible to repair it rather than replace it with an entirely new unit.
- It represents an investment of money over \$25,000, which makes it feasible and advisable to capitalize the item, and has a life expectancy of greater than one year.
- It does not lose its identity through incorporation into a different or more complex unit or substance.

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

The 2023 Capital Budget anticipates spending \$24.6 million in total. The largest single investment is for bridges infrastructure: \$24.6M is requested. \$11.2 million of the capital budget is included in the 2023 Adopted operating budget. The balance comes from fund balance, and State and Federal aid.

Many buildings related projects requested in 2023 have been moved out to later years, to allow for a buildings and space analysis to be performed countywide. This will allow for a more efficient plan of action with regard to county buildings.

### RECURRING CAPITAL EXPENDITURES

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

- Road and bridge repair
- Vehicle purchases
- Heavy equipment purchases
- Building repairs
- Flood remediation

### NON-RECURRING CAPITAL EXPENDITURES

Non-recurring capital expenditures are those that are infrequent in nature and not normally part of the capital budget. The following non-recurring capital expenditures have been included in the 2023 Adopted Capital Budget:

#### *Parks and Recreation*

Sullivan County is filled with beautiful sites to be enjoyed: Fort Delaware, Lake Superior Park, the O&W Rail Trail and the Stone Arch Bridge, to name a few. In an effort to encourage usage and awareness of these facilities, an investment in these sites is necessary. Bringing a love of recreation together with a love of healthier outdoor activities was the genesis behind the following 2023 Budget item:

- Callicoon Parks Design and Development
- Parks Master Plan
- Lake Superior State Park Education Center
- Lake Superior Trail Design and Development

#### *Liberty Campus*

Four of our larger departments are located at our Liberty Health and Human Services Complex and include Public Health, Community Services, Family Services and the Care Center at Sunset Lake. In 2023, the Capital Plan funds the installation of a new water tower at the Health and Human Services Complex. This will allow for redundancy for potable water and fire suppression.

*The 2023-2028 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.*

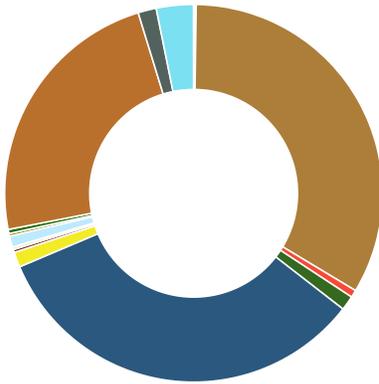
# Capital Improvements: One-year Plan

## Total Capital Requested

# \$31,840,481

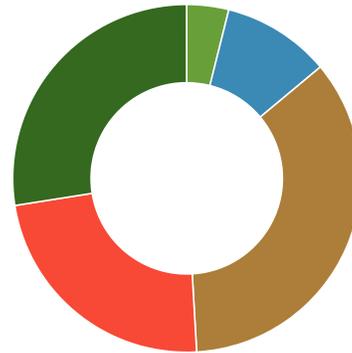
43 Capital Improvement Projects

Total Funding Requested by Department



DFS General Administration (0%)	\$30,000.00
District Attorney (0%)	\$39,000.00
DPW - Bridge Maintenance (33%)	\$10,637,981.00
DPW - Govt Center (1%)	\$200,000.00
DPW - Liberty Campus (1%)	\$400,000.00
DPW - Road Maintenance (33%)	\$10,550,000.00
DPW Administration (1%)	\$410,000.00
Elections (0%)	\$78,500.00
Engineering (0%)	\$74,000.00
P/R - Admin (1%)	\$300,000.00
P/R Lake Superior Park (0%)	\$75,000.00
Road Machinery (0%)	\$110,000.00
SC International Airport (23%)	\$7,430,000.00
Sh - Patrol (2%)	\$496,000.00
Solid Waste (3%)	\$1,010,000.00
<b>TOTAL</b>	<b>\$31,840,481.00</b>

Total Funding Requested by Source



Budgeted Labor & Equipment (4%)	\$1,240,000.00
CHIPS (10%)	\$3,200,000.00
County Share (35%)	\$11,191,631.00
Federal Aid (23%)	\$7,455,313.00
State Aid (27%)	\$8,753,537.00
<b>TOTAL</b>	<b>\$31,840,481.00</b>

## Capital Costs Breakdown



● Capital Costs (100%)	\$31,840,481.00
<b>TOTAL</b>	<b>\$31,840,481.00</b>

## Cost Savings & Revenue Breakdown

There's no data for building chart

## Sh - Patrol Requests

### Itemized Requests for 2023

**2023 Chevy Tahoe** **\$56,000**

New Chevy Tahoe requested for the Sheriff's office

**Homeland Security Equipment** **\$170,000**

The Sheriff's Office receives grant funding annually from the Office of Homeland Security. Each Homeland Security grant contract spans a period of 3 years. It is likely that expenses incurred in any one year could comprise multiple contract...

**Patrol Vehicle Replacements** **\$270,000**

Vehicles belonging to the Sheriff's Office are replaced at predictable intervals. Markes patrol cards, which operate 24 hours a day, 7 days a week, typically have a service life of 2 years. Unmarked detective car/SUVs last approximately 5...

**Total: \$496,000**

## DFS General Administration Requests

### Itemized Requests for 2023

**Phased Desk and Chairs Replacement** **\$30,000**

We would like to replace the desks and chairs throughout the building in phases. Many desks in the department are past their useful life and are chipping, with broken door and drawers.

**Total: \$30,000**

# DPW - Bridge Maintenance Requests

## Itemized Requests for 2023

<b>3 Bridges - Painting</b>	<b>\$520,000</b>
3 Bridges - Painting	
<b>CB 77 - CR23 - Final Design Engineering</b>	<b>\$250,000</b>
CB 77 - CR23 - Final Design Engineering	
<b>CB Kohlertown - CR164 - Bypass Pipeline</b>	<b>\$1,818,168</b>
CB Kohlertown - CR164 - Bypass Pipeline	
<b>CB198 - CR33 Waterproofing</b>	<b>\$287,053</b>
CB198-CR33 Waterproofing	
<b>CB216 - CR156 - Bridge Replacement</b>	<b>\$825,000</b>
CB216 - CR156 - Bridge Replacement	
<b>CB261 - Town Highway 38 - Bridge Replacement</b>	<b>\$750,000</b>
CB261 - Town Highway 38 - Bridge Replacement	
<b>CB272 - Town Highway 21 - Bridge Replacement</b>	<b>\$750,000</b>
CB272 - Town Highway 21 - Bridge Replacement	
<b>CB277 - Benton Hollow Engineering</b>	<b>\$50,000</b>
CB277 - Benton Hollow Engineering	
<b>CB296 - Town Highway 9 - Bridge Replacement</b>	<b>\$775,000</b>
CB296 - Town Highway 9 - Bridge Replacement	
<b>CB82 - CR49 - Bridge Replacement</b>	<b>\$4,612,760</b>
CB82 - CR49 - Bridge Replacement	
<b>Total: \$10,637,981</b>	

# DPW - Road Maintenance Requests

## Itemized Requests for 2023

<b>Contract Paving on Various County Roads</b>	<b>\$6,100,000</b>
<hr/>	
Contract Paving on Various County Roads	
<b>CR16 - Road embankment, stabilize slope and soil nailing</b>	<b>\$250,000</b>
<hr/>	
CR16 - Road embankment, stabilize slope and soil nailing	
<b>CR173 - Rehabilitation: Pavement, sidewalks and drainage</b>	<b>\$2,500,000</b>
<hr/>	
CR173 - Rehabilitation: Pavement, sidewalks and drainage	
<b>Surface Treating on Various County Roads</b>	<b>\$1,600,000</b>
<hr/>	
Surface Treating on Various County Roads	
<b>Upgrade Non-Standard/Install Guide Rail on Various Co. Rds.</b>	<b>\$100,000</b>
<hr/>	
Upgrade Non-Standard/Install Guide Rail on Various Co. Rds.	
<hr/>	
	<b>Total: \$10,550,000</b>

# Solid Waste Requests

## Itemized Requests for 2023

**2023 Kenworth Roloff Truck** **\$400,000**

This would be a rotation of older equipment replacing 2 2011 trucks.

**New 3/4 Ton Truck** **\$60,000**

Current mason dump plow truck #106 is old and rusted quite badly. It should be replaced with a lighter pickup truck with a plow and plastic slip in sander that is more versatile. The pickup could be used all year long for litter plucking,...

**Paving at Transfer Stations** **\$200,000**

The existing paved areas around the Transfer Stations and export buildings are deteriorating. The area where customers walk needs to be resurfaced at each station.

**Push Plate Trailers** **\$100,000**

The closed top compact style for Mamakating is needed to hold single stream recycling and municipal solid waste in order to help save on trucking. Open tops need to be on a rotation to ensure service operations /reliability. These are mostly used...

**Tank Demo and Replacement - Exterior** **\$50,000**

There are 2 large silver tanks that are outside the Pretreatment plant that are no longer used. This is a safety and housekeeping issue. The Tanks take up a large amount of space and need to be taken out eventually. They are no longer usable.

**Tank Demo and Replacement - Inside** **\$50,000**

There are two large blue tanks inside the pretreatment plant that should be removed and replaced by one smaller tank. One of the tanks is not usable because there are holes in it that cannot be repaired. This project would provide more room...

**Town of Rockland - New Compactor** **\$100,000**

Purchase of new compactor. The Compactor is vital at the transfer stations to keep trucking costs as low as possible. The Rockland Compactor is at the end of its useful life.

**Utility Pole Replacement** **\$50,000**

The Utility Pole that is feeding the Truck Maintenance Building and Fuel Island is leaning over in the wetlands. This project would use the power from the treatment plant and abandon the questionable line. It will avoid an expensive last...

**Total: \$1,010,000**

# DPW - Govt Center Requests

## Itemized Requests for 2023

**Government Center Front and Rear Entrance Replacement** **\$200,000**

The sliding entrance doors to the Government Center lobby are constantly broken due to age, wear and upheaval of the ground below. They need to be fully replaced. Existing door systems cost thousands of dollars per year in repairs and...

**Total: \$200,000**

# SC International Airport Requests

## Itemized Requests for 2023

**Gate opener replacement** **\$30,000**

Automatic gate openers are a necessity to accommodate vehicle entry and departure from the airport. Existing opener devices are obsolete and must be upgraded to meet our DHS security requirements.

**NYSDOT Grant - Terminal Renovation** **\$7,400,000**

Renovation of SCIA terminal, including but not limited to cafe, dining area, restrooms, passenger counter/waiting area, second floor airport operations observation area. SCIA applied for a competitive NYSDOT grant specifically designed for...

**Total: \$7,430,000**

# DPW - Liberty Campus Requests

## Itemized Requests for 2023

**Install new water tower - HSS Complex** **\$400,000**

Installation of new water tower at Human Services Complex. A second water tower will provide redundancy for potable water and fire suppression at the Liberty campus.

**Total: \$400,000**

# DPW Administration Requests

## Itemized Requests for 2023

**2 New Crew Cab Pickups** **\$70,000**

2 new crew cab pickups will be needed for DPW operations.

**Backhoes** **\$130,000**

Replace 2004 Case 580L with 2023 Backhoe with Wainroy \$130,000 Replace 2003 Cat 430D with 2026 Backhoe with Thumb \$130,000

**Mowers** **\$110,000**

Replace 2006 New Holland TL90 with 2023 New Holland TL90 for \$110,000

**Overhead door replacements** **\$100,000**

Replacement of overhead doors at various County facilities. Overhead doors have outlived their useful life and need replacement. This is a multi year project from 2023 to 2025.

**Total: \$410,000**

## P/R - Admin Requests

### Itemized Requests for 2023

**Callicoon Park Design and Development** **\$150,000**

Design and development of Callicoon Park to include engineering, parking lot, trails, park furniture, play structures, signage and wildlife viewing platforms. The development of this newly acquired park property will provide visitors and...

**Parks Master Plan** **\$150,000**

The Master Plan will collect and analyze data to guide the development of a clear set of goals, standards, and policies for the County's parks, museums, recreation facilities, open space, trails, beautification programs and services for the...

**Total: \$300,000**

## P/R Lake Superior Park Requests

### Itemized Requests for 2023

**Lake Superior State Park Education Center** **\$50,000**

Convert the vacant house & garage owned by the Palisades Interstate Park Commission at Lake Superior State Park into an Outdoor Education Center/Offices/Storage. With the proposed development of the Lake Superior Trail System, the current...

**Lake Superior Trail Design and Development** **\$25,000**

Hire consultants to develop a design for multi-use trails in Lake Superior State Park. Construction would be a multiyear project with the possibility of Grant Funding. The County of Sullivan is in the second year of a continued Cooperative...

**Total: \$75,000**

## Road Machinery Requests

### Itemized Requests for 2023

**Medium Duty Trucks** **\$110,000**

Vehicles are over their 15 year lifespan and have heavy rust. The replacement plan would be as follows: 2023 1 State contract vehicle @ \$110,000 = \$110,000 2024 2 State contract vehicles @ \$115,000 =...

**Total: \$110,000**

## Engineering Requests

### Itemized Requests for 2023

**2 New Chevy 2500 Vans** **\$74,000**

2 new Chevy 2500 vans will replace vans 85 and 86, which are over 10 years old.

**Total: \$74,000**

# District Attorney Requests

## Itemized Requests for 2023

### District Attorney Vehicle Replacements

**\$39,000**

2023 - Replace 2018 Dodge Durango with 2023 Jeep Grand Cherokee @ \$39,000 2024 - Replace 2 2017 Chevrolet Malibu's with 2024 Chevrolet Malibu's @ \$25,000 each

**Total: \$39,000**

# Elections Requests

## Itemized Requests for 2023

### Voting Machines

**\$78,500**

The new electronic voting machines designed by Dominion Voting Systems Corporation is the NYS Board of Elections approved vendor for certified voting machines. Fifty-one machines are needed to serve polling locations throughout Sullivan County. By...

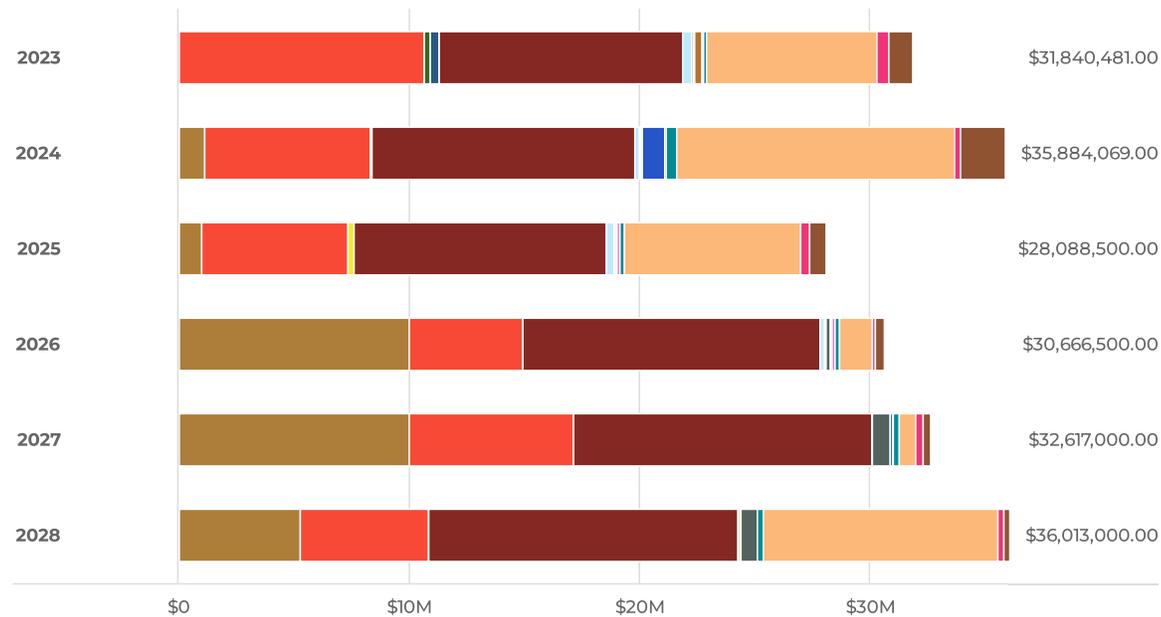
**Total: \$78,500**

# Capital Improvements: Multi-year Plan

## Total Capital Requested \$195,109,550

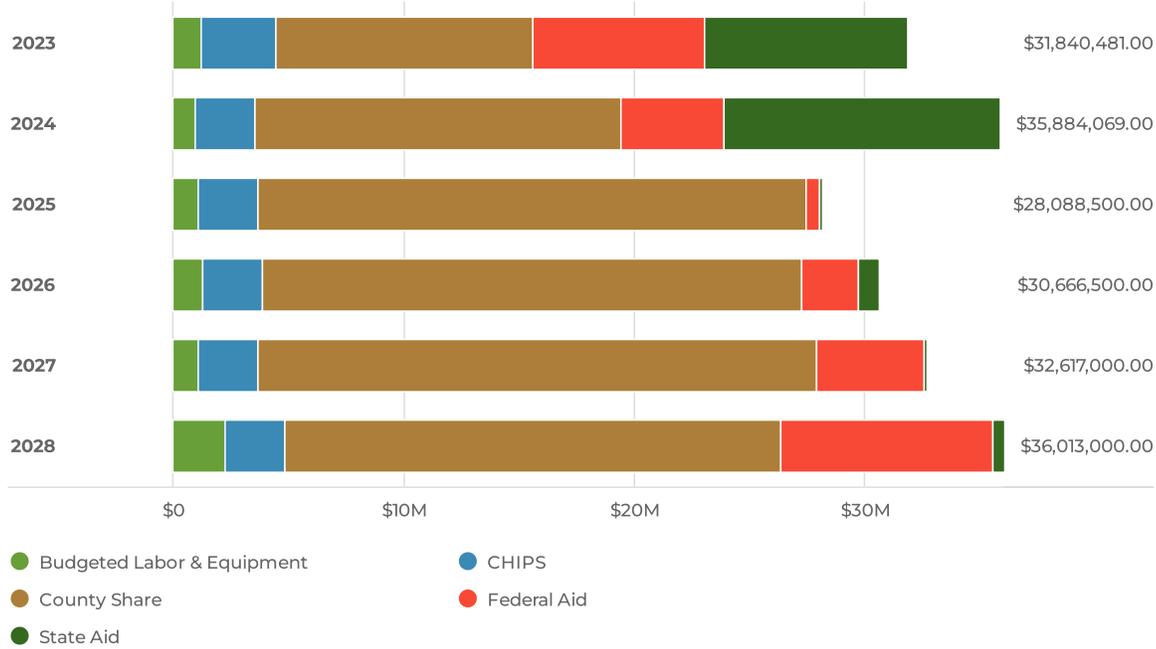
120 Capital Improvement Projects

### Total Funding Requested by Department

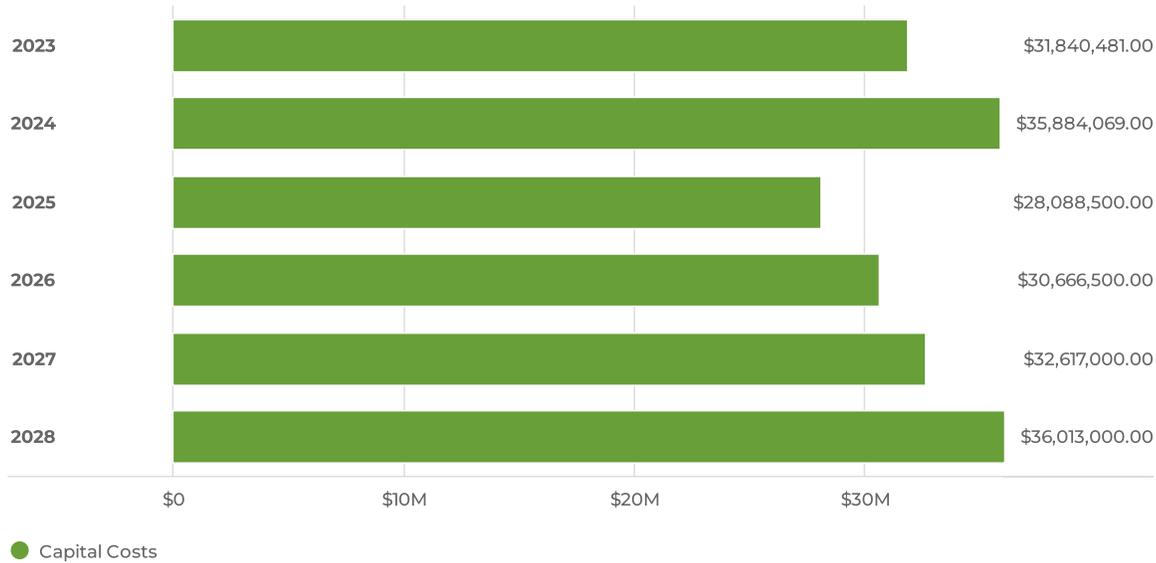


- DFS General Administration
- DPW - Court House
- DPW - Govt Center
- DPW - Maplewood Facility
- DPW - Sheriff's Complex
- Elections
- P/R - Admin
- P/R Lake Superior Park
- P/R Minisink Battle Ground
- Public Safety Administration
- Road Machinery
- Sh - Patrol
- District Attorney
- DPW - Bridge Maintenance
- DPW - Liberty Campus
- DPW - Road Maintenance
- DPW Administration
- Engineering
- P/R D&H Canal Linear Park
- P/R Livingston Manor Covered Br
- Parks & Recreation
- Public Safety Communication E911
- SC International Airport
- Solid Waste

### Total Funding Requested by Source



### Capital Costs Breakdown



### Cost Savings & Revenues

There's no data for building chart

## Sh - Patrol Requests

### Itemized Requests for 2023-2028

**2023 Chevy Tahoe** **\$56,000**

New Chevy Tahoe requested for the Sheriff's office

**Homeland Security Equipment** **\$170,000**

The Sheriff's Office receives grant funding annually from the Office of Homeland Security. Each Homeland Security grant contract spans a period of 3 years. It is likely that expenses incurred in any one year could comprise multiple contract...

**Patrol Vehicle Replacements** **\$1,665,000**

Vehicles belonging to the Sheriff's Office are replaced at predictable intervals. Marked patrol cars, which operate 24 hours a day, 7 days a week, typically have a service life of 2 years. Unmarked detective car/SUVs last approximately 5...

**Total: \$1,891,000**

## DFS General Administration Requests

### Itemized Requests for 2023-2028

**Phased Desk and Chairs Replacement** **\$180,000**

We would like to replace the desks and chairs throughout the building in phases. Many desks in the department are past their useful life and are chipping, with broken doors and drawers.

**Total: \$180,000**

# DPW - Bridge Maintenance Requests

## Itemized Requests for 2023-2028

<b>3 Bridges - Painting</b>	<b>\$520,000</b>
3 Bridges - Painting	
<b>CB 77 - CR23 - Final Design Engineering</b>	<b>\$250,000</b>
CB 77 - CR23 - Final Design Engineering	
<b>CB Kohlertown - CR164 - Bypass Pipeline</b>	<b>\$1,818,168</b>
CB Kohlertown - CR164 - Bypass Pipeline	
<b>CB100 - CR11 - Bridge Replacement</b>	<b>\$900,000</b>
CB100 - CR11 - Bridge Replacement	
<b>CB109 - CR103 - Bridge Rehabilitation</b>	<b>\$150,000</b>
CB109 - CR103 - Bridge Rehabilitation	
<b>CB116 - CR123 - Bridge Replacement</b>	<b>\$850,000</b>
CB116 - CR123 - Bridge Replacement	
<b>CB14 - CR32 - Bridge Replacement</b>	<b>\$1,000,000</b>
CB14 - CR32 - Bridge Replacement	
<b>CB171 - CR75 - Realignment</b>	<b>\$2,000,000</b>
CB171 - CR75 - Realignment	
<b>CB198 - CR33 Waterproofing</b>	<b>\$287,053</b>
CB198-CR33 Waterproofing	
<b>CB2 - Town Highway 36 - Bridge Replacement</b>	<b>\$900,000</b>
CB2 - Town Highway 36 - Bridge Replacement	
<b>CB216 - CR156 - Bridge Replacement</b>	<b>\$825,000</b>
CB216 - CR156 - Bridge Replacement	
<b>CB261 - Town Highway 38 - Bridge Replacement</b>	<b>\$750,000</b>
CB261 - Town Highway 38 - Bridge Replacement	
<b>CB270 - Town Highway 22 - Bridge Replacement</b>	<b>\$775,000</b>
CB270 - Town Highway 22 - Bridge Replacement	
<b>CB272 - Town Highway 21 - Bridge Replacement</b>	<b>\$750,000</b>
CB272 - Town Highway 21 - Bridge Replacement	
<b>CB277 - Benton Hollow Engineering</b>	<b>\$50,000</b>
CB277 - Benton Hollow Engineering	
<b>CB277 - Town Highway 9 - Reroute</b>	<b>\$500,000</b>
CB277 - Town Highway 9 - Reroute	

<b>CB283 - CR149 - Bridge Replacement</b>	<b>\$1,700,000</b>
CB283 - CR149 - Bridge Replacement	
<b>CB29 - CR55 - Bridge Replacement</b>	<b>\$800,000</b>
CB29 - CR55 - Bridge Replacement	
<b>CB296 - Town Highway 9 - Bridge Replacement</b>	<b>\$775,000</b>
CB296 - Town Highway 9 - Bridge Replacement	
<b>CB301 - CR105B - Bridge Replacement</b>	<b>\$4,500,000</b>
CB301 - CR105B - Bridge Replacement	
<b>CB313 - Town Highway 61 - Bridge Replacement</b>	<b>\$850,000</b>
CB313 - Town Highway 61 - Bridge Replacement	
<b>CB344 - CR178 - Bridge Replacement</b>	<b>\$250,000</b>
CB344 - CR178 - Bridge Replacement	
<b>CB351 - Bridge Street - Bridge Replacement</b>	<b>\$2,300,000</b>
CB351 - Bridge Street - Bridge Replacement	
<b>CB361 - Town Highway 56 - Bridge Replacement</b>	<b>\$2,400,000</b>
CB361 - Town Highway 56 - Bridge Replacement	
<b>CB367 - CR11 - Bridge Replacement</b>	<b>\$250,000</b>
CB367 - CR11 - Bridge Replacement	
<b>CB377 - Town Highway 53 - Bridge Replacement</b>	<b>\$750,000</b>
CB377 - Town Highway 53 - Bridge Replacement	
<b>CB427 - Town Highway 77 - Bridge Replacement</b>	<b>\$750,000</b>
CB427 - Town Highway 77 - Bridge Replacement	
<b>CB428 - Town Highway 98 - Bridge Replacement</b>	<b>\$800,000</b>
CB428 - Town Highway 98 - Bridge Replacement	
<b>CB430 - Town Highway 28 - Bridge Replacement</b>	<b>\$800,000</b>
CB430 - Town Highway 28 - Bridge Replacement	
<b>CB436 - Oberferst St - Bridge Replacement</b>	<b>\$550,000</b>
CB436 - Oberferst St - Bridge Replacement	
<b>CB448 - Town Highway 62 - Bridge Replacement</b>	<b>\$800,000</b>
CB448 - Town Highway 62 - Bridge Replacement	
<b>CB51 - CR142 - Bridge Replacement</b>	<b>\$1,000,000</b>
CB51 - CR142 - Bridge Replacement	
<b>CB77 - CR23 - Bridge Replacement</b>	<b>\$4,475,569</b>
CB77 - CR23 - Bridge Replacement	

<b>CB8 - CR43 - Bridge Replacement</b>	<b>\$850,000</b>
CB8 - CR43 - Bridge Replacement	
<b>CB82 - CR49 - Bridge Replacement</b>	<b>\$4,612,760</b>
CB82 - CR49 - Bridge Replacement	
<b>NYS DOT Maintenance Project - 1 Bridge (Project pending)</b>	<b>\$260,000</b>
NYS DOT Maintenance Project - 1 Bridge (Project pending)	
<b>Total: \$41,798,550</b>	

# DPW - Road Maintenance Requests

## Itemized Requests for 2023-2028

<b>Contract Paving on Various County Roads</b>	<b>\$49,100,000</b>
Contract Paving on Various County Roads	
<b>CR113 - Reconstruct and realign portion of CR113</b>	<b>\$550,000</b>
CR113 - Reconstruct and realign portion of CR113	
<b>CR114 - Road embankment, stabilize slope and soil nailing</b>	<b>\$250,000</b>
CR114 - Road embankment, stabilize slope and soil nailing	
<b>CR121 - Road embankment, stabilize slope and soil nailing</b>	<b>\$250,000</b>
CR121 - Road embankment, stabilize slope and soil nailing	
<b>CR125/127 - Upgrade and extend drainage system at intersection</b>	<b>\$50,000</b>
CR125/127 - Upgrade and extend drainage system at intersection	
<b>CR14 - Major retaining wall in Swan Lake from CR74 to CR142</b>	<b>\$250,000</b>
CR14 - Major retaining wall in Swan Lake from CR74 to CR142	
<b>CR14 - Upgrade and extend drainage system - Swan Lake CR74 to CR142</b>	<b>\$300,000</b>
CR14 - Upgrade and extend drainage system - Swan Lake CR74 to CR142	
<b>CR14/141 - Upgrade and tie existing drainage systems together</b>	<b>\$400,000</b>
CR14/141 - Upgrade and tie existing drainage systems together	
<b>CR16 - Road embankment, stabilize slope and soil nailing</b>	<b>\$250,000</b>
CR16 - Road embankment, stabilize slope and soil nailing	
<b>CR164 - Construct new drainage system</b>	<b>\$850,000</b>
CR164 - Construct new drainage system	
<b>CR173 - Rehabilitation: Pavement, sidewalks and drainage</b>	<b>\$2,500,000</b>
CR173 - Rehabilitation: Pavement, sidewalks and drainage	
<b>CR21 - Engineering design required to reconfigure and realign the intersection of CR21 with SR 97</b>	<b>\$500,000</b>
CR21 - Engineering design required to reconfigure and realign the intersection of CR21 with SR 97	
<b>CR47 - Design and construct new drainage system</b>	<b>\$500,000</b>
CR47 - Design and construct new drainage system	
<b>CR61 - Road embankment, stabilize slope and soil nailing</b>	<b>\$250,000</b>
CR61 - Road embankment, stabilize slope and soil nailing	
<b>CR92 - Road embankment, stabilize slope and soil nailing</b>	<b>\$250,000</b>
CR92 - Road embankment, stabilize slope and soil nailing	
<b>CR94 - Road embankment, stabilize slope and soil nailing</b>	<b>\$250,000</b>
CR94 - Road embankment, stabilize slope and soil nailing	

**CR95, CR121, CR122 - Design and construct new drainage system in North Branch** **\$350,000**

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CR95, CR121, CR122 - Design and construct new drainage system in North Branch

**Surface Treating on Various County Roads** **\$14,600,000**

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Surface Treating on Various County Roads

**Upgrade Non-Standard/Install Guide Rail on Various Co. Rds.** **\$690,000**

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Upgrade Non-Standard/Install Guide Rail on Various Co. Rds.

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**Total: \$72,140,000**

# Solid Waste Requests

## Itemized Requests for 2023-2028

<b>2023 Kenworth Roloff Truck</b>	<b>\$400,000</b>
This would be a rotation of older equipment replacing 2 2011 trucks.	
<b>Backhoe</b>	<b>\$100,000</b>
Replacement of backhoe.	
<b>Bailer</b>	<b>\$300,000</b>
Purchase of a new cardboard bailer. Current bailer is at the end of its useful life.	
<b>Compost Process Equipment</b>	<b>\$600,000</b>
General equipment budget in support of organics management plan roll out as per the Organics plan. The equipment needed is outlined in the Organics Study.	
<b>Containers</b>	<b>\$114,000</b>
Preventative replacement for containers. These have a limited life span as a result of the environment. This request would replace 2 open top and 2 closed top containers every other year as follows: 2024 ...	
<b>Electricity Installation at Western Transfer Station</b>	<b>\$25,000</b>
Western Transfer Station is in need of power at the facility. Having Power would allow for transactions be done once by the Transfer Station Operator in a computer and avoid duplication of record keeping. It would provide for safe heating,...	
<b>New 3/4 Ton Truck</b>	<b>\$60,000</b>
Current mason dump plow truck #106 is old and rusted quite badly. It should be replaced with a lighter pickup truck with a plow and plastic slip in sander that is more versatile. The pickup could be used all year long for litter plucking,...	
<b>Organics Facility Build</b>	<b>\$1,000,000</b>
Build an Organics facility on the old village landfill. An organics facility will divert some of the solid waste from the landfill to saleable topsoil. It will reduce cost and increase revenue. Our Organics plan is almost complete and there...	
<b>Paving at Transfer Stations</b>	<b>\$700,000</b>
The existing paved areas around the Transfer Stations and export buildings are deteriorating. The area where customers walk needs to be resurfaced at each station.	
<b>Push Plate Trailers</b>	<b>\$280,000</b>
The closed top compact style for Mamakating is needed to hold single stream recycling and municipal solid waste in order to help save on trucking. Open tops need to be on a rotation to ensure service operations /reliability. These are mostly used...	
<b>Rockland Retaining Wall</b>	<b>\$200,000</b>
Rockland Transfer station has concrete wall that is in need of repair. The concrete is crumbling and should be replaced. Safety is a concern, especially near the electrical panel.	
<b>Tank Demo and Replacement - Exterior</b>	<b>\$50,000</b>
There are 2 large silver tanks that are outside the Pretreatment plant that are no longer used. This is a safety and housekeeping issue. The Tanks take up a large amount of space and need to be taken out eventually. They are no longer usable.	

**Tank Demo and Replacement - Inside** **\$50,000**

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There are two large blue tanks inside the pretreatment plant that should be removed and replaced by one smaller tank. One of the tanks is not usable because there are holes in it that cannot be repaired. This project would provide more room...

**Town of Highland - New Compactor** **\$100,000**

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Purchase of new compactor. The Compactor is vital at the transfer stations to keep trucking costs as low as possible. The Highland Compactor is at the end of its useful life.

**Town of Rockland - New Compactor** **\$100,000**

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Purchase of new compactor. The Compactor is vital at the transfer stations to keep trucking costs as low as possible. The Rockland Compactor is at the end of its useful life.

**Transfer Station and Landfill Roof Replacements** **\$400,000**

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Remove and replace existing metal roofs and existing shingle roofs on several buildings in 2026 and 2027. Existing roofs at the Ferndale transfer station, Highland transfer station, Mamakating transfer station, pretreatment building, old MRF,...

**Utility Pole Replacement** **\$50,000**

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The Utility Pole that is feeding the Truck Maintenance Building and Fuel Island is leaning over in the wetlands. This project would use the power from the treatment plant and abandon the questionable line. It will avoid an expensive last...

**Total: \$4,529,000**

## **DPW - Court House Requests**

### **Itemized Requests for 2023-2028**

**Courthouse Fuel Oil Tank Replacement** **\$50,000**

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Remove and replace the existing underground fuel oil storage tank. (This is entirely dependent upon what is designed as the Courthouse Annex). The existing underground fuel oil storage tank is at the end of its useful life and prone to leaks. It...

**Courthouse inspection, cleaning and sealing of building facade** **\$250,000**

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Clean and seal the exterior walls of the existing courthouse. This would be done after the courthouse annex construction. Existing exterior walls absorb water, causing stone to deteriorate and water damage to the interior structure.

**New Courthouse Annex Facility Design and Construction** **\$27,000,000**

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Design in 2024 and 2025. Construction from 2026-2028 of a new court building in place of the existing jail facility. The need for office space is at a premium in Sullivan County. This new building will consolidate court offices into one location...

**Total: \$27,300,000**

## DPW - Sheriff'S Complex Requests

### Itemized Requests for 2023-2028

<b>Construct DPW Maintenance Building at New Jail</b>	<b>\$150,000</b>
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Construct DPW Maintenance building at the new jail at the bottom of the back road to Pittaluga Road. DPW has no materials receiving area and is lacking storage at the new jail. Products and equipment are constantly being moved between Maplewood...

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**Total: \$150,000**

## DPW - Govt Center Requests

### Itemized Requests for 2023-2028

<b>Government Center Front and Rear Entrance Replacement</b>	<b>\$200,000</b>
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The sliding entrance doors to the Government Center lobby are constantly broken due to age, wear and upheaval of the ground below. They need to be fully replaced. Existing door systems cost thousands of dollars per year in repairs and...

<b>Government Center Fuel Oil Tank Replacement</b>	<b>\$70,000</b>
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The existing underground fuel oil storage tank is at the end of its useful life and prone to leaks.

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**Total: \$270,000**

## Public Safety Communication E911 Requests

### Itemized Requests for 2023-2028

<b>E911 Re-Roof</b>	<b>\$45,000</b>
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Existing roof has outlasted its expected life and needs to be replaced.

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**Total: \$45,000**

## DPW - Maplewood Facility Requests

### Itemized Requests for 2023-2028

<b>Maplewood Facility - Main Shop Metal Roof</b>	<b>\$300,000</b>
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Repair and spray coat existing metal roof. The existing roof has outlasted its expected life and needs to be addressed.

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**Total: \$300,000**

# SC International Airport Requests

## Itemized Requests for 2023-2028

**Acquire land for Runway 33 safety** **\$300,000**

Acquire adjacent property to allow for improved runway 33 safety area. The FAA recommends this course of action.

**Aircraft Rescue and Firefighting Fire Truck** **\$300,000**

Aircraft Rescue and Firefighting Fire Truck

**Gate opener replacement** **\$30,000**

Automatic gate openers are a necessity to accommodate vehicle entry and departure from the airport. Existing opener devices are obsolete and must be upgraded to meet our DHS security requirements.

**NYSDOT Grant - Terminal Renovation** **\$18,500,000**

Renovation of SCIA terminal, including but not limited to cafe, dining area, restrooms, passenger counter/waiting area, second floor airport operations observation area. SCIA applied for a competitive NYSDOT grant specifically designed for...

**Potable Water Supply Connection** **\$7,000,000**

Engineer and construct potable water supply connection to the Town of Liberty Water Services. PFOA/PFAS chemicals have contaminated the local aquifer and a new potable water source may become necessary for the general airport area.

**Renovation of H7 (FBO building)** **\$1,000,000**

A major renovation includes roofing, siding, new electrical service and HVAC. The building is in service and provides lease revenue to SCIA. Without renovation, it would not be serviceable for a tenant.

**Roll Over Plow and Truck 2** **\$400,000**

The addition of Hatzolah and 24/7 air ambulance service rationalizes the additional plow truck which will also have a liquid anti icing capability and will shorten the time to open runways during winter storms and comply with Federal Aviation...

**Runway crack repair** **\$400,000**

The runway was paved in 2020 and routine maintenance will require crack sealing. Cracking occurs as asphalt surfaces through normal freeze/thaw and should be preventatively maintained. The project is anticipated to consist of routing, installing...

**Runway safety area construction** **\$9,300,000**

Construction of the runway safety area on the north and south ends of the runway. A major fill project which extends the overrun area beyond the runway ends. The FAA mandates the construction of the runway safety areas as part of the Part 139...

**Runway, Taxiway and Terminal Apron Crack Repair** **\$100,000**

The taxiway and terminal apron have many stages of cracks, all in need of repair. Cracking has developed in the surface through normal freeze/thaw. The taxiway is 7 years old and the terminal apron is 19 years old. The project consists of routing,...

**Slope Mower Replacement** **\$75,000**

Replacement of the slope mower will allow greater maintenance of runway and taxiway contours and help eliminate the necessity to rent skid steers and a brush cutter eventually, as we adhere to Federal Aviation Regulation 139.137 Wildlife Management.

**SRE Building Addition** **\$400,000**

Proposed development at Sullivan County Int'l Airport, if realized, may require additional vehicular assets. This would include snow plowing and snow removal equipment and trucks. The current SRE building is sufficient to house existing...

**Ten Bay T Hangar Construction** **\$990,000**

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In 2020, H2, H3 and H4 reverted ownership to the County. The leases were extended for 5 years as the County did not desire to take over maintenance as buildings had exceeded their expected lifetime and were not suitable for use.

**Transient Taxi Lane and Apron Construction** **\$640,000**

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The FAA recommends this for safety and airport utilization enhancement.

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**Total: \$39,435,000**

## **Public Safety Administration Requests**

### **Itemized Requests for 2023-2028**

**Burn Building Replacement** **\$1,000,000**

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The existing Burn Building is deteriorating and requires substantial annual repairs to remain useful. Burn towers of this nature do require replacement after a number of years.

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**Total: \$1,000,000**

## **DPW - Liberty Campus Requests**

### **Itemized Requests for 2023-2028**

**Install new water tower - HSS Complex** **\$400,000**

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Installation of new water tower at Human Services Complex. A second water tower will provide redundancy for potable water and fire suppression at the Liberty campus.

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**Total: \$400,000**

# DPW Administration Requests

## Itemized Requests for 2023-2028

**2 New Crew Cab Pickups** **\$70,000**

2 new crew cab pickups will be needed for DPW operations.

**Backhoes** **\$260,000**

Replace 2004 Case 580L with 2023 Backhoe with Wainroy \$130,000 Replace 2003 Cat 430D with 2026 Backhoe with Thumb \$130,000

**Chippers** **\$89,000**

Replace 2001 Vermeer BC-1230A with 2024 chipper for \$42,000 Replace 2003 Salsco 813 with 2027 chipper for \$47,000

**Loaders** **\$260,000**

Loaders are 20 years old and used for construction and snow removal. They are vital to DPW operators. Replace 2001 John Deere 624H with 2025 Wheel Loader \$260,000

**Mowers** **\$110,000**

Replace 2006 New Holland TL90 with 2023 New Holland TL90 for \$110,000

**Overhead door replacements** **\$300,000**

Replacement of overhead doors at various County facilities. Overhead doors have outlived their useful life and need replacement. This is a multi year project from 2023 to 2025.

**Sweepers** **\$60,000**

In 2026, the 2010 Broce Sweeper KR350 will be 16 years old. We would like to replace it with a self propelled sweeper for \$60,000.

**Total: \$1,149,000**

# P/R - Admin Requests

## Itemized Requests for 2023-2028

**Callicoon Park Design and Development** **\$150,000**

Design and development of Callicoon Park to include engineering, parking lot, trails, park furniture, play structures, signage and wildlife viewing platforms. The development of this newly acquired park property will provide visitors and...

**Parks Master Plan** **\$150,000**

The Master Plan will collect and analyze data to guide the development of a clear set of goals, standards, and policies for the County's parks, museums, recreation facilities, open space, trails, beautification programs and services for the...

**Total: \$300,000**

## P/R Livingston Manor Covered Br Requests

### Itemized Requests for 2023-2028

**Livingston Manor Covered Bridge - Restroom Facility Construction** **\$150,000**

Construct a restroom facility to replace current portable toilets. A new restroom facility would allow patrons a more pleasant experience while picnicking and hosting parties at the pavilion.

**Total: \$150,000**

## P/R Minisink Battle Ground Requests

### Itemized Requests for 2023-2028

**Minisink Battleground Trail Rehab** **\$75,000**

Resurface and rehabilitate portions of the trail system at Minisink Battleground Park. Resurfacing and rehabilitating portions of the trail that are subject to normal wear and tear from hiking an storm damage will allow for a better hiking...

**Total: \$75,000**

## P/R D&H Canal Linear Park Requests

### Itemized Requests for 2023-2028

**D&H Canal Linear Trail - Bridge Replacement** **\$200,000**

There are approximately 30 wooden bridges that are located along the hiking trail system that need to be replaced. This would also raise certain areas of the trail that are prone to flooding.

**D&H Canal Water Project** **\$1,500,000**

Reinstate water into County owned portions of the D&H Canal for recreational purposes. Design and construction would be a multi-year project, with the possibility of grant funding. Project would provide additional interpretive elements to the...

**Total: \$1,700,000**

## P/R Lake Superior Park Requests

### Itemized Requests for 2023-2028

**Lake Superior State Park Education Center** **\$50,000**

Convert the vacant house & garage owned by the Palisades Interstate Park Commission at Lake Superior State Park into an Outdoor Education Center/Offices/Storage. With the proposed development of the Lake Superior Trail System, the current...

**Lake Superior Trail Design and Development** **\$50,000**

Hire consultants to develop a design for multi-use trails in Lake Superior State Park. Construction would be a multiyear project with the possibility of Grant Funding. The County of Sullivan is in the second year of a continued Cooperative...

**Total: \$100,000**

## Parks & Recreation Requests

### Itemized Requests for 2023-2028

**Refurbish Outdoor Pavilions** **\$200,000**

Refurbish the outdoor pavilions at Lake Superior Park, Minisink Battleground and Livingston Manor Park. Replace roofs, stain, refurbish floors with concrete or asphalt.

**Total: \$200,000**

## Road Machinery Requests

### Itemized Requests for 2023-2028

**Medium Duty Trucks** **\$1,520,000**

Vehicles are over their 15 year lifespan and have heavy rust. The replacement plan would be as follows: 2023 1 State contract vehicle @ \$110,000 = \$110,000 2024 2 State contract vehicles @ \$115,000 =...

**Total: \$1,520,000**

## Engineering Requests

### Itemized Requests for 2023-2028

**2 New Chevy 2500 Vans** **\$74,000**

2 new Chevy 2500 vans will replace vans 85 and 86, which are over 10 years old.

**Total: \$74,000**

## District Attorney Requests

### Itemized Requests for 2023-2028

**District Attorney Vehicle Replacements** **\$89,000**

2023 - Replace 2018 Dodge Durango with 2023 Jeep Grand Cherokee @ \$39,000 2024 - Replace 2 2017 Chevrolet Malibu's with 2024 Chevrolet Malibu's @ \$25,000 each

**Total: \$89,000**

# Elections Requests

## Itemized Requests for 2023-2028

### Voting Machines

**\$314,000**

The new electronic voting machines designed by Dominion Voting Systems Corporation is the NYS Board of Elections approved vendor for certified voting machines. Fifty-one machines are needed to serve polling locations throughout Sullivan County. By...

**Total: \$314,000**

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# APPENDIX

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# Glossary

**Abatement:** A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

**Accounting System:** The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

**Accrued Interest:** The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

**Amortization:** The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

**Appropriation:** A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

**Arbitrage:** As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

**Assessed Valuation:** A value assigned to real estate or other property by a government as the basis for levying taxes.

**Audit:** An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

**Audit Report:** Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

**Available Funds:** Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

**Balance Sheet:** A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

**Betterments (Special Assessments):** Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

**Bond:** A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

**Bond and Interest Record:** (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

**Bonds Authorized and Unissued:** Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

**Bond Issue:** Generally, the sale of a certain number of bonds at one time by a governmental unit.

**Bond Rating (Municipal):** A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

**Budget:** A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

**Capital Assets:** All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

**Capital Budget:** An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

**Cash:** Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

**Cash Management:** The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short- term borrowing and investment of idle cash.

**Certificate of Deposit (CD):** A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

**Classification of Real Property:** Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

**Collective Bargaining:** The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union. regarding wages, hours and working conditions.

**Consumer Price Index:** The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

**Cost-Benefit Analysis:** A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

**Debt Burden:** The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

**Debt Service:** The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

**Encumbrance:** A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

**Enterprise Funds:** An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the

"surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

**Equalized Valuations (EQVs):** The determination of the full and fair cash value of all property in the community that is subject to local taxation.

**Estimated Receipts:** A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

**Exemptions:** A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

**Expenditure:** An outlay of money made by municipalities to provide the programs and services within their approved budget.

**Fiduciary Funds:** Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private- purpose trust funds, and agency funds.

**Fixed Assets:** Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

**Fixed Costs:** Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

**Float:** The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

**Full Faith and Credit:** A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

**Fund:** An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

**Fund Accounting:** Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

**GASB 34:** A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

**GASB 45:** This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

**General Fund:** The fund used to account for most financial resources and activities governed by the normal appropriation process.

**General Obligation Bonds:** Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

**Governing Body:** A board, committee, commission, or other executive or policymaking body of a municipality or school district.

**Indirect Cost:** Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

**Interest:** Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

**Interest Rate:** The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

**Investments:** Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

**Line Item Budget:** A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

**Local Aid:** Revenue allocated by the state or counties to municipalities and school districts.

**Maturity Date:** The date that the principal of a bond becomes due and payable in full.

**Municipal(s):** (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

**Note:** A short-term loan, typically with a maturity date of a year or less.

**Objects of Expenditures:** A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

**Official Statement:** A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

**Operating Budget:** A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

**Overlapping Debt:** A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

**Performance Budget:** A budget that stresses output both in terms of economy and efficiency.

**Principal:** The face amount of a bond, exclusive of accrued interest.

**Program:** A combination of activities to accomplish an end.

**Program Budget:** A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

**Purchased Services:** The cost of services that are provided by a vendor.

**Refunding of Debt:** Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

**Reserve Fund:** An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

**Revaluation:** The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of

the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

**Revenue Anticipation Note (RAN):** A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

**Revenue Bond:** A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

**Revolving Fund:** Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

**Sale of Real Estate Fund:** A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

**Stabilization Fund:** A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

**Surplus Revenue:** The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

**Tax Rate:** The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

**Tax Title Foreclosure:** The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

**Trust Fund:** In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

**Uncollected Funds:** Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and they are not available for disbursement.)

**Undesignated Fund Balance:** Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

**Unreserved Fund Balance (Surplus Revenue Account):** The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

**Valuation (100 Percent):** The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.