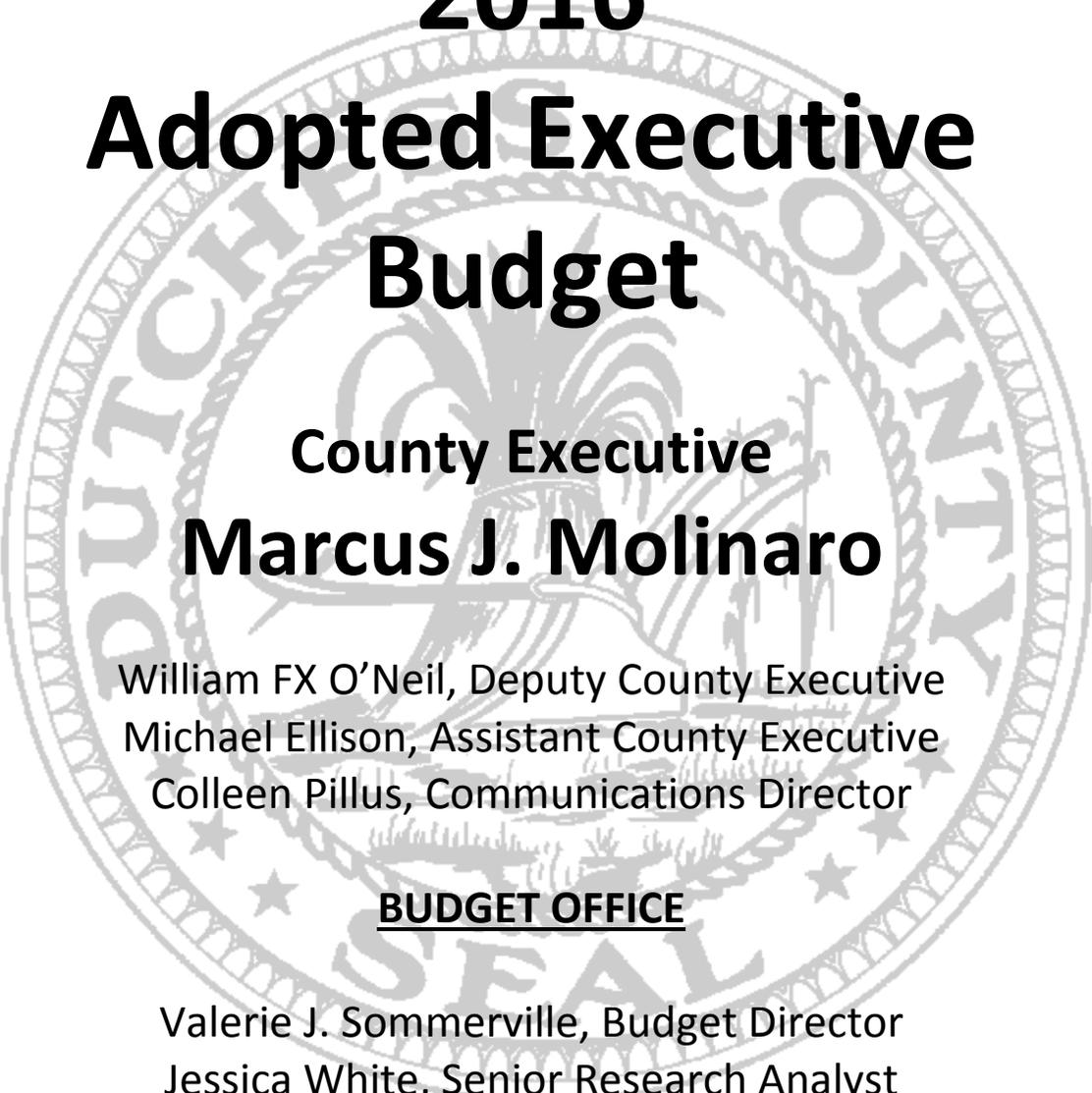
The Dutchess County Seal is a circular emblem featuring a central figure holding a staff, surrounded by a wreath and the words "DUTCHESS COUNTY SEAL".

DUTCHESS COUNTY  
**2016**  
ADOPTED EXECUTIVE  
SUMMARY

**MOVING DUTCHESS FORWARD**

MARCUS J. MOLINARO  
COUNTY EXECUTIVE

The seal of Dutchess County, New York, is a circular emblem. It features a central figure of a Native American holding a bow and arrow, with a plow behind him. The words "DUTCHESS COUNTY" are written around the top inner edge, and "SEAL" is at the bottom. There are stars around the perimeter.

# 2016 Adopted Executive Budget

County Executive  
**Marcus J. Molinaro**

William FX O'Neil, Deputy County Executive  
Michael Ellison, Assistant County Executive  
Colleen Pillus, Communications Director

**BUDGET OFFICE**

Valerie J. Sommerville, Budget Director  
Jessica White, Senior Research Analyst  
Rachel Kashimer, Research Analyst  
Tiffanie Massey, Budget Assistant

# 2016

## DUTCHESS COUNTY DEPARTMENT HEADS AND ELECTED OFFICIALS

---

**Erik Haight**

**Marco Caviglia**

*Election Commissioners*

*Board of Elections*

**Valerie J. Sommerville**

*Budget Director*

**Carolyn Morris**

*Clerk of the Legislature*

**James Coughlan**

*Comptroller*

**James Fedorchak**

*County Attorney*

**Bradford H. Kendall**

*County Clerk*

**Henry Kurban, MD**

*Commissioner*

*Department of Behavioral*

*& Community Health*

**Sabrina Marzouka**

*Commissioner*

*Department of Community*

*& Family Services and Youth*

**William V. Grady**

*District Attorney*

**Dana Smith**

*Coordinator*

*Emergency Response*

**Heidi Seelbach**

*Commissioner*

*Finance*

**Timothy E. Mahler**

*Commissioner*

*OCIS*

**Steven J. Rector**

*Commissioner*

*Human Resources*

**Eoin Wrafter**

*Commissioner*

*Planning & Development*

**Mary Ellen Still**

*Director*

*Probation & Community*

*Corrections*

**Tom Angell**

*Public Defender*

**Noel Knille, AIA, ASLA**

*Commissioner*

*Department of Public Works*

**Joseph Ryan**

*Acting Director*

*Office for the Aging*

**Adrian H. Anderson**

*Sheriff*

**William C. Johnson**

*Administrator*

*STOP DWI/Traffic Safety*

# 2016 - 2017

## MEMBERS OF THE DUTCHESS COUNTY LEGISLATURE

---

*Robert G. Rolison, Chairman*

District 1: **Ellen Nesbitt**  
Town of Poughkeepsie

District 14: **Francena I. Amparo**  
Town of Wappinger

District 2: **Don Sagliano**  
Towns of Pleasant Valley/Poughkeepsie

District 15: **Joseph Incoronato**  
Town of Wappinger

District 3: **Dale Borchert**  
Town of LaGrange

District 16: **John V. Forman**  
Town of Fishkill/City of Beacon

District 4: **Hannah Black**  
Town of Hyde Park

District 17: **James J. Miccio**  
Town/Village of Fishkill

District 5: **Kenneth Roman**  
Town of Poughkeepsie

District 18: **Jerry Landisi**  
City of Beacon/Town of Fishkill

District 6: **Angela E. Flesland**  
Town of Poughkeepsie

District 19: **A. Gregg Pulver**  
Towns of Milan/North East/Pine Plains/Stanford

District 7: **Will Truitt**  
Towns of Hyde Park/Poughkeepsie

District 20: **Micki Strawinski**  
Town of Red Hook

District 8: **Craig P. Brendli**  
City/Town of Poughkeepsie

District 21: **Marge J. Horton**  
Town of East Fishkill

District 9: **Kari Rieser**  
City of Poughkeepsie

District 22: **Marc Coviello**  
Towns of Beekman/Union Vale

District 10: **Barbara Jeter-Jackson**  
City of Poughkeepsie

District 23: **John M. Thomes**  
Towns of Beekman/East Fishkill/Pawling

District 11: **Joel Tyner**  
Towns of Clinton/Rhinebeck

District 24: **Alan V. Surman**  
Towns of Dover/Union Vale

District 12: **John D. Metzger**  
Town of East Fishkill

District 25: **Sandy Washburn**  
Towns of Amenia/Pleasant Valley/Washington  
Village of Millbrook

District 13: **Donna Bolner**  
Towns of East Fishkill/LaGrange/Wappinger



*Distinguished  
Budget  
PRESENTATION  
Award*

Presented to  
**County of Dutchess**  
New York  
For the Fiscal Year Beginning  
January 1, 2015

A handwritten signature in black ink, reading "Jeffrey R. Enos". The signature is written in a cursive, flowing style.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Dutchess County, New York for the first time for its Annual Budget for the fiscal year beginning January 1, 2014, and received the award for a second time for the 2015 Annual Budget.

In order to receive this award, Dutchess County was required to publish a budget document that meets program criteria as a policy document, operations guide, financial plan, and communications device.

Although the award is valid for the fiscal year in which it is awarded, we believe the 2016 tentative budget document continues to successfully meet program requirements, and will be submitted to GFOA to determine its eligibility for another award.

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# Budget in Brief



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2016

BUDGET IN BRIEF

  [dutchessny.gov](http://dutchessny.gov)

HIGHLIGHTS:

- 1 | \$1M Tax Cut, Tax Rate Down, Spending Down  
Tax Rebate as a Result of Shared Service Efforts and 2 Years of Tax Reductions
- 2 | Prevention. Intervention. Diversion.  
Crisis Stabilization, Behavioral and Community Health, Child Protection
- 3 | Think **DIFFERENTLY.**

Marcus J. Molinaro  
County Executive

Valerie J. Sommerville  
Budget Director



Since I took office in 2012, we have been transforming county government – making it smaller, smarter and more effective. Together with the County Legislature and our dedicated county workforce, we have been tackling long-standing issues, maximizing efficiency and delivering better services to our residents. We have partnered with local governments to encourage shared services and consolidations that drive down the total cost of government.

Highlights of the 2016 Tentative County Budget include:

- Over \$1 million property tax cut — property tax levy and rate reduction
- Continued shared services and reduction in spending
- No reduction in programs or services
- Fiscal stability with a secure fund balance
- One of the best credit ratings in the state—AA+ from Standard & Poor’s
- Second year of STAR tax rebates for homeowners

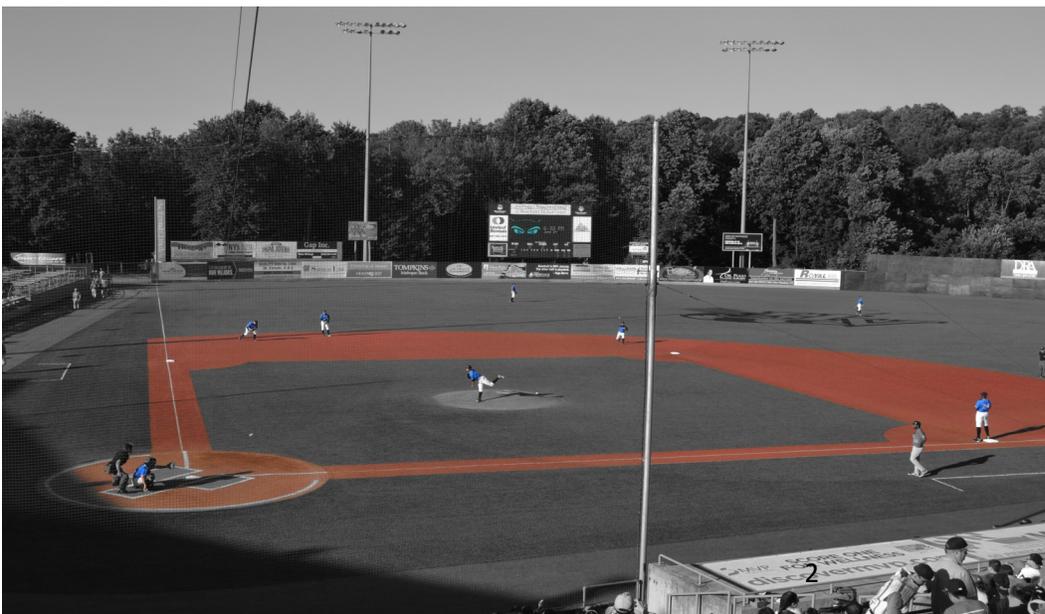
We are committed to improving our local economy with targeted business attraction through our Th!nk Dutchess Alliance for Business. Investment in tourism, agriculture and the arts capitalizes on our region’s heritage and cultural appeal to both visitors and new residents and has a direct economic impact, driving over \$509 million in annual visitor spending.

We continue to be innovative and adaptive as we merge the Departments of Health and Mental Hygiene into the new Department of Behavioral & Community Health—providing a more holistic health and behavioral health care system focused on prevention, intervention and diversion.

We accomplish all this in a 70/30 environment, where 70 cents of every county tax dollar collected goes to pay for a state or federal mandate. Our state representatives have recognized the burdens placed on Dutchess County — particularly in the area of mental health — and have assisted with resources to ensure we can continue to provide vital mental health services to those who need them.

I am grateful to the thousands of residents who have shared their feedback about how we are doing and as we work through the 2016 county budget adoption process, we welcome your continued input!

**Marcus J. Molinaro**  
Dutchess County Executive



**\$1<sub>M</sub>**

Tax Cut, Making 2016 the  
Second Consecutive Year  
of Levy Reductions

**16<sub>Y</sub>**

Largest Tax Levy Reduction  
in 16 Years

**585<sub>K</sub>**

Square Feet of Previously  
Vacant Commercial Space  
in Contract

**\$509<sub>M</sub>**

Direct Tourism  
Economic Impact

# ECONOMIC DEVELOPMENT

## Alliance to Promote Dutchess

In 2016, we continue our strategic focus on improving our local economy. With the lowest unemployment rate in seven years, over \$364 million in large projects currently under construction and \$2.8 billion in the planning or permitting stages, we are making progress, but there is still work to be done.

The County's economic development public authorities are in the final stage of reform and consolidation, with the Economic Development Corporation expected to be dissolved by year's end. The County's primary economic development organizations — Industrial Development Agency, Workforce Investment Board, and Local Development Corporation — have created an alliance for business and will co-locate and share services by the end of the year. The new Economic Development Advisory Committee will meet quarterly to maintain a county-wide Economic Development Strategy including providing guidance to the alliance.

The 2016 Executive Budget continues investment in targeted business attraction with \$250,000 for an extensive marketing initiative to attract new jobs and investment in our vacant commercial space. So far this year, our efforts have led to 585,000 square feet of previously vacant commercial space being filled, bringing data and manufacturing jobs.

At the Dutchess County Airport, a new private operator, FlightLevel, is attracting new activity and the County is no longer providing financial support for general operations. A new waterline is generating development interest in and around the Airport. We have partnered with Dutchess Community College (DCC) to establish a StartUPNY program to expand DCC's aviation curriculum into advanced mechanics and attract aviation related businesses. Capitalizing on the regional appeal of the Airport, we will embark on rebranding and renaming the Airport.

The needs of the county's agricultural industry, highlighted in the recently adopted Agricultural and Farmland Protection Plan, are also addressed in the 2016 Budget. A new Agricultural Navigator will advance agricultural economic development and coordinate existing programs, in collaboration with the Agricultural Advisory Committee.



## TOURISM & ARTS

Our investments in Dutchess County Tourism are paying dividends. In 2014, visitor spending in Dutchess County rose almost 6% from \$481M to \$509M generating \$35.9M in local tax dollars and providing over 8,000 tourism industry jobs for our residents. The hotel tax, which offsets property taxes, has increased 8% from this time last year as overnight visitation has increased.

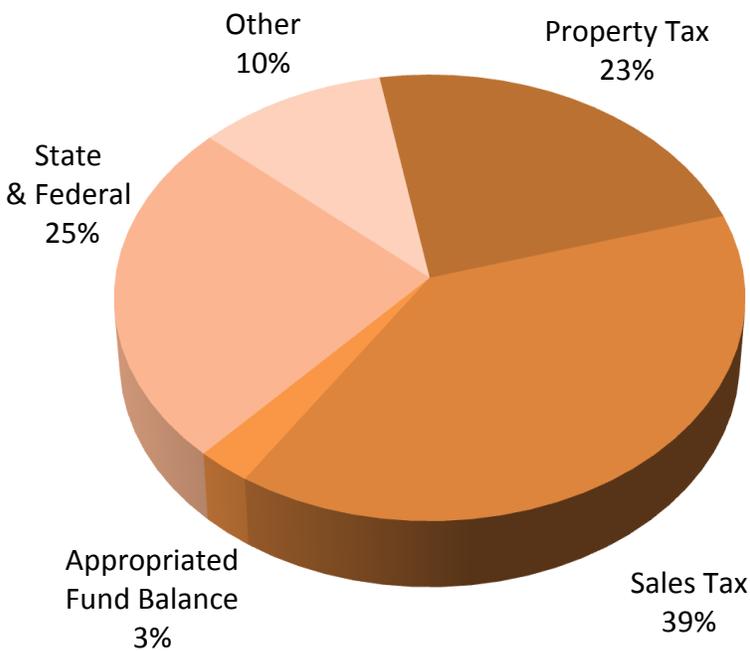
In 2016, we continue to invest in the promotion of this industry with an increase of \$100,000 to enhance marketing and arts promotion for Dutchess County. By bringing visitors to Dutchess, we create tourism industry jobs, and generate local tax dollars to offset the cost of county and municipal services. This allows the arts to thrive in our community providing a quality of life here which can be marketed to businesses looking to relocate.



# OPERATING REVENUE

Where Does the Money Come From?

Funding Source	2015 Adopted Budget	2015 Modified Budget	2016 Tentative Budget
Property Tax Levy (Net)	\$106,646,818	\$106,646,818	\$105,614,908
Sales Tax	174,375,000	174,375,000	176,858,000
Appropriated Fund Balance	4,875,000	14,127,134	11,745,000
State Revenue	71,756,395	72,905,583	73,990,657
Federal Revenue	34,986,586	35,993,360	39,932,801
All Other	49,109,036	58,462,951	48,095,828
<b>Total Operating Revenue</b>	<b>\$441,748,835</b>	<b>\$462,510,846</b>	<b>\$456,237,194</b>



## Revenue Highlights

\$1M Tax Levy Cut

Tax Rate Down 1.6%

Sales Tax Growth 1%

Maximizing State & Federal Revenue

Hotel Tax Growth

Maintaining Fiscal Stability

# OPERATING EXPENSES

Where Does the Money Go?

## Expense Highlights

Spending Down \$6M

Crisis Stabilization Center

Increase in Tourism and Arts

Increased Family Support Services

Special Needs Advocate

Expanded College Transit Service

Increase in Agency Partner Grant

## Mandated Costs

70% of every local county tax dollar pays for mandated programs including Medicaid, Special Education Pre-K, and the Jail. This leaves just 30% of your tax dollar for critical "optional" programming like the 911 call center, Sheriff road patrols and other public safety services, behavioral and community health programming, road and bridge repair and maintenance including snow removal, economic development, parks, senior services and more.

Though 70% of the county budget is consumed by mandated expenses, we work diligently to control these costs and work as efficiently as possible. The Jail is a good example, where although we are mandated to provide the service, we are committed to find solutions to limit costs. The County Jail is too old, too small, and too inefficient. As a result, the County was paying more than \$8 million a year to house our inmates in other county jails and continues to face increased maintenance costs and limited access to programs to rehabilitate inmates.

By constructing temporary housing units and bringing inmates back to Dutchess, the County is working to reduce the average length of stay for inmates caused by systemic and travel constraints, thus saving taxpayer dollars. With the construction of the Justice and Transition Center, the County can significantly improve the inmate-to-officer ratio, produce operational efficiencies, and provide cost savings for years to come.

# 70% Mandated

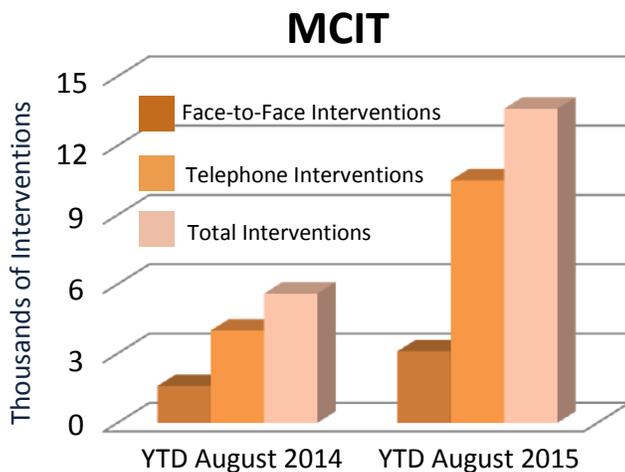


# PREVENTION. INTERVENTION. DIVERSION.

## Mobile Crisis Intervention & The Crisis Stabilization Center

In 2012, the County began to transform behavioral health services, focusing on prevention, intervention and diversion, beginning with the Mobile Crisis Intervention Team (MCIT).

This team has been responsible for helping thousands of individuals by working with HELPLINE, and the Partial Hospital program to de-escalate situations, stabilize individuals, and refer them for treatment with the goal of diverting them from jail or hospitalization and returning them to their families or care givers. This year, MCIT expanded to 24/7/365 availability.



At the same time, the County has been dealing with over-population at the County Jail. Through the Criminal Justice Council’s Special Populations Workgroup, it was determined that one of the biggest special population groups are those dealing with behavioral health issues.

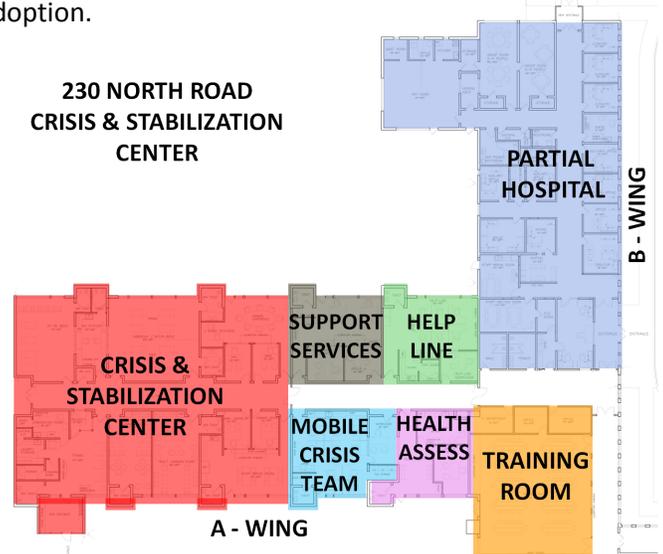
The County had to take a multi-system approach to find a long-term solution. By strengthening the County’s behavioral health prevention and diversion programming together with training law enforcement, we can prevent the incarceration of our most vulnerable populations and divert them to programming where they can be better served. Following a best practice model, the County began training law enforcement in the recognition of behavioral health situations and how to de-escalate them. Sixty-one law enforcement officers were trained in 2015, with 146 more scheduled for 2016.

However, no matter how much training is provided, officers need a place other than emergency rooms or jails to bring people suffering from behavioral health issues — a center that will complete evaluations and connect individuals to treatment.

This year, the County will move forward with a plan to establish a Crisis Stabilization Center located at 230 North Road, the current location of the Department of Mental Hygiene. Two wings of this building will be remodeled so that HELPLINE, the MCIT and Partial Hospital will be located adjacent to the Crisis Stabilization Center to provide for greater sharing of resources and collaboration.

This unit will be able to accommodate up to 24 individuals at one time, for up to 23 hours, and will serve as a triage unit, de-escalating situations and providing linkages to available services.

The creation of this additional resource, in concert with existing services, will help to further prevent mental health crises, intervene when crises arise, and respond effectively to divert mentally ill from the criminal justice system. The 2016 budget includes operational funding for the new center, scheduled to open by the fourth quarter of 2016. A bond resolution for remodeling will be forwarded to the Legislature for adoption.



## Family Supportive Services

The Child Protective Services unit places children in foster care due to child abuse or neglect where children are not safe in their homes. Foster care placements and costs have been rising in Dutchess County, mainly due to parental substance abuse and the length of stay once placed. When the County has to remove a child from his or her home, it costs the County on average, \$35,000 per child per year for a total of \$7.1 million estimated in 2016.

By increasing our investment in preventive, supportive and rehabilitative services provided to families, we can reduce the risk of future child abuse or maltreatment, decrease the need for foster care, or return children home from foster care more rapidly. The goal is to strengthen families while avoiding the higher costs of placement.

## New Department of Behavioral and Community Health

Dutchess County continues to move forward with the merger of the Departments of Health and the Department of Mental Hygiene into one integrated Department of Behavioral and Community Health (DBCH) in 2016. Significant progress was made this year through the integration of fiscal and administrative functions with the co-location of staff, and DMH IT services consolidated under the Office of Central and Information Services (OCIS).

### Joint initiatives completed or underway include:

- Efforts to address substance abuse and addiction;
- Suicide prevention & Mental Health First Aid cross training;
- Behavioral health prevention scope broadened to include universal approach to population health;
- Joint disaster preparedness exercises;
- Development of a joint Quality Improvement Program; and
- Integrated outreach and communication efforts.

### Future joint initiatives include:

- Shared use of epidemiology and biostatistics expertise;
- Integrated training committee;
- Comprehensive Jail program for health and mental health;
- Integration of chronic disease management into behavioral health clinics, smoking cessation and pre-diabetes screening;
- Integration of mental health and substance abuse screening into public health clinics;
- Incorporating behavioral health support into maternal child health home visits;
- Activities targeting veterans; and
- Expanded outreach to colleges and schools.

The state approval process is underway and a nationwide search for a commissioner was completed this year with the new DBCH Commissioner to start by the end of the year. The transition continues in 2016 with further integration and collaboration, improvements in service delivery, increased efficiency and savings, and expanded community partnerships demonstrating our commitment to provide quality public health and behavioral health services to our community in the most efficient and effective manner.

## Domestic Violence Prevention

The 2016 Executive Budget includes funding for the Domestic Abuse Response Team (DART) victim's advocate in the District Attorney's Office. This, in coordination with our countywide Sexual Assault Response Team (SART), strengthens our efforts to prevent domestic abuse and sexual assault on our local college campuses and in our community.

# Think **DIFFERENTLY.**

In 2016, we expand our "Think DIFFERENTLY" initiative to continue our efforts to make our community more inclusive for individuals of all abilities.

Dutchess County Government and community agencies offer a wealth of services for special needs families. However, it is not always easy to understand how to access these services and how to navigate the various processes. In 2016, we create a "**Special Needs Advocate**" to assist families and provide the support they need to connect with services. We will also create a special webpage as a resource for special needs families to learn about the services available to them.

Our **events for special needs families** have been very well received. We look forward to next summer's special needs picnic and will expand our movie day offerings to spring and fall events.

Dutchess County continues its partnership with Anderson Center for Autism to expand the **Autism Supportive Environment** training – where local businesses and their staff can learn how to better understand, serve and support individuals on the autism spectrum. Businesses learn how to make simple changes to the physical environment and can have staff trained to make their establishments more welcoming for those with autism and their families.

The 2016 capital plan includes crafting a new **Parks Master Plan** to improve our park system. We will be focused on how we can make our parks system more welcoming for those with sensory issues and special needs.



# SHARED SERVICES

## Tax Rebate — 2 Years of Tax Reductions

The Municipal Consolidation & Shared Services Grant Program (MCSSGP) was created to incentivize municipal projects that consolidate services, produce shared services, establish regional delivery of services, and/or offer other efficiency improvements. In 2015, 13 municipalities were awarded \$994,000 which is maintained at \$1 million in the 2016 budget.

This September, the County brought together nearly 80 local and state officials at the second Shared Services Summit to continue efforts to reduce the total cost of government.

Two years of tax reductions, coupled with shared services efforts, ensure that STAR eligible property taxpayers will receive tax rebates in 2015 and 2016. The state's tax freeze program required governments to develop a Government Efficiency Plan (GEP) demonstrating shared service and consolidation savings. Dutchess County Government, in partnership with 27 local municipalities, successfully submitted a countywide GEP with total savings from 2017-2019 projected at \$80 million.

New shared services in the county budget include an expansion of public transit service in a collaboration with Dutchess Community College and Marist College. A new transit route will provide direct access for students, faculty, and the public to and from their campuses, the Poughkeepsie Train Station, shopping and more, at no cost to county taxpayers.

## 2015 Project Highlights

- > **City of Beacon Consolidation of Firehouses**  
*Project Award: \$200,000*
- > **Shared Highway Services Town and Village of Red Hook and Village of Tivoli**  
*Project Award: \$81,250*
- > **Crisis Intervention Team (CIT) Training for Law Enforcement**  
*Project Award: \$246,340*
- > **Rhinebeck Town and Village Highway and Maintenance Departments Consolidation**  
*Project Award: \$45,000*
- > **Tri-Municipal Wastewater Treatment Aeration System Upgrades**  
*Project Award: \$100,000*

## WE WANT TO HEAR FROM YOU

### Contact Us:

[dutchessny.gov](http://dutchessny.gov)  
[countyexec@dutchessny.gov](mailto:countyexec@dutchessny.gov)  
845-486-2000

### Public Hearings on the Budget:

Legislative Chambers  
22 Market Street, Poughkeepsie, NY  
November 5th & December 1st 7PM

# Dutchess at a Glance



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# Dutchess County at a Glance

## History

---

Established in 1683 as one of New York's original twelve counties, Dutchess has played a pivotal role in American History. The County was home to the Continental Army's Fishkill Supply Depot and the second state capital at Poughkeepsie during and after the Revolutionary War, which hosted New York's debates on the Federal Constitution in June and July 1788. Throughout the 19<sup>th</sup> century, industry boomed in Dutchess with labor provided by continued immigration from Europe. Brick yards and textile mills thrived in Beacon and Poughkeepsie, while the Livingstons and Roosevelts managed lucrative shipping trades and farmed their huge estates along the Hudson River waterfront. Bolstering trade, Dutchess County became a major railroad transportation hub connecting New York City to Albany, Canada, and New England. These rail links fueled new manufacturing industries and expanded agricultural enterprises, including a thriving dairy industry that provided the Union Army's primary supply of condensed milk during the Civil War. In the twentieth century, the County rose to prominence as the birthplace of President Franklin Delano Roosevelt and as a test site for many of his New Deal projects. Following the Second World War, Dutchess joined the frontline of the computer age as the headquarters of IBM. The County remains the lynchpin of the Hudson Valley corridor today and is home to a thriving variety of commercial, agricultural, and cultural endeavors that honor Dutchess County's deep historical roots.

## Location

---



Dutchess County is 802 square miles in the heart of the Hudson Valley, midway between New York City and Albany, New York State's capital. The western border includes 30 miles of Hudson River shoreline with Connecticut forming the eastern border. The character of the area is predominantly suburban and rural with two cities on the Hudson River.

## Government

---

Dutchess County's charter government was approved by the voters in 1967. The charter separates the government into two branches: executive and legislative.

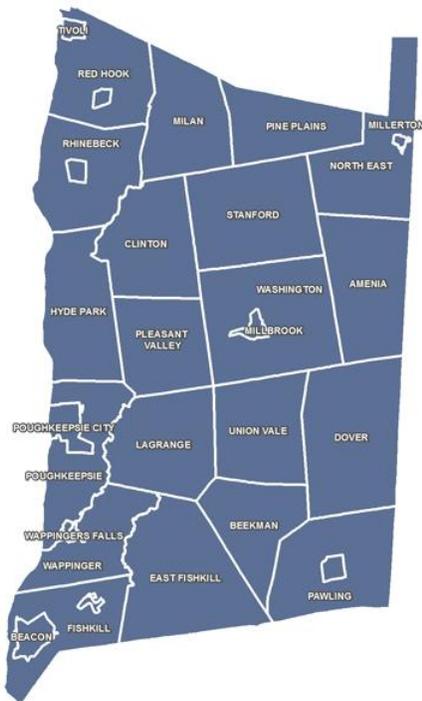
The executive branch is headed by the County Executive, who is elected on a County-wide basis to serve a four-year term. The County Executive is the chief executive officer and chief budgetary officer of the County and is responsible for preparing and submitting the annual operating budget to the County Legislature for approval. The Executive has veto power over nearly all legislative enactments, though his veto can be overridden by a two-thirds majority vote of the Legislature.

The executive branch consists of all administrative departments. Department heads are appointed by the Executive; most are subject to confirmation by the Legislature.

The legislative branch consists of 25 legislators elected from single member districts for two-year terms. The 25 members represent 25 districts, meeting on the second Monday of each month. The legislature has the power to levy taxes, adopt the County budget, make appropriations, and adopt local laws subject to approval by the County Executive. It has standing committees and boards with citizen participation.

Other County-wide elected officials include the County Clerk, County Comptroller, District Attorney, and Sheriff.

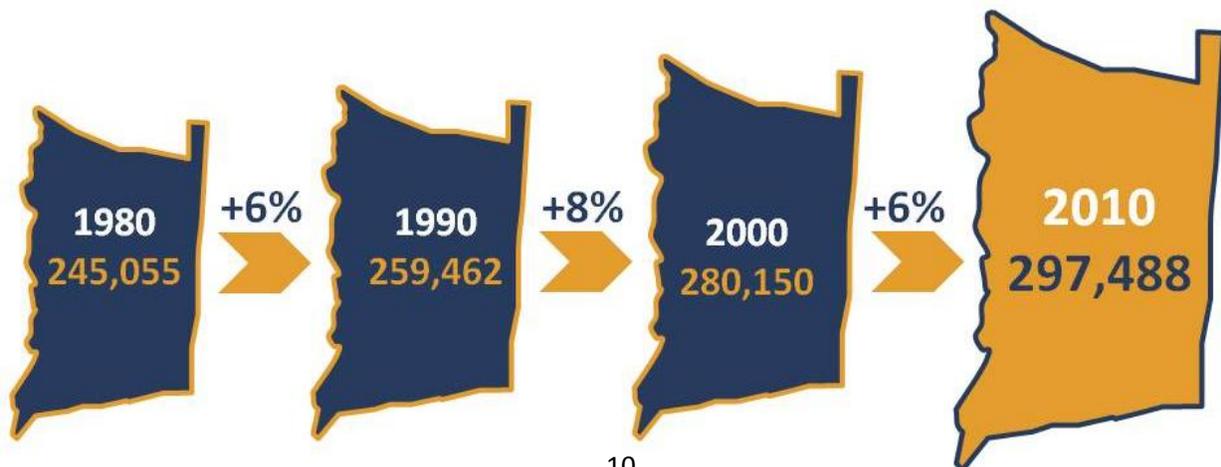
## Municipalities within Dutchess County



There are 2 cities, 20 towns and 8 villages within Dutchess County.

- Town of Amenia
- Town of Beekman
- Town of Clinton
- Town of Dover
- Town of East Fishkill
- Town of Fishkill
- Village of Fishkill
- Town of Hyde Park
- Town of LaGrange
- Town of Milan
- Town of North East
- Village of Millerton
- Town of Pawling
- Village of Pawling
- Town of Pine Plains
- Town of Pleasant Valley
- Town of Poughkeepsie
- Town of Red Hook
- Village of Red Hook
- Village of Tivoli
- Town of Rhinebeck
- Village of Rhinebeck
- Town of Stanford
- Village of Union Vale
- Town of Wappinger
- Village of Wappingers Falls
- Town of Washington
- Village of Millbrook
- City of Poughkeepsie
- City of Beacon

## Population

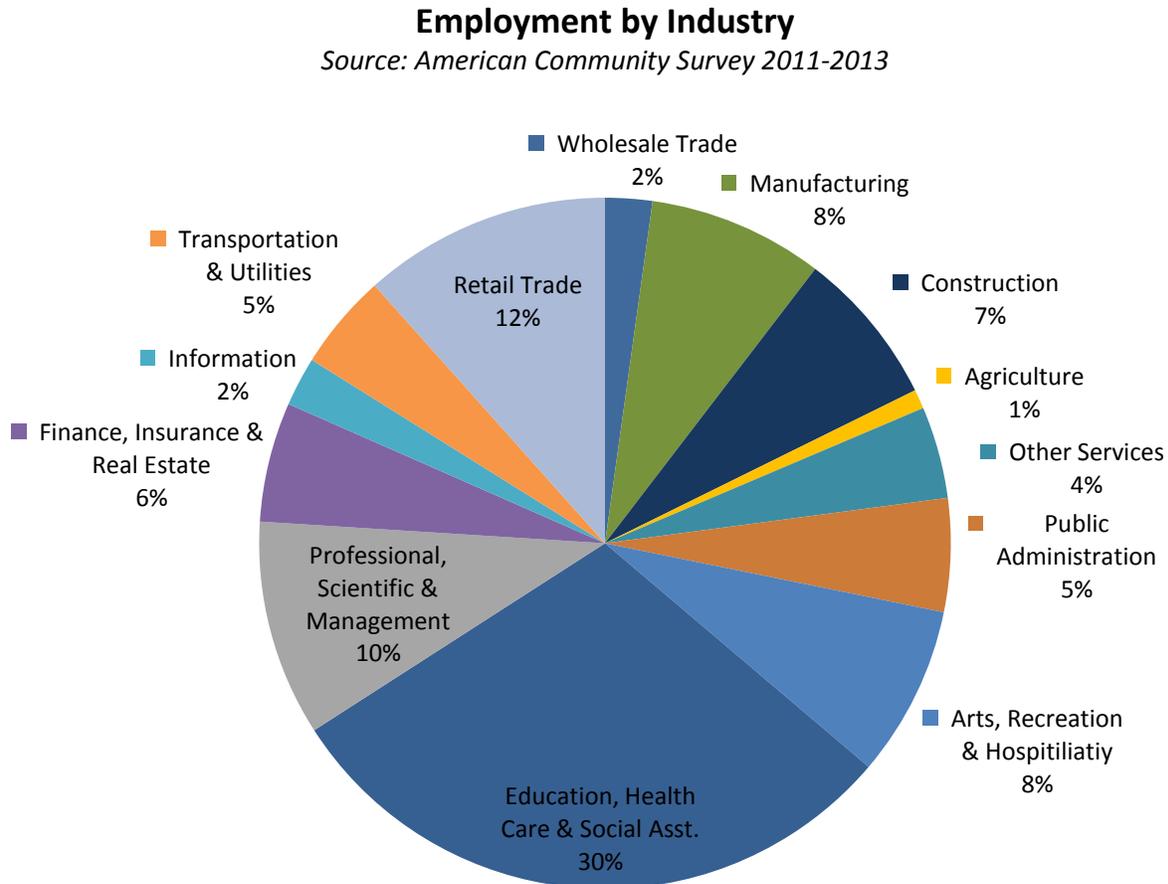


Dutchess County has a population of 297,488 according to the 2010 United States Census. Following a boom in the 90s that resulted in an 8-percent population increase, Dutchess has experienced moderate growth and remains just below 300,000 residents. The population and land area by municipality is reflected in the following chart according to the 2010 Census.

Municipality	Population	Land Area (Square Miles)
Amenia	4,436	43.67
Beekman	14,621	30.71
Clinton	4,312	38.82
Dover	8,699	56.29
East Fishkill	29,029	57.57
Fishkill	20,878	31.24
Village of Fishkill	2,171	0.83
Hyde Park	21,571	39.79
LaGrange	15,730	40.30
Milan	2,370	36.55
North East	2,073	43.04
Village of Millerton	958	0.60
Pawling	6,116	43.28
Village of Pawling	2,347	1.97
Pine Plains	2,473	31.13
Pleasant Valley	9,672	33.13
Poughkeepsie	44,090	30.89
Red Hook	8,240	37.04
Village of Red Hook	1,961	1.07
Village of Tivoli	1,118	1.55
Rhinebeck	4,891	38.06
Village of Rhinebeck	2,657	1.53
Stanford	3,823	50.09
Union Vale	4,877	37.33
Wappinger	22,468	27.75
Village of Wappingers Falls	5,522	1.19
Washington	3,289	56.88
Village of Millbrook	1,452	1.93
<b>Total Towns &amp; Villages</b>	<b>251,844</b>	<b>814.23</b>
City of Beacon	14,599	4.86
City of Poughkeepsie	31,045	5.70
<b>Total Cities</b>	<b>45,644</b>	<b>10.56</b>
<b>Total Dutchess County</b>	<b>297,488</b>	<b>824.77</b>

## Local Economy

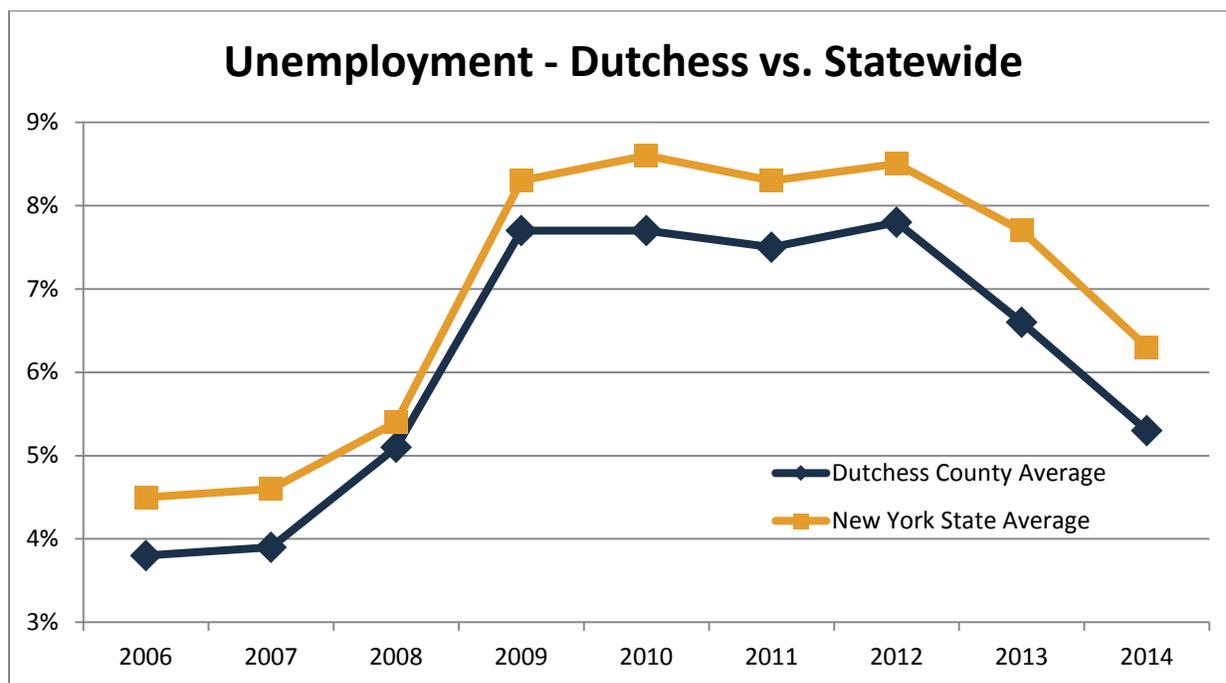
The Dutchess County economy is dynamic and vibrant, consisting of a variety of industries. The chart below indicates the prominence of various industries in Dutchess County.



Dutchess County's economy is fueled by businesses of all sizes. The following list of major employers in Dutchess County provided by the Dutchess County Economic Development Corporation, demonstrates the area's highly skilled workforce and the regional emphasis on technology, higher education, and physical as well as mental health.

- Anderson Center for Autism
- Arlington Central School District
- Astor Home For Children
- Bard College
- Central Hudson Gas & Electric
- Culinary Institute of America
- Downstate Correctional
- Dutchess BOCES
- Dutchess Community College
- Fishkill Correctional
- GAP, Inc.
- Green Haven Correctional
- Health Quest
- Hudson Valley Federal Credit Union
- IBM Corporation
- Marist College
- MidHudson Regional Hospital of Westchester Medical Center
- NYS Dept of Transportation
- Taconic Developmental Services
- Vassar College
- Wappinger School District

These economic engines have helped to maintain Dutchess County's high employment levels, with 135,000 residents employed in 2014 according to the New York State Department of Labor. The historic unemployment rate County-wide consistently trends below the average Statewide, as seen below.



*\*Source: New York State Department of Labor*

The 2014 American Community Survey estimated that Dutchess County is home to more than 104,190 households. The estimated median household income is \$88,738 and the median individual earnings were estimated to be \$33,455.

## Bond Rating

Dutchess County Government continues to demonstrate very strong credit worthiness, as confirmed by Standard and Poor's (S&P) Rating Services bond rating of AA+ in November 2015. This AA+ rating indicates the County demonstrates a very strong capacity to meet financial commitments. Standard & Poor's noted several strengths that led to the AA+ rating including the County's strong budgetary performance and fiscal management, low debt burden, increased fund balance and strong cash levels. With total indebtedness of \$118.9 million, Dutchess County is at only 5.63% of our \$2.1 billion constitutional debt limit. According to S&P, only 1 of the rated New York State (NYS) counties has rated higher. Standard & Poor's review and rating provides an important measure of the county's fiscal condition and how we compare to other county governments nationwide. The following table indicates S&P Financial Service Rating of New York State Counties as of September 2015.

S&P	
Rating	Number of Counties*
AAA	1
<b>AA+</b>	<b>2</b>
AA	7
AA-	8
A+	8
A	3
A-	1
BBB+	0
BBB	1
BBB-	0

\*Note: S&P rates 31 of 57 New York State Counties.

## Culture, Recreation, and Higher Learning

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Cultural resources flourish throughout Dutchess County, enriching and enhancing the community. From the iconic Bardavon 1869 Opera House, to Dia: Beacon, the Cunneen-Hackett Arts Center, and the Rhinebeck Performing Arts Center, art and entertainment venues abound.

Historical landmarks are a ubiquitous part of the Dutchess County landscape. Countless visitors enjoy historic sites such as the Home of Franklin D. Roosevelt, the Locust Grove Estate, the Mount Beacon Incline Railway, the Old Rhinebeck Aerodrome Museum, and the Vanderbilt Estate.

A variety of County parks including Bowdoin Park, Quite Cove Riverfront Park, Dutchess Stadium (Home to the Hudson Valley Renegades), Wilcox Memorial Park, the Harlem Valley Rail Trail, and the Dutchess Rail Trail, provide ideal recreational outlets for visitors and residents. The natural resources and beauty of the area is available for all residents and guests to enjoy through a network of over 70 trail systems totaling 300 miles. Many municipal and state parks dot the river front, perhaps the most noteworthy of which is the Walkway over the Hudson State Historic Park in Poughkeepsie which is now connected to the Dutchess Rail Trail. The Walkway has attracted some two million visitors from all 50 states and at least 42 countries since its opening in 2009.

Dutchess County is home to several esteemed institutions of higher learning including Dutchess Community College, Marist College, Vassar College, Bard College, and the Culinary Institute of America. The campuses of these schools create cultural hubs spurring economic development and vibrancy throughout the County.

# Overview



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# Mission, Vision, and Strategic Planning

## Mission Statement

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The mission of Dutchess County Government is to provide quality, responsive services to residents, businesses, and visitors in a fiscally responsible manner while striving to preserve our heritage, promote economic development and enhance the quality of life for current and future generations.

## Vision

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We envision a county that capitalizes on its history, its geography, and its diverse economy to create a broad range of opportunities for its residents in how they live, work, and play.

We envision a robust economy with a skilled workforce that attracts employers who seize opportunities presented by the County's unique advantages and provide jobs that create prosperity.

We envision a sustainable system of community health, public safety, assistance for our youth, families, seniors, and veterans, parks and recreation, and infrastructure, in which development and growth complement our natural resources and environment.

We envision a model community governed in an open and ethical manner, where great ideas are replicated and brought to scale, public input is sought, and municipalities and community partners work collaboratively with the County to attain shared goals.

## Core Principles

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The below four key principles serve as the basis for all administrative budgetary allocation decisions and policies to affect the County's mission and vision:

- Focus- County government cannot be all things to all people, so we must prioritize, set aside personal or political agendas, confront challenges because we lead with less-delivering a smaller, smarter, and more successful government.
- Inclusion- The administration will engage stakeholders in decision making by empowering residents and other business, community and elected leaders to participate in a robust and civil discourse in order to mold consensus. Importantly, the administration will listen. Good ideas and great volunteers will always be embraced. We will seek to redefine democracy, and earn the trust and maintain the confidence of those who call our county home.
- Logic- Do what makes sense. A practical approach to problem solving will save time, energy, and resources. The administration will conduct the necessary analysis, outline the viable options, establish expected outcomes, and make decisions supported by facts.

- Fairness- Compassion and civility in discourse is no weakness. The administration must be concerned with the individual while acting for the good of the whole community.

Overall, the administration will consider the economic benefit or impact of every decision and how those decisions when applied, affect our shared quality of life, and the attainment of our vision.

## Strategic Planning & Building the Budget

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County Executive Marcus J. Molinaro took office January 1, 2012, bringing to county government a host of ideas to transform the way government functions. During his Oath of Office Address, County Executive Molinaro posed two important questions:

*Who are we as a people? And how do we hope to live?*

The answers to these questions begin to define how this administration seeks to confront the many challenges facing Dutchess County in these difficult economic times.

The single most critical responsibility of the County Executive is the preparation and oversight of the county's annual operating budget. Responsible fiscal stewardship in a democracy requires clearly defined measurable expectations, thorough communication, continued education, and ongoing stakeholder involvement.

Dutchess County's most important asset is our people: the families, young people, seniors, veterans, business owners, farmers, and volunteers who call Dutchess home. It is vitally important we listen to each other and provide opportunities to identify needs, establish goals, and set priorities. We want a community engaged in a civil, robust dialogue answering the questions that confront us, and offering ideas and input so we have shared investment in the results of our decision making.

The annual decision making process begins in January; the executive team meets to develop a strategic plan to move forward the priorities for the new year. Meetings are held with Department Heads to review the prior year goals and outcomes as well as finalize the new year goals and action plans outlined in the adopted budget.

The adopted budget identifies the annual appropriations necessary to achieve the department's expectations for service delivery and planned performance outcomes in the next fiscal year; in short, it defines the resources for accomplishing the County's established goals. This document is approved by the County Legislature and serves as the annual fiscal plan for the County. Throughout the year, the executive team and department heads are monitoring the budget and accomplishment of established goals while planning for the following year. In essence, the budget is the annual strategic plan for Dutchess County and it is carefully crafted and closely monitored to ensure adherence.

In July and August, the planning process begins in earnest for the following year. A strategy is designed and goals are established then presented to the County Legislature in the form of the Tentative Executive Budget. The Legislature will review, make changes, and approve the budget as the Adopted County Budget. Once the budget takes effect in January, the executive team starts the process again.

Throughout the year, the Budget Office and Executive's Office continue to monitor and make adjustments to the plan.

## Strategic Goals

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The budget document, as discussed above, reflects the annual implementation of the strategic plan of Dutchess County, and is developed within the context of the mission statement, vision, and following countywide strategic goals:

Goal 1: Exemplary Stewardship of the Public Trust and Resources

*Utilize core decision making principles to ensure the resources of county government are well protected and used efficiently to accomplish the mission and vision for Dutchess County.*

Goal 2: Provide the Highest Possible Quality of Service

*Balance the fiscal challenges with the need to provide an excellent level of vital services to residents.*

Goal 3: Enhance and Maintain Exceptional Quality of Life in Dutchess County

*Provide essential services, resources, and infrastructure needed to make Dutchess County a wonderful place to live, work and play.*

Goal 4: Promote Public Safety and Well-being

*Ensure that the committed efforts of the public safety partners continue to maintain and improve the safety and security of the people of Dutchess County.*

Goal 5: Foster a Vibrant Economic Environment

*Promote economic opportunity for all, by creating a business-friendly economic climate that produces stable and diverse economic resources.*

# Budget Overview

## Approach to Budgeting

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The procedures outlining the required preparation, submission and adoption of the County budget are stipulated in Article 29 of the County's Administrative Code. In addition to specific Administrative Code requirements, the County provides information to help the public and community stakeholders better understand the mission, goals and policies of the County within the context of an operational and financial plan. The Budget, including the line item detail, executive summary, "Budget in Brief," authorized positions, and capital program, is designed with the following goals in mind:

Define Policy-	Provide a defined executive direction and general goals for the community including any significant policy initiatives or changes;
Financial Plan-	Provide information regarding the history of expenditures and revenues as well as current year funds, where the money is coming from, and what it will pay for. The budget also includes a five year plan for capital expenditures and provides related debt information and data;
Operations Guide-	Provide direction for management to develop priorities and plans through the use of goals and objectives to establish performance expectations; and
Communications-	Provide a platform for communication to the public on the activities, policies and financial plan for county government in the coming year.

These goals are met through the production of all budget materials released collectively as the Executive's Tentative Budget.

## Budget Documents

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The Executive's Tentative Budget is comprised of three main components:

1. Tentative Executive Summary- includes the "Budget in Brief", County Overview, Budget Summaries, and activity, policy, and goal sections for each major cost area: General Government Support, Education, Safety, Health, Transportation, Economic Assistance, Culture & Recreation, Community Services, Debt Service, as well as a Supplemental Budget Information section containing personnel information.
2. Tentative Budget- includes the line item detail of each department broken down to the lowest level of sub-department. A summary of authorized position titles, Full-Time Equivalent (FTE) count and salary information is included before each department or sub-department. The budget also provides two previous years of actual information as well as the current year adopted budget, modified budget, percentage of appropriations

spent / revenue realized year-to-date, and the year-to-date expenses spent or revenue received. The budget year cycle includes three levels: “*original*” which is the departmental request for the budget year; “*recommended*” which is the Executive’s recommendation; and “*approved*” which reflects the Legislature’s adopted budget. The Tentative Budget only includes the original and recommended levels. The Adopted budget includes the approved level. Comments are provided in the budget where greater explanation is necessary.

3. Capital Improvement Program- a five year plan of capital projects necessary to maintain and improve the County’s assets and infrastructure. This plan provides schedules that detail the County’s current balances on previously authorized projects, a history of indebtedness levels as well as a history of debt service paid. It also provides a table of debt authorized and not yet issued as well as projected debt service associated with the proposed projects. Any funding sources are detailed as an offset to the project costs.

## Budget Document Format

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### **The Tentative Executive Summary-**

The first section in the Tentative Executive Summary is the **Budget in Brief**. The Budget in Brief identifies key fiscal challenges for the County and how the County will deal with those challenges in the coming budget year. It also identifies the County Executive’s priorities, initiatives and policies, where the money comes from and where the money goes. It serves as a budget overview for residents that is easy to read and understand.

The second section is **Dutchess at a Glance**. This section provides an introduction to Dutchess County, including information about population, land area, local economic data, history, and more.

The third section is the **Overview** which includes our approach to budgeting, a detailed description of the Budget documents and format, timeline of the budget process, and ways to access the budget. It provides an outline explaining the basis of budgeting, maintenance and monitoring of the budget, and organizational and financial structure of the County.

The fourth section is the **Fiscal Summaries** section. This section helps the user better understand the concepts of revenue and appropriations and details major areas of each, highlighting current trends and how projections are formulated. It also provides fiscal data and summaries to better understand the county’s annual budget.

The fifth through thirteenth sections provide detail on the major budget areas including: General Government Support, Education, Safety, Health, Transportation, Economic Assistance & Opportunity, Culture & Recreation, Community Services, and Debt Service. These sections highlight the following aspects of each department within the major budget area:

- **Functions**
  - The function section provides an overview of each department.
- **Goals, objectives and indicators**

- This table provides the department's mission statement and key goals as well as the related performance indicators.
- **Key Budgetary Issues**
  - Highlights any budgetary issues which pertain to the department.
- **2015 Accomplishments & 2016 Initiatives**
  - Highlights key program accomplishments in the department as well as any significant plans for 2016.
- **Fiscal Summary & Graphs**
  - Provides a Net to County analysis as well as a visual graphic representation of the department's finances.
- **Budget Summary**
  - Each Budget Summary is divided into categories of Appropriations and Revenue which can be cross-referenced to the more detailed Tentative Budget.
- **Organizational Structure**
  - Organization charts reflect organizational structure and departmental functions rather than staff assignments.
- **Table of Organization**
  - Tables of organization are provided which list titles, job groups and numbers of positions in a tabular format.

The fourteenth section provides supplemental **Personnel Information** including a history of Full-Time Equivalent (FTE) positions by budget area. Also included are positions added, position restructuring (reclassified or reallocated), positions deleted in the budget year, and salary schedules.

The final section is a **Glossary** of budget terms.

### **The Tentative Budget-**

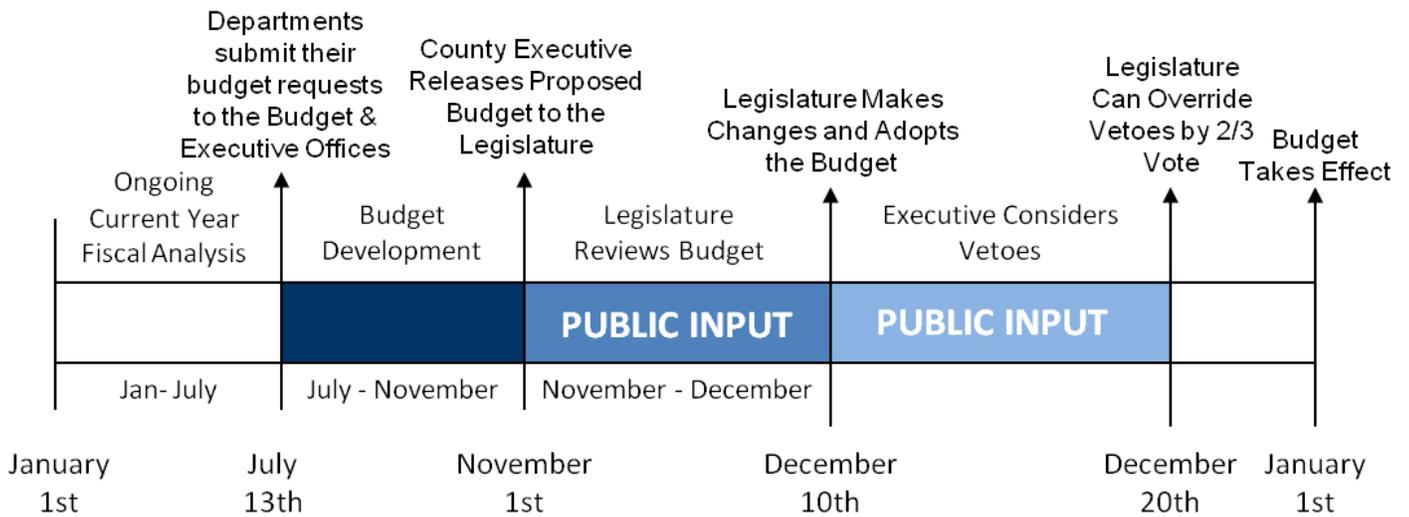
The first section in the line item budget is a Fiscal Summary Section which provides summary information regarding appropriations and revenues. The line item detail of the budget is grouped into the ten major cost areas: General Government Support, Education, Safety, Behavioral & Community Health, Transportation, Economic Assistance & Opportunity, Culture & Recreation, Community Services, Employee Benefits, and Debt Service. The Tentative Budget also includes supplementary information, such as salary schedules for employees and the Real Property Exemption Impact Report as required by NYS Real Property Tax Law, Section 495. The last section is an index which provides a guide for looking up detailed information.

### **The Capital Improvement Plan-**

The first section is the *Introduction* which provides an overview of the capital planning process, information about debt service, impacts of the plan on the operating budget, and key highlights of the program. The *Summary* section provides a five year overview of projects by cost area detailing the total cost and county cost for the 2016 plan year. The third section, *Projects*, provides a detailed explanation of each project in the plan. The final section, titled *Finances*, includes each project over the five years including anticipated funding sources associated with each project. It also includes a listing of all open capital projects and balances, capital expenditure trends and outlays, graphs representing total indebtedness and debt service, a list of debt authorized but unissued, and the debt service associated with the five year capital plan projects.

## Budget Timeline

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### January – July

- January 1<sup>st</sup> County fiscal year begins
- Tax bills sent to taxpayers
- Budget Office reviews State Budget impacts
- Budget Office monitors revenue and expense trends as well as economic indicators
- Unaudited financial statements submitted to State Comptroller and the County Legislature
- 1<sup>st</sup> Quarter & 2<sup>nd</sup> Quarter department reports are analyzed
- Current year fiscal update presented to the Legislature
- Budget Office trains departments in budget development

### July – November

- Departments submit operating budget requests
- County Executive Office and Budget Office meet with departments to review operating requests
- Audited financial statements submitted to the State Comptroller and the County Legislature
- County Executive Office and Budget Office develop policy and prepare recommendations for the Tentative Budget
- Ongoing communications with Legislature regarding budget development
- Town hall forums and other community outreach events

### November – December

- By November 1<sup>st</sup> County Executive submits the Tentative Budget to the County Legislature
- Public Hearing Notice given five days before hearing- with hearing held no later than December 5<sup>th</sup>
- The County Legislature may strike or reduce items from the budget and add or increase items

- Property Tax Levy Cap Calculation submitted to the Office of the State Comptroller prior to budget adoption by Legislature
- The County Legislature returns the Adopted Budget to the Executive with all Legislative changes by December 10<sup>th</sup>
- The County Executive may line item veto any change and return it to the Legislature by December 15<sup>th</sup>
- The County Legislature has until December 20<sup>th</sup> to override any vetoes with a 2/3 vote of the Legislature

## Budget Access

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All budget documents are available on the County's website at [www.dutchessny.gov](http://www.dutchessny.gov). All of the budget documents are also available for reference at the Adriaance Memorial Library, 93 Market Street, Poughkeepsie, NY 12603.

To control costs, the Budget Office prints a limited number of budgets. Special requests for additional copies of the budget must be submitted in writing to:

Dutchess County Budget Office  
 22 Market Street- 6<sup>th</sup> Floor  
 Poughkeepsie, NY 12601

## Maintenance of the Budget and Monitoring

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Throughout the year the Budget Office and Executive Office monitor the budget, track changes in key indicators, variations in revenue and key appropriation areas, State and Federal Aid impacts, approve budget transfers and prepare budget adjustments for approval by the Legislature.

- Monitoring the Budget- Departments submit to the Budget Office a quarterly analysis of appropriations and revenues for their department, vacancy savings projections, and report any other issues impacting their operating and capital budgets, programs, or policies. The Budget Office reviews this analysis in the context of the County's full fiscal picture and makes adjustments as necessary.

The Executive's Office closely monitors travel and training costs as well as purchasing throughout the year.

Department Heads also submit to the Executive's Office quarterly performance monitoring reports, outlining the status of specific strategic goals for both the administration of the department and the programs and policies as established at the beginning of the year. These updates include an action plan to accomplish the goal in the stated timeframe.

- Tracking Changes- The Budget Office tracks sales tax, mortgage tax, housing trends, utility costs and usage, unemployment, consumer price index, hotel and motel tax, off track betting revenue, and other key revenues and economic indicators. The State and Federal budgets, both on different fiscal years, are analyzed for specific county impact.
- Budget Transfers- Throughout the year, line item budget adjustments or modifications may be required within each functional area or unit of the adopted budget. When changes are made, the new changed budget is referred to as either the amended budget or the modified budget. Appropriation transfers can be made between classification of expenditures (ie: equipment, supplies, operation, personnel costs, etc.) and within or among each unit of the county. If a transfer is necessary between county functional areas or units, any unencumbered appropriation may be transferred with the approval of the County Legislature. However, at no time can an amount be transferred from debt service or from any other amount required by law to be appropriated.
- Budget Adjustments- If, during any fiscal year, there are available for appropriation revenues received from sources not anticipated in the budget for that year, or revenues received from anticipated sources but in excess of the budget estimates, the County Legislature may make supplemental appropriations for the year not to exceed, such additional revenues. To meet a public emergency affecting life, health or property, the County Legislature may make emergency appropriations. To the extent that there are no available unappropriated revenues to meet such appropriations, the County Legislature may adopt a resolution by 2/3 vote to appropriate all or any part of the appropriations in the general contingency fund for general county purposes.

If at any time during the fiscal year, it appears that the revenues available will be insufficient to meet the amounts appropriated, the County Executive shall report to the County Legislature without delay the estimated amount of the deficit, remedial action taken by him, and his recommendations as to further action. The County Legislature shall take such action as it deems necessary to prevent any deficit. For that purpose it may, by resolution, reduce one or more appropriations; but no appropriation for debt service may be reduced, and no appropriation may be reduced by more than the unencumbered balance or below any amount required by law. The Legislature may also authorize borrowing temporarily pursuant to applicable law in an amount not greater than the projected deficit.

# Financial Policies

## County-wide Financial Policy

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The County recognizes the importance of formalized financial policies to direct fiscally sound decision making. The following policies and goals provide a financial framework to support the long-term goals and mission of Dutchess County.

- To annually develop and maintain a balanced operating budget in which total appropriations are equal to total revenues. This goal shall be achieved through prudent financial planning, forecasting, and budgetary oversight and control.
- Avoid practices that balance current expenditures at the expense of future revenues.
- Seek out and maintain diversified revenue sources. When possible, rely on revenue that is sustainable and predictable, thus not impacted by changes in economic conditions.
- Effectively manage cash flow to adequately meet daily spending needs, while maximizing interest revenue on the investment of county cash balances.

## Debt Issuance and Management Policy

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- Debt or long-term borrowing will be issued for the purpose of financing capital projects, and will not be used to finance current operations or normal maintenance.
- Debt service costs paid through the General Fund are not to exceed 10% of total General Fund revenue.
- Total general obligation debt as of December 31, 2014 shall not exceed the statutory limit of \$2.1 billion of the five-year average full valuation of taxable property in the County as required by the Local Finance Law.
- Debt issued will be repaid in a period not to exceed the expected useful life of the improvement or equipment financed by the borrowing.
- When possible, debt is to be issued on an annual basis dependent on cash flow requirements.
- The County shall seek to maintain the highest possible credit rating to minimize the cost of borrowing.
- Types of debt issued include, but are not limited to: General Obligation Bonds, Bond Anticipation Notes, Installment Purchase Agreements, Special Obligation Bonds, Certificates of Participation, and Revenue Bonds.

## Fund Balance Management Policy

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Fund Balance reflects the County's reserve which can be used to address the needs of Dutchess County Government in the event of unanticipated and unavoidable occurrences which would adversely affect the financial condition of the County, jeopardizing the continuation of necessary or mandated public services.

The New York Office of the State Comptroller details the following Fund Balance Classifications:

Nonspendable – consists of assets that are inherently nonspendable 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 principal of endowments.

Restricted – consists of amounts that are subject to externally enforceable legal purpose restrictions imposed by creditors, grantors, contributors, or laws and regulations or other governments; or through constitutional provisions or enabling legislation.

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 that require the same level of formal action to remove the constraint.

Assigned – consists of amounts that are subject to a purpose constraint imposed by a formal action of the governments; such as through constitutional provisions or enabling legislation.

Unassigned – represents the residual classification for the government's general fund, and could report a surplus or deficit. In funds other than the general fund, the unassigned classification should be used only to report a deficit balance resulting in overspending for specific purposes for which amounts had been restricted, committed, or assigned.

These classifications indicate the extent to which the County is bound to honor constraints on the specific purposes for which resources in a fund can be spent.

- The County will strive to maintain an undesignated general fund balance of 5-10% of net general fund revenue as a means of maintaining financial stability.
- To the extent that general fund undesignated fund balance exceeds 10%, funds will be used to provide property tax relief through offsetting current year operating expenses, or to pay down or avoid indebtedness.

## Capital Planning Strategies

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- The County will review and adopt a five year Capital Improvement Program on an annual basis to reflect the changing needs and priorities of the County.

- The Capital Improvement Program shall strive to respond to mandates or opportunities to promote greater efficiency, while controlling debt service costs and the impact on the County's operating budget.
- When possible, capital expenditures will be funded through pay-as-you-go programs and alternative financing mechanisms, such as State and Federal funds.

For more information about Capital Planning, see the Dutchess County 2015 Capital Improvement Program.

## Investment Policy

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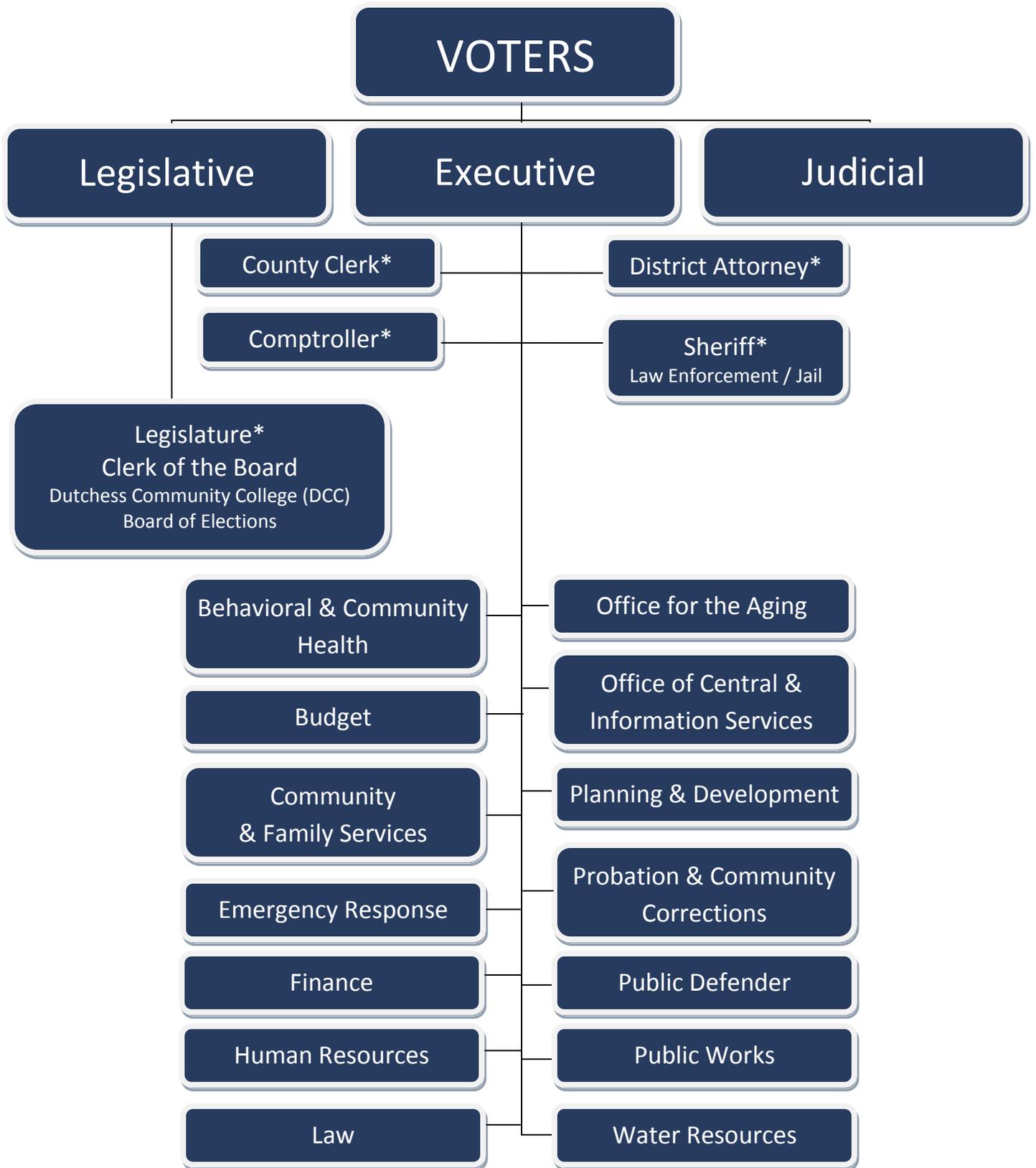
- County funds will be managed with fiscal responsibility and diligence. The primary objectives of investment activities, in priority order, shall be: safety of principal, liquidity, and yield.
- Pursuant to the County Charter and Administrative Code, the responsibility for administration of the investment program is delegated to the Commissioner of Finance through the County Executive.
- It is the policy of Dutchess County Government to diversify its deposits and investments by financial institution, by investment type, and by maturity scheduling.

## Multi-Year Financial Planning

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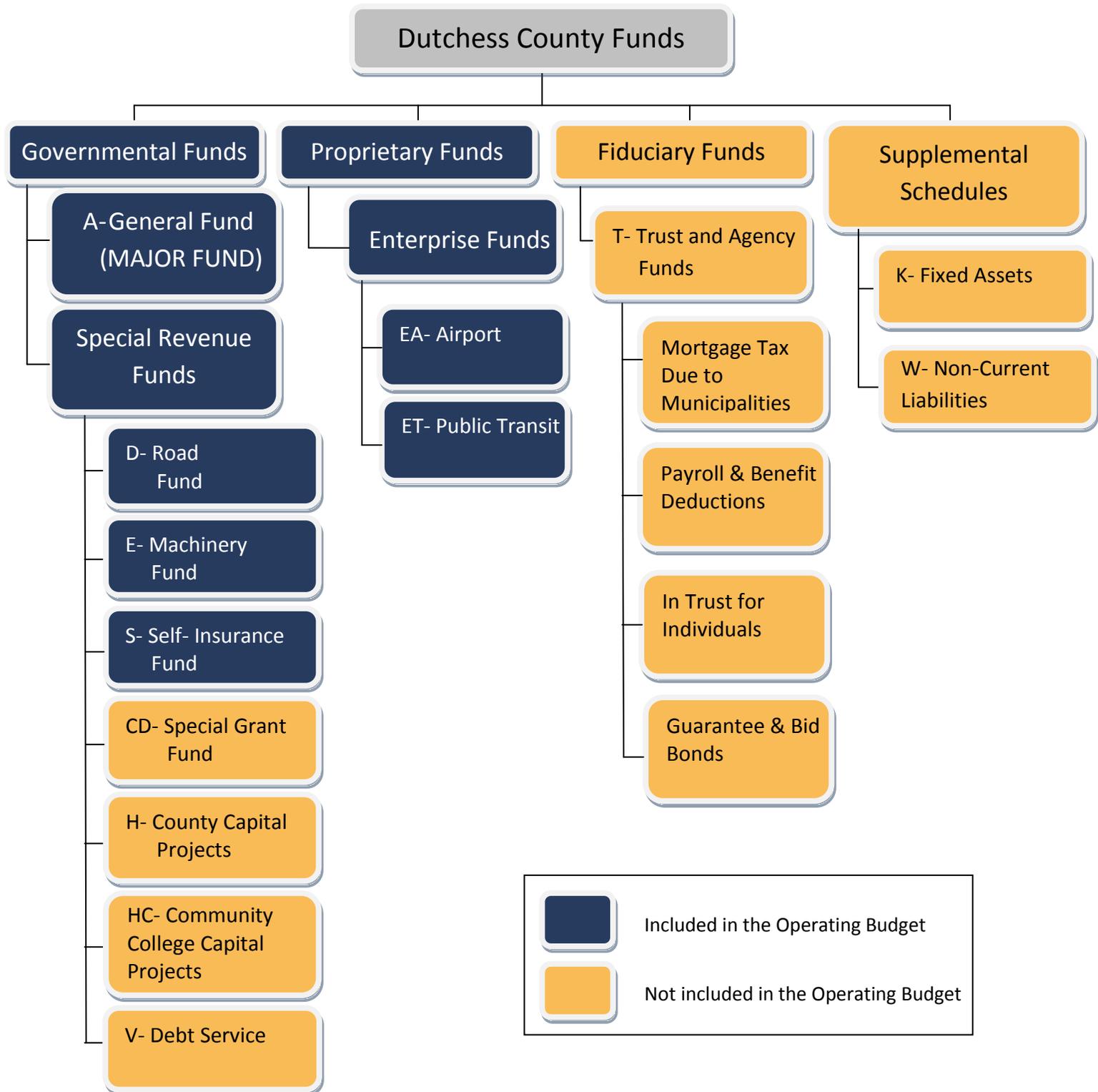
The Dutchess County economy is vibrant and ever changing. Long term financial planning must account for the complexity of the economic factors that impact forecasts for County revenues and expenditures in the coming years. The following multi-year financial goals drive decision making and fiscal policy.

- Maintain fund balance at the recommended 5-10% of total budget. Strong fund balance reserves help to protect against future unexpected exposures and promote a favorable credit rating which allows the County to benefit from low interest rates.
- Control the cost of government in Dutchess County. When possible, partner with local municipalities to identify areas where shared services can be employed to improve efficiency and thereby reduce the total cost to the taxpayer. The Municipal Consolidation and Shared Services Grant Program provides financial incentives to improve collaboration between county and local governments through consolidation of services, regional service delivery, and elimination of duplicative layers of government ultimately producing smaller, smarter government that yields savings for taxpayers.
- Reduce dependence on economically sensitive revenue sources. Protect and stabilize County revenues by driving down reliance on sources of revenue that are most severally impacted by economic downturns.
- Maximize utilization of State and Federal funding opportunities.
- Continue to advocate for comprehensive State mandate relief. Actively support mandate reform to produce greater local autonomy from the State to more efficiently manage the county's finances and save taxpayer money.
- Negotiate labor agreements that are both fair to union employees and fair to taxpayers. Recognize that employees are County government's most vital resource through fair and equitable compensation.
- Constantly seek out and elimination duplicative services to improve efficiency and service delivery within county government.
- Minimize the reliance on one-year or non-recurring revenue to balance the budget.



\*Independently Elected Official

## Fund Structure



### Basis of Budgeting

The Dutchess County budget is in accordance with Generally Accepted Accounting Principles (GAAP) using the modified accrual basis of accounting as are our annual financial statements. Under the modified accrual basis, revenues are recognized when measurable and available to pay current

obligations, and expenditures are recognized when the related obligation is incurred. For enhanced budgetary control, the Dutchess County Budget is administered using encumbrance accounting. An encumbrance account does not represent a GAAP expenditure and is only a commitment to expend resources.

## **Fund Structure**

The County Budget and accounting system are organized in and function on a “fund basis”, the fiscal and accounting breakdown required in governmental accounting. The operations of each fund are separately budgeted and maintained throughout the year. The New York State Office of State Comptroller defines the funds as follows:

### Governmental Funds:

- A- General Fund is the principal operating fund and includes all operations not required to be reported in a separate fund.
- D- Road Fund is required by Highway Law §114 and accounts for salaries and expenditures of the County Highway and Engineering Division including their administrative offices, maintenance of county roads and bridges, snow removal, plus construction and reconstruction of county roads not funded through the capital fund.
- E- Road Machinery Fund is required by Highway Law § 133 and accounts for purchases, repairs, and maintenance of highway machinery, tools and equipment; for construction, purchase and maintenance of buildings for the storage and repair of highway machinery and equipment; and for the purchase of materials and supplies to provide an adequate central stockpile for highway, snow removal, and bridge purposes.
- S- Self Insurance Fund accounts for insurance coverage when the governing body has decided to have a self insurance program on an actuarial basis.
- CD- Special Grant Fund accounts for Federal and State grants for Community Development Block Grants, the Workforce Investment Act, and other fully funded programs.
- H & HC- Capital Project Funds account for the financial resources to be used for the acquisition or construction of capital facilities, other than those financed by enterprise funds, and equipment purchases financed in whole or in part from the proceeds of obligations. An individual capital projects fund is established for each authorized project and for fiscal periods that correspond to the lives of the projects.
- V- Debt Service Fund accounts for the accumulation of resources for the payment of principal and interest on long-term debt. Debt Service Funds are not required unless segregation of resources is legally mandated. This includes:
  - Proceeds from the sale of property on which debt is outstanding;
  - State and Federal Aid received for a project on which debt is outstanding;
  - Interest earned on the proceeds of long-term debt which were not budgeted as a source of financing for the project;

- Unexpended proceeds of long-term debt; and
- Resources for a “Reserve for Payment on Bond Indebtedness” established pursuant to General Municipal Law § 6-h.

Proprietary Funds:

EA & ET- Enterprise Funds are used to account for activities for which a fee is charged to external users for goods or services. Activities are required to be reported as an enterprise fund if any one of the following criteria are met:

- Where laws and regulations require that the activity’s costs of providing services, including capital costs (such as depreciation or debt service), be recovered with fees and charges rather than with taxes of similar revenues; and/or
- The pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs (such as depreciation or debt service).

Fiduciary Funds:

T- Trust and Agency Funds account for assets held by a government as an agent for individuals, private organizations or other governments and/or other funds. They also account for funds that are required to be held for members and beneficiaries of defined pension or other employee benefit plans. Additionally, they account for all other trust arrangements under which principal and income benefit individuals, private organizations or other governments.

The County operating budget includes the A, D, E, EA, ET, and S funds only.

Supplemental Schedule K- Accounts for capital assets of a government not accounted for through enterprise or trust in agency funds.

Supplemental Schedule W- Accounts for the unmatured general long-term debt and liabilities of a government which is not recorded as a liability in another fund.

# Fiscal Summaries



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## 2016 Adopted Budget Summary

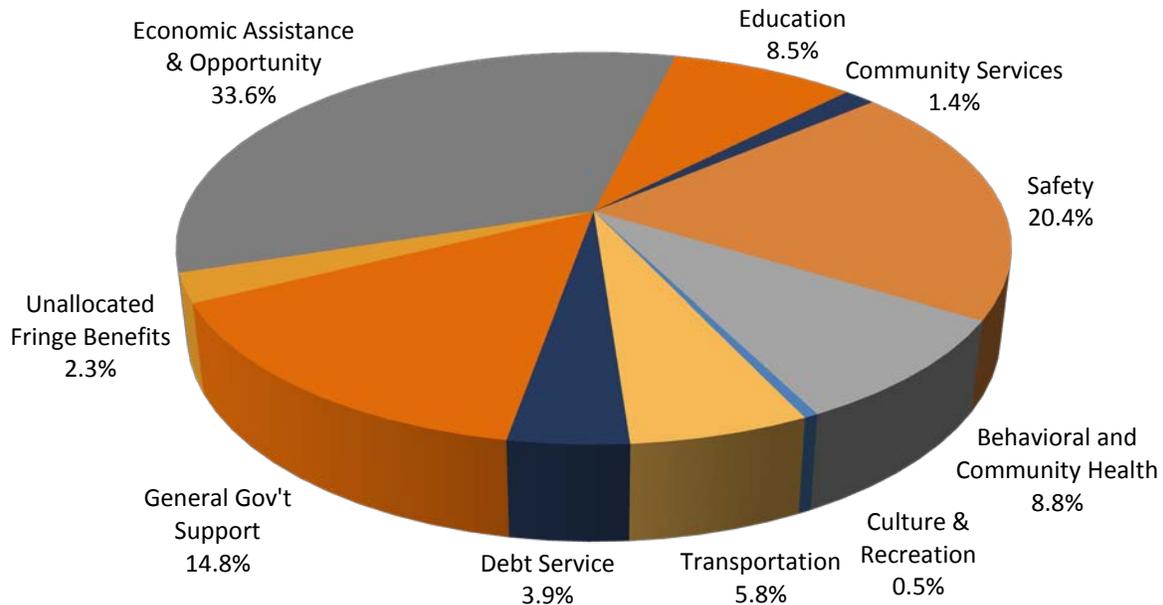
	2014 Actual	2015 Adopted	2015 Modified <sup>1</sup>	2016 Adopted	Amount Change <sup>2</sup>	% of Change <sup>2</sup>
<b>Appropriations</b>						
Salaries & Wages	\$106,872,330	\$108,837,394	\$116,764,524	\$117,972,357	1,207,833	1.0%
Pension	20,785,810	19,964,011	20,444,361	18,295,758	(2,148,603)	-10.5%
Worker's Compensation	3,399,034	2,413,626	2,610,741	3,409,897	799,156	30.6%
Health Insurance	26,039,504	27,409,070	27,929,836	29,599,113	1,669,277	6.0%
Other Employee Benefits	9,990,207	10,604,730	11,150,214	11,445,504	295,290	2.6%
<b>Total Personal Services:</b>	<b>\$167,086,885</b>	<b>\$169,228,831</b>	<b>\$178,899,676</b>	<b>\$180,722,629</b>	<b>\$1,822,953</b>	<b>1.0%</b>
Equipment	483,729	549,870	901,873	728,480	(173,393)	-19.2%
Supplies	3,989,849	4,500,546	5,267,626	4,761,215	(506,411)	-9.6%
Gas / Utilities	4,026,399	5,023,594	4,701,179	4,239,120	(462,059)	-9.8%
Insurance	1,143,107	1,738,910	1,746,644	1,710,076	(36,568)	-2.1%
Contracted Services	54,477,969	57,832,784	67,493,997	64,569,162	(2,924,835)	-4.3%
Sales Tax Revenue Sharing	26,820,577	26,458,947	26,458,947	26,970,000	511,053	1.9%
Mandated Programs	128,515,637	132,709,754	132,508,552	131,178,539	(1,330,013)	-1.0%
Contingency	0	1,500,000	40,200	1,500,000	1,459,800	3631.3%
Resale	1,007,702	991,500	915,627	0	(915,627)	-100.0%
Debt Service	18,223,814	19,195,589	19,581,613	20,285,100	703,487	3.6%
Operations	11,926,627	14,177,064	14,444,531	15,282,317	837,786	5.8%
Other	7,486,443	7,841,446	9,706,932	6,779,344	(2,927,588)	-30.2%
<b>Total OTPS:</b>	<b>\$258,101,853</b>	<b>\$272,520,004</b>	<b>\$283,767,721</b>	<b>\$278,003,353</b>	<b>(\$5,764,368)</b>	<b>-2.0%</b>
<b>Total Appropriations:</b>	<b>\$425,188,738</b>	<b>\$441,748,835</b>	<b>\$462,667,397</b>	<b>\$458,725,982</b>	<b>(\$3,941,415)</b>	<b>-0.9%</b>
<b>Revenue</b>						
Property Tax Levy (net)	106,111,199	106,646,818	106,646,818	105,644,908	(1,001,910)	-0.9%
Sales Tax <sup>3</sup>	175,811,195	174,375,000	174,375,000	176,858,000	2,483,000	1.4%
State	73,635,923	71,756,395	73,022,134	76,057,545	3,035,411	4.2%
Federal	40,634,177	34,986,586	36,028,360	40,300,301	4,271,941	11.9%
Other	55,819,512	49,109,036	58,467,951	48,120,228	(10,347,723)	-17.7%
Approp. of Fund Balance <sup>3</sup>	0	4,875,000	14,127,134	11,745,000	(2,382,134)	-16.9%
<b>Total Revenue:</b>	<b>\$452,012,006</b>	<b>\$441,748,835</b>	<b>\$462,667,397</b>	<b>\$458,725,982</b>	<b>(\$3,941,415)</b>	<b>-0.9%</b>

<sup>1</sup> As of January 11, 2016.

<sup>2</sup> 2016 Adopted vs. 2015 Modified.

<sup>3</sup> An appropriation of fund balance is used to balance the budget and although actual revenues are never realized, fund balance is reconciled in the annual financial statements.

## 2016 Adopted Appropriations



Appropriations:	2013 Actual	2014 Actual	2015 Adopted	2015 Modified <sup>2</sup>	2016 Adopted
General Government Support <sup>1</sup>	35,533,259	62,894,108	66,699,684	77,368,310	68,022,020
Education	34,155,382	34,460,391	38,203,654	38,097,030	38,932,346
Safety	84,003,629	86,945,758	86,706,825	92,409,334	93,467,983
Behavioral & Community Health	37,140,366	36,446,503	38,442,610	39,920,044	40,116,522
Transportation	25,475,655	25,681,234	26,627,843	27,667,889	26,794,870
Economic Assistance & Opportunity	144,899,828	146,753,932	150,529,240	151,934,471	153,993,958
Culture & Recreation	1,760,794	1,808,467	1,960,297	2,018,548	2,139,845
Community Services	5,548,950	5,396,323	6,537,703	6,619,109	6,589,730
Unallocated Fringe Benefits	8,747,753	9,029,500	9,312,373	9,444,574	10,744,319
Debt Service	15,804,279	15,772,522	16,728,606	17,188,088	17,924,389
<b>Total Appropriations</b>	<b>393,069,894</b>	<b>425,188,738</b>	<b>441,748,835</b>	<b>462,667,397</b>	<b>458,725,982</b>

<sup>1</sup> General Government Support includes the distribution of sales tax to municipalities beginning in 2014.

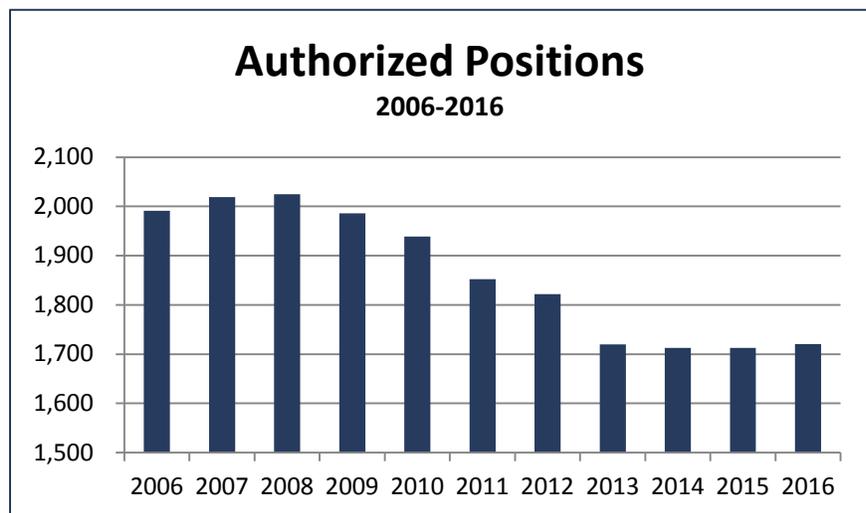
<sup>2</sup> As of January 11, 2016.

Dutchess County’s 2016 proposed spending plan totals \$458.7 million, a decrease of \$3.9 million compared to the 2015 modified budget, demonstrating our priority to control spending, restructure, and transform county government. Significant areas of expenditure and transformation are outlined below, along with an explanation of policy efforts to identify efficiencies and reduce costs.

## Workforce Costs

Workforce costs for 2016, including salaries and fringe benefits for all county employees, are 1% higher compared to the 2015 modified budget. This includes the deletion of 5 full-time equivalent (FTE) positions and the addition of 13 FTEs for targeted key program areas, mostly funded by new grant revenue. Most significant, however, 51 positions are being restructured in the 2016 budget to better accommodate the changing structure of County Government. Positions are adjusted in grade and responsibilities, to better reflect the work level required as the County continues to transform to a structure that is smaller, smarter and more effective.

Over the past few years, County Government has implemented significant consolidation and restructuring with the goal of reducing expenses and increasing efficiency. In 2012, 78 employees took advantage of a Workforce Adjustment Incentive to voluntarily leave County service, saving taxpayers \$4.3 million in 2013 with a projected \$24 million in savings over five years.



In 2013, County Government saved approximately \$2.5 million through further consolidation and restructuring for nearly \$14 million in savings projected over five years. Through these efforts, County Government has been able to streamline and identify areas for increased efficiencies. With the smallest workforce in over 30 years, and increasing workloads, County Government is finding ways to be more efficient and effective.

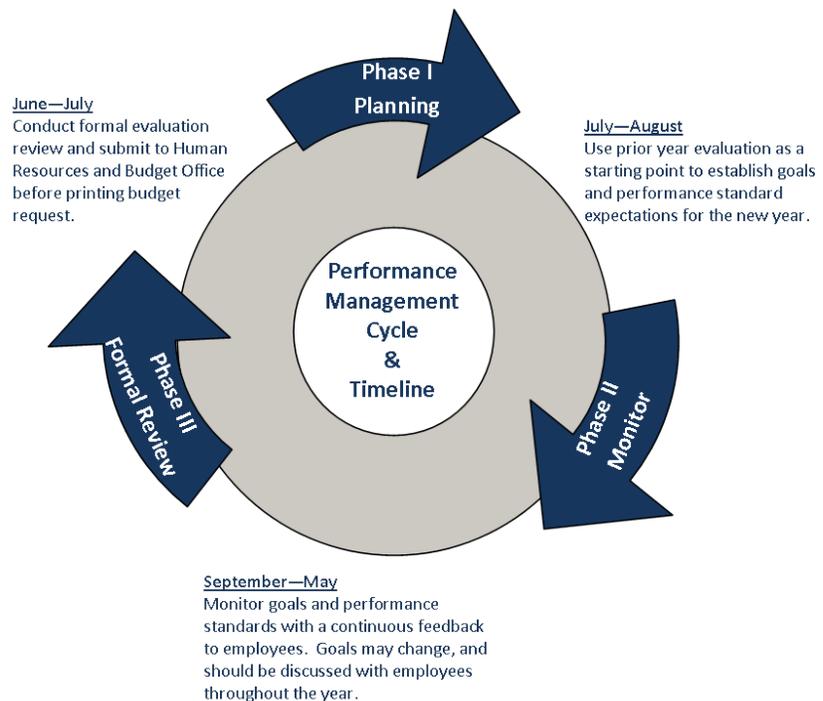
The budget includes step increments and longevities for unionized employees, as well as step equivalents and longevities for eligible management and confidential employees. There are cost of living increases included in the budget for all of our employee groups with settled union contracts, as well as management and confidential employees. Fringe benefits for 2016 are increasing by \$615,120, due primarily to an increase in health insurance costs, and workers compensation partially offset by a decrease in pension costs as the rates have dropped.

## *A New Performance Evaluation System for Management & Confidential Employees*

Beginning in 2008-2009, as the economy declined, merit awards that had been given based on annual evaluations as defined in the Management and Confidential Plan were either limited or discontinued for this group of employees; without the associated merit awards, most departments discontinued the evaluation process, or if they did do evaluations, there was no county-wide standard. In 2015, County Executive Molinaro established a workgroup including both management and confidential employees from across County Government to revise the current annual evaluation and merit award program to a more logical, meaningful performance management system that is fair to both employees and taxpayers.

The goals of the work group were to focus on the redesign of the performance evaluation component of the management confidential plan so the county can retain talented employees by rewarding outstanding effort, offer incentive for employees to take management positions outside of the union when they become available, and attract viable candidates from the private sector when there are openings. In 2015, the County Executive approved the workgroup's recommendations and the new management and confidential performance evaluation system has been implemented in place of the previous appraisal process.

The previous appraisal process set job standards and evaluated past performance based on a set of standards once a year, whereas this new performance management system focuses on managing performance continuously to provide feedback to help employees maximize their potential, know where their performance measures compared to expectations at all times, and allow them to focus their efforts on specific pre-identified goals and projects. It shifts the current system from a reactionary appraisal approach to a proactive performance management approach. The system focuses on communication, feedback and periodic performance discussion and documentation; so at the end of the period, the employee should already know where they stand with no surprises at the formal evaluation. There are three phases of the performance management cycle: Planning, Monitoring, and the Formal Review.



The *Planning Phase* of the system is the establishment of realistic, challenging, yet attainable, performance goals, and the definition of expectations related to specific defined performance standards. Based on the previous year’s evaluation, current job description and duties, and specifically assigned projects, the supervisor meets with the employee and identifies four specific goals for the employee to achieve in the coming year. These goals can be project-oriented, focused areas within each performance standard, or other areas within the employee’s job duties and responsibilities.

The *Monitoring Phase* occurs throughout the year. Both evaluators and employees will have frequent discussions and feedback so employees know where they stand and can work to maximize their performance. With feedback on performance occurring periodically throughout the year, the formal review becomes a tool used as only part of the system. Additionally, using performance management and feedback throughout the year helps evaluators avoid common evaluation errors, limiting the negative impact of an appraisal that can come as a surprise to an employee.

The last phase is the *Formal Review*, in which each management and confidential employee will be evaluated using either the supervisory evaluation tool or the non-supervisory evaluation tool. All employees will be evaluated based on nine performance standards specific to their roles, in addition to four goals or project oriented assignments set together with their evaluators. The performance standards are defined in the below table:

### Performance Standards

Supervisory	Non-Supervisory
Job Knowledge	Job Knowledge
Planning & Organization	Planning & Organization
Work Performance	Quality of Work
Decision Making	Quantity of Work
Performance Management	Decision Making
Workforce and Public Relations	Work Habits
Delegation of Authority	Interpersonal Relationships
Communication Skills	Communication Skills
Initiative and Motivation	Initiative and Motivation

Overall, the four goals and nine performance standards will be averaged for an overall rating as defined below:

- 1- Unsatisfactory
- 2- Employee Needs improvement
- 3- Effective Employee
- 4- Highly Effective Employee
- 5- Outstanding Employee

Evaluators were trained in this new system and goals have been established for employees. Evaluations will occur in June of 2016 with ratings submitted and corresponding merit awards included as part of the

2017 budget process. The County Executive will be forwarding to the Legislature a revised Management Confidential Plan in 2016 which will include the proposed merit award for each rating category. In the interim, the 2016 budget includes comparable salary increases to those afforded in the CSEA contract adopted in 2015.

## Mandates

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In Dutchess County, 70% of net county costs are required to pay for mandated programs and services. The remaining 30% is “optional spending,” including crucial government functions such as health and mental health services, sheriff road patrols, road repair, snow removal, public transportation, 911 dispatch, and senior services.

Mandates continue to dominate our 2016 budget, including a net to county cost of \$41.5 million for Medicaid, \$11 million for Foster Care, \$3.9 million for Safety Net, \$10 million for the Preschool Special Education and Early Intervention Programs, and over \$37.5 million for the Jail.

Because 70% of the county budget is consumed by mandated expenses, we work diligently to control these costs and work as efficiently as possible. The jail is a good example, where although we are mandated to provide the service, we are committed to find solutions to limit costs. The county jail is too old, too small, and too inefficient. As a result, the County was paying more than \$8 million a year to house our inmates in other county jails and continues to face increased maintenance costs and limited access to programs to rehabilitate inmates.

By constructing temporary housing units and bringing inmates back to Dutchess, the County is working to reduce the average length of stay for inmates caused by systemic and travel constraints, thus saving taxpayer dollars. With the construction of the Dutchess County Justice and Transition Center, the County can significantly improve the inmate-to-officer ratio, produce operational efficiencies, and provide cost savings for years to come.

## Restorative Justice in Dutchess County

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The Criminal Justice Council’s (CJC) Needs Assessment report, issued in 2012, recommended a two pronged approach for dealing with the housing out problem that plagued Dutchess County for so many years, costing taxpayers over \$8 million dollars a year. First, the CJC acknowledged a need for more capacity, since approximately 200 inmates needed to be housed in other county jails. Secondly, the CJC recommended the continuation, expansion and enhancement of the work that has been done in Alternative to Incarceration (ATI) programs. On average, every month, over 600 individuals are supervised in ATIs rather than being incarcerated. Dutchess County is already the model in New York State with our programs, services and highly effective infrastructure. Through innovation and creativity, we are embarking on cutting edge approaches to further improve our system.

To address the issue of capacity, the county is working to develop plans for the construction of the Dutchess County Justice and Transition Center, which is in the final phase of the project definition. The RicciGreene Associates team has studied the site and performed a needs analysis. A comprehensive analysis of the urban setting has been conducted with public outreach and constituent committees to ensure development of a facility that enhances the neighborhood, blends into the adjacent Walkway Over the Hudson district, interfaces with the other City plans being advanced and adds value to the surrounding properties. The purchase of the Taylor Manufacturing property and building has provided an opportunity for the possible adaptive reuse of this historic building as the County seeks to aesthetically improve the Parker Avenue frontage. In the coming months, a resolution will be prepared and submitted for approval to proceed with the creation of architectural drawings and the subsequent construction of a new facility.

In the short term, temporary housing units (PODs) are in place and virtually all of our inmates have been returned to Dutchess County. This has been a complex undertaking, but the Jail administration and staff have sorted through the issues and are adapting to these new accommodations. All of this was achieved with the approval of the State Commission on Corrections (COC). However, the waiver to use the temporary structures remains contingent on the county continuing to pursue a permanent solution and build a larger jail. The PODs have been occupied since May, and the projected annualized savings of \$1 million are being realized.

Our focus on ATIs was bolstered by hiring nationally renowned special population consultant Kevin Warwick. The CJC formed a Special Populations workgroup to work with Kevin, comprised of internal and external agency representatives and chaired by City of Poughkeepsie Police Chief Ron Knapp. CJC consultant and previous Jail administrator Gary Christensen has been creating a massive database to study recidivism of jail inmates and how to effectively position programming to meet the needs of various inmate risk levels within the jail population. The result has been the RESTART program, which provides high risk inmates cognitive behavioral therapies in the jail. Curriculum has been established for both males and females. The new Justice and Transition Center will provide necessary space to offer the RESTART program more broadly. Relationships with community providers have been established allowing a continuation of service after inmates are released.

The design of the new Justice and Transition Center will incorporate the necessary programming space, as well as meet facility needs to address our various special populations. The new design will also allow the County to improve the Correction Officer to Inmate ratio. New designs have created ratios of 3-to-1 and higher, which will provide Dutchess County significant operational savings when achieved. Budget projections will be developed and provided with the bond resolution to explain the net impact of the investment in the new Justice and Transition Center. The size of the facility to be built is still being determined, however, the county is required to receive COC approval. The design will allow for easy and cost-effective additions, should more space be required. In addition, if we can reduce the average daily census within the Justice and Transition Center, the design will allow for a section of the facility to be decommissioned and used for other transitional housing needs.

The combination of the front-end diversion process, which will be enhanced with the new Stabilization Center, the robust list of existing alternatives to incarceration and the in-jail programming supplemented by the aftercare being provided through our community service providers, should have a very positive impact on the number of individuals in the jail. The analysis provided by Dr. Christensen and the systemic changes we can create as a result should help as well. This holistic approach to dealing with our inmates will result in a new model for other counties to embrace for their criminal justice systems.

This project has been an inclusive effort, to ensure that the concerns of the community and the needs of all affected by the building of this new facility are understood and addressed. Through the CJC, the External Advisory Group, the Special Populations Workgroup, the Legislative Jail Committee and the DCJTC website, we have been diligently providing status updates on progress and activities to be transparent and engage stakeholders in the process. The end result will yield a better environment for those requiring incarceration – a way to keep those better treated in an alternate setting out of the jail setting and an effective method for keeping recidivism at a minimum.

## Mental Health Services

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### **Departments of Health (DOH) and Mental Hygiene (DMH) Merger**

Dutchess County continues to move forward with the merger of the DOH and DMH into one integrated Department of Behavioral and Community Health (DBCH) in the 2016 Budget. Significant progress was made this year through the integration of fiscal and administrative functions with the co-location of staff, and the consolidation of DMH Information Technology services under the Office of Central and Information Services (OCIS). With input from staff and community stakeholders, new vision and mission statements were developed and a new interim organizational chart created.

Other joint initiatives completed or underway include:

- Efforts to address prescription drug abuse;
- Cross training in suicide prevention and mental health first aid;
- Behavioral health prevention scope broadened to include universal approach to population health;
- Joint disaster preparedness exercises;
- Development of a joint Quality Improvement Program;
- Data sharing, website redesign and quarterly DBCH newsletter;
- Integrated outreach and communication efforts; and
- Staff reviews and staff development.

The State approval process was completed and a nationwide search for a Commissioner was conducted this year with the new DBCH Commissioner, Henry Kurban, MD, MBA, MPH, FACPM. A proposed local law revising the County Charter and Administrative Code to create the new Department of Behavioral and

Community Health has been provided to the County Legislature for adoption with the budget. The budget also includes several position restructuring recommendations to realign positions to meet the needs of the newly integrated department. The 2016 proposed budget provides for a reduction in the net cost to the county for mental health and public health services with no increase in FTE positions and no reduction in services. In fact, services will be enhanced in 2016 under the new merged structure with future joint initiatives that include:

- Shared use of epidemiology and biostatistics expertise;
- Integrated training committee, bringing training to primary medical community;
- Participation in task force for prevention of human trafficking;
- Comprehensive Jail program integrating health and mental health;
- Integration of chronic disease management into behavioral health clinics, smoking cessation and pre-diabetes screening;
- Integration of mental health and substance abuse screening into public health clinics;
- Incorporating behavioral health support into maternal child health home visits;
- Activities targeting veterans; and
- Enhanced outreach to colleges and schools.

The transition continues in 2016 with further integration and collaboration, improvements in service delivery, increased efficiency and savings, and expanded community partnerships demonstrating our commitment to provide quality public health and behavioral health services to our community in the most efficient and effective manner.

### **Stabilization Center**

One of the first actions taken by County Executive Molinaro when he took office in 2012 was the formation of the Mobile Crisis Intervention Team (MCIT). Following the closure of the Hudson River Psychiatric Center and the immediate prospect of increased incidents involving individuals with mental health issues, the County Executive tasked Mental Hygiene with assembling a team of resources, which would be available to respond to calls from law enforcement personnel confronting mental health related situations.

Over the past four years, this team has been responsible for helping thousands of individuals by de-escalating situations, stabilizing individuals and returning them to families or care givers without having to invoke some type of institutional care. Earlier this year, the MCIT moved to 24/7/365 availability providing their valuable service around the clock.

At the same time, the County is currently dealing with the problem of a jail that is too old, too small and too ill-equipped to provide the necessary space and services to effectively handle the number of individuals required to be incarcerated in Dutchess County.

The Criminal Justice Council (CJC) formed a committee to study the special populations within the jail and one of the most significant are those individuals with mental issues. The County is focused on keeping individuals with mental health issues from entering the jail in the first place. We have formed another CJC committee to address this group, the Diversion Committee, which is chaired by PEOPLE Inc. CEO, Steve Miccio.

Several communities throughout the country have begun to divert individuals with mental issues from entering the criminal justice system. We are following the model instituted by Bexar County, Texas, which encompasses San Antonio. Members of the CJC met with the founder of their Recovery Center, Leon Evans, and he has been extremely helpful in providing us direction in our startup efforts. Their recovery center has been in place since 2002, and they have had tremendous success in diverting thousands of individuals from incarceration.

Dutchess County is fortunate to have a much more robust set of Alternatives to Incarceration than Bexar County had when they began their efforts. Resources like our MCIT give us tremendous advantage as we create our Stabilization Center. It will be located at 230 North Road, the current location of our Department of Mental Hygiene. One of our tenants, Abilities First, is expanding their operations with new facility in LaGrange, and they will be leaving by year's end. We will then begin the remediation and remodeling needed with the intent to open the facility by the fourth quarter of 2016.

Our current facility has distinct areas for several community partners and divisions of the Mental Hygiene Department. With the departure of Abilities First, as well as the movement of county personnel to the Health Department facility in the Poughkeepsie Journal Building, we have the opportunity to create this Stabilization Center and reorganize our tenants to maximize effectiveness.

As the diagram shows, the A and B wings will house the components providing service in the Stabilization Center. We will consolidate HELPLINE resources and the MCIT (who will now have a location to bring individuals). This will enhance their ability to de-escalate and stabilize situations and return the individual to their home rather than the emergency room or the jail.

The Stabilization Center will be able to accommodate up to 24 individuals at one time, for a 23 hour period. This will be a valuable asset to the MCIT and to our law enforcement personnel (enabling them to return to protecting our community more quickly). Additionally, local emergency rooms can refer individuals who are not in serious trauma, freeing up their acute care services.



With these resources, we will be able to prevent, intervene and divert. A bond resolution will be presented to the Legislature with the 2016 Budget to create this Stabilization Center, which we intend to have operational by the fourth quarter of 2016.

## Moving Dutchess Forward: Economic Development

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### **Economic Benefit Strategy for the Dutchess County Airport**

For many years, the Dutchess County Airport has been an economic engine for the Hudson Valley providing employment opportunities and an estimated annual benefit of nearly \$50 million in payroll and sales tax revenues.

In 2014, the County engaged airport consultant, Stephen Baldwin and Associates, to create and issue an RFP for a Fixed Based Operator to take over line service and fueling operations and help promote and grow airport business opportunities.

FlightLevel Aviation Corporation was selected as our County partner after submitting a very attractive proposal which included a guaranteed annual revenue stream, allowing the county to eliminate the annual operating deficit.

FlightLevel operates at three other Northeast airports: Norwood, Massachusetts; Brunswick, Maine; and Cape May, New Jersey. Dutchess County provides a valuable piece to their strategic and geographic focus. They are renting terminal and hangar space with plans to create a maintenance operation and are the North East maintenance provider for Cirrus Aircraft. Flight Level's existing affiliations and future growth provide several opportunities for our airport.

Capitalizing on the regional appeal of the airport, we will embark on rebranding and renaming the airport. Working with community partners and stakeholders, we will develop a new name and brand for the County Airport to help attract business and increase the economic benefit of this facility.

Last year, the Legislature approved the extension of the Central Dutchess Water Transmission Line to bring water to the airport. This should be well received by those interested in locating and developing at the airport and has already attracted new interest on Airport Drive.

Dutchess Community College has been designated part of the StartUp NY program with potential for further development of their aviation program and potential partnerships with companies looking to take advantage of the benefits it provides.

Additionally, part of the airport has been mapped for a 2.5 megawatt solar array which will be constructed by Solar City, using incentives from NYSERDA. The County will benefit from reduced energy



rates and potential savings of up to \$3 million over the next 20 years, while reducing our use of fossil fuel generated power.

The excitement and increased exposure of this valuable county asset can be seen in the increased interest of the airport as a place to hold community events. The recent Speed of Sound music festival, the Balloon Fest and the Collings Foundation Wings of Freedom Tour are examples of the numerous possibilities the future holds.

### Tourism

Our investments in Dutchess County Tourism are paying dividends. Visitor spending in Dutchess County rose almost 6% from \$481M in 2014 to \$509M in 2015, generating \$35.9M in local tax dollars and providing over 8,000 tourism industry jobs for our residents. Hotel tax, which offsets property taxes, has increased 8% from this time last year as overnight visitation has increased.



In 2016, we continue to invest in the promotion of this industry with an increase of \$100,000 to enhance marketing and arts promotion for Dutchess County. By bringing visitors to Dutchess, we create tourism industry jobs and generate local tax dollars to offset the cost of county and municipal services. This allows the arts to thrive in our community, providing a quality of life here which can be marketed to businesses looking to relocate.

### Public Transit

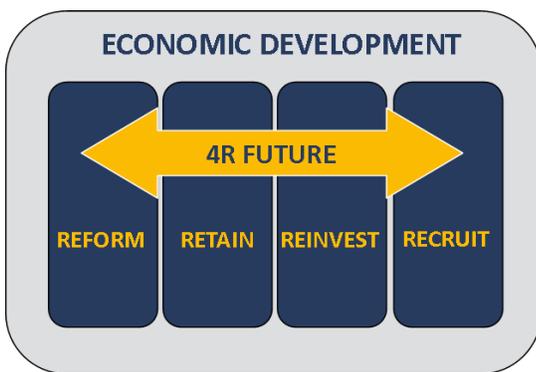
The 2016 Budget includes new expanded public transit services in partnership with Dutchess Community College and Marist College. The added route will provide direct access for students, faculty, and the public to and from their campuses, Poughkeepsie Metro-North Train Station, shopping and more. The regular fixed-route service will be provided at no cost to county taxpayers, with the colleges contributing the local share for the service. This new service will be free of charge for the participating colleges' students, faculty, and staff.



## 4RFUTURE

The “4RFuture” guiding principles were established as a foundation for the County’s future economic development initiatives. These principles guide County Government to “Reform” as it relates to its response to businesses, and the delivery of programs and services; to “Retain” businesses in the County; to “Reinvest” in our infrastructure and downtown commercial districts; and to “Recruit” new jobs and investment in the County.

REFORM—While all county departments recognize the importance of attracting investment and creating jobs in our community, and respond accordingly to the needs of the business community, the Department of Planning and Development plays a key role in coordinating the County’s response and implementing reforms such as the Consolidated and Expedited Permitting and Review Program. Additionally, in an effort to reform the way the County’s internal and external economic development apparatus responds and performs, the reform movement led to the development of an Economic Development Strategy (EDS) and the formation of an alliance among the primary economic and business development organizations in the County.



As the first of four parts of the EDS, the Department, in cooperation with Marist College, completed an economy assessment and analysis, and formulated new programs to advance economic development in the County. In the spirit of “Reform,” the County Executive called for the reorganization of the County’s economic development apparatus and the reform of the Dutchess County Industrial Development Agency (IDA). It is expected that by the end of 2015, the county’s primary economic development organizations will collocate into new space, and share services. Additionally, the County Executive has

appointed members of the new Economic Development Advisory Committee, which will meet quarterly to advance a county-wide EDS, including providing guidance and goals to the members of the alliance.

Additionally, the Department of Planning and Development continues its restructuring to better assist municipalities and developers by cutting red tape and speeding the development process. The Department of Planning and Development’s mission is to maintain and enhance the quality of life for Dutchess County residents. To better do this, as part of the continued transformation of County Government, the Department will develop new partnerships with municipal officials and take a more proactive approach to foster smart growth and economic development in our communities.

As part of an initiative to streamline the local referral (GML 239 L&M) process, Planning and Development staff, in consultation with the Dutchess County Planning Board and Planning Federation, analyzed the County’s referral process. After careful consideration, they proposed that certain planning and zoning actions be exempted from Departmental review. These actions have historically demonstrated themselves to be of “local” rather than “inter-municipal” concern, and are returned on a regular basis to the municipality without comment. These actions would include:

- Administrative Amendments (zoning amendments about fees, procedures, penalties, etc.);
- Special Permits, Use Variances, and Area Variances for residential uses; and
- Renewals/Extensions of Site Plans or Special Permits that have no changes from previous approvals.

Eliminating those actions that do not rise to the level of countywide or inter-municipal concern will relieve Dutchess County municipalities from an unnecessary burden. These changes will allow municipalities to will realize time savings and possibly an expedited process for these actions, because they would no longer have send applications to the County or wait for up to 30 days (as stipulated by NYS GML 239). These changes will take effect in 2016.

Furthering “Reform,” the Department of Planning and Development has restructured its staffing in order to facilitate referrals and be better positioned to collaborate with local communities to identify and prepare properties for economic development. Depending on the community, there are several opportunities for assistance from the Department of Planning and Development.

- Review of municipal Comprehensive Plans to ensure they clearly identify sites and what type of economic development should occur there;
- Review zoning laws/regulations to ensure the Comprehensive Plans can be implemented;
- Collaboration on the development of environmental reviews and Generic Environmental Impact Statements (GEIS) to make property more desirable and reduce approval time; and
- Guidance and technical assistance with Business Improvement District implementation.

In order to achieve this, the Department of Planning and Development made two changes to the Department.

1. A Senior Planner devoted to environmental planning responsible for completion of environmental analyses, environmental impact statements (EIS & GEIS) and assessments as well as preparation of State Environmental Quality Review Act (SEQRA) documentation. In addition to the work done for the Department, this position also assists the Department of Public Works (DPW) and municipalities in any environmental review work they may need; and
2. Municipal Economic Development Pilot Project – Working with the Land Use Law Center Pace University School of Law, the Department of Planning and Development began work with two pilot communities to assess market opportunities and the capacity of locally enacted plans and regulations to meet identified market objectives and opportunities. To the extent necessary to take advantage of those opportunities, the Center will conduct an audit of the communities’ land use plans and regulations by evaluating barriers that current regulations may create, methods to eliminate those barriers, and new zoning strategies that could be employed to achieve sound planning and economic development objectives. Strategies will be recommended

in order to achieve development readiness with an eye toward upholding community goals while attracting private development.

The Department achieved those changes through reclassification of certain positions so there were no additions to the workforce.

**RETAIN**—In 2014, the County incorporated a new Business Retention and Expansion Program (BRE) into its contract with the Dutchess County Economic Development Corporation (DCEDC). In implementing the program, DCEDC is contracted to establish a BRE Taskforce to perform a risk analysis on a new comprehensive geocoded database of businesses in the County. The risk analysis was used to triage businesses; and the Taskforce, consisting of members of DCEDC’s Business Services Committee (BSC), uses the analysis to target those businesses most in need. The process will be ongoing, with annual review of the Taskforce’s activities and results to ensure the programs and services for businesses in our community remain effective and produce measurable outcomes. In 2015, the BSC is focusing on manufacturers in the county, and working with Dutchess Community College, the Workforce Investment Board and the Dutchess County Regional Chamber of Commerce to identify relationships and contacts of the targeted businesses.

**REINVEST**—Reinvesting in our infrastructure and our downtowns is critical to the overall economic success of our County. In an effort to revitalize the City of Poughkeepsie, our County Seat, Dutchess County has led two important initiatives. The first initiative, the Waterfront Redevelopment Strategy, was led by the County, in partnership with Scenic Hudson, the Walkway Over the Hudson, Metro North and the City of Poughkeepsie, for the City of Poughkeepsie. This project focused on three goals:

- Build a continuous Greenway Trail along the riverfront;
- Knit together surrounding City plans and projects; and
- Create a high-quality waterfront park and regional destination center between Main Street, the Railroad Station, and the Walkway elevator.

The Common Council passed zoning on November 17, 2014 and the strategy on May 18, 2015. The strategy connects the City’s other initiatives and was rolled into the City’s Main Street Economic Development Plan.

The second initiative, Central Hudson’s Main Street Revitalization Grant Program, implemented in 2014, is an important opportunity for all downtowns and commercial districts looking for help with their revitalization efforts. This \$1 million program was established for Central Hudson’s service territory at the request of Dutchess County during New York State Public Service Commission proceedings on the merger between Central Hudson and Fortis, Inc. The EDS called for the investment in infrastructure in the County as a means to create jobs and attract private investment. Three projects were awarded in Dutchess County, including two in the City of Poughkeepsie and one in the Village of Wappingers Falls.

One of our County’s greatest impediments to redevelopment and attracting investment is the lack of site-specific infrastructure. The County invested an additional \$1 million in the Partnership for Manageable Growth Program in December 2014, the first time since 2008. In 2015, the Department of

Planning and Development released applications with a priority on agricultural preservation and infrastructure projects. In 2016, the Department of Planning and Development plans to request another \$1 million capital commitment for the continuation of the Partnership for Manageable Growth program. These funds will allow Dutchess County to assist municipalities to develop necessary infrastructure in their commercial corridors or to connect sites to municipal systems critical to business development. The Department, in partnership with the Water and Wastewater Authority, recently opened the first application round for the Water and Wastewater Facility Planning and Development Grants program.

RECRUIT—In 2015, the County’s contract with DCEDC expanded the Business Attraction Program to include a repurposing analysis of the available commercial and industrial space in the county to find the highest and best use for these sites. The analysis included indentifying surrounding infrastructure and its capacity. Much of the 2.7 million square feet that has been inventoried has been vacant for years, and as a result of our efforts more than 580,000 square feet of previously available space has gone into contract. Mid-year, the County and the EMC selected CoStar Market Analytics to track and analyze the activity of the commercial and industrial properties in the county. Included in the 2016 Budget is \$250,000 to market the County to targeted industries with the goal of attracting jobs and investment. The Department, working with members of the alliance, created and launched a new identity for the County’s Economic Development initiative, Th!nk Dutchess—Alliance for Business. The marketing initiative will include advertising and promotion using web, print, and an extensive social media campaign.

## Agency Partner Grant Program

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The Agency Partner Grant Program (APGP) was established in 2013 to fund priority nonprofit agency programs that address unmet community needs. This competitive, outcome based program is used to improve and enhance the County’s efforts in the areas of economic development, workforce training, public health, victim assistance, poverty/homelessness, environmental protection, and agricultural/farming sustainability. In 2015, there were 39 applications requesting over \$1.5 million in funding, compared to the available funding of \$780,000. Of those applications, 13 agencies were awarded 21 grants. The Executive Budget increases the APGP funding \$20,000 in an effort to meet more of the community’s needs and assist our nonprofit partners with rising costs associated with managing the programs that benefit our residents. APGP applications will be available in November 2015 and due in January 2016. We will be transitioning the program year from an April to March program year to a calendar year cycle. To facilitate this change, the 2016 program will run from April to December 2016, and in 2017, the program will run from January to December.

## Municipal Consolidation & Shared Services

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Dutchess County created the Municipal Consolidation & Shared Services Grant Program (MCSSGP) in 2013 to incentivize municipal projects that consolidate services, produce shared services, evaluate municipal consolidation opportunities and implementation possibilities, establish the regional delivery of services, and/or offer other efficiency improvements.

Eligible activities include proposals from municipal governments for:

- consolidation of services;
- shared services;
- regional delivery of services;
- planning and/or implementation of municipal consolidation; and
- other efficiency improvements.

The program is competitive and voluntary with the intent to spur innovation and identify best practices developed by and for local government agencies. The overall goal is to support local government efforts to reduce the property tax levy within all jurisdictions. Applications are reviewed and funding recommendations are made to the County Executive by the Community Development Advisory Committee (CDAC).

In 2014, the program was expanded to allow for the acceptance of applications that study/implement the dissolution of a layer of government. In 2015, a total of 13 municipalities were awarded \$994,000 to pursue consolidation and shared services projects. The Executive Budget maintains the MCSSGP at \$1 million with awards to be made in the fall of 2016.

## ThinkDIFFERENTLY.

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In 2016, we expand our “Think Differently” initiative to continue our efforts to make our community more inclusive for individuals of all abilities.

Dutchess County Government and community agencies offer a wealth of services for Special Needs families. However, it is not always easy to understand how to access these services and how to navigate the various processes. In 2016, we create a “**Special Needs Advocate**” to assist families and provide the support they need to connect with services. We will also create a special webpage as a resource for special needs families to learn about the



services available to them.

Our **events for special needs families** have been very well received. We look forward to next summer's Special Needs picnic and will expand our movie day offerings to spring and fall events.

Dutchess County continues its partnership with Anderson Center for Autism to expand the **Autism Supportive Environment** training, where local businesses and their staff can learn how to better understand, serve and support individuals on the autism spectrum. Businesses learn how to make simple changes to the physical environment and can have staff trained to make their establishments more welcoming for those with autism and their families.

The 2016 capital plan includes crafting a new **Parks Master Plan** to improve our park system. We will focus on how we can make our parks system more welcoming for those with disabilities, sensory issues, and special needs.

This year, the Department of Emergency Response's Fire Rescue Division will be working with Niagra University to host a two day "Train the Trainer" program for first responders. The training is focused on recognizing and responding to residents with a variety of disabilities. This will allow the trainers to provide training at the local level for all first responders including Public Safety Dispatchers. In 2016, Emergency Response will also be using grant funding to enhance the Citizen Preparedness Program which provides preparedness information as well as kits to focus on those residents with special needs.

**2016 Adopted Budget  
Appropriations by Budget Area**

<b>General Gov't Support</b>	<b>2014 Actual</b>	<b>2015 Modified<sup>1</sup></b>	<b>2016 Adopted</b>	<b>% Change</b>
Courts	\$ 1,765,286	\$ 1,962,618	\$ 1,952,218	(0.5)
Board of Elections	2,112,437	2,439,604	2,726,705	11.8
Central & Information Svcs	6,603,222	7,360,494	7,513,142	2.1
Comptroller	1,308,413	1,365,652	1,421,707	4.1
County Clerk	4,324,229	4,588,799	4,700,030	2.4
County Executive	1,218,266	1,289,906	1,593,328	23.5
County Legislature	1,248,716	1,322,173	1,356,685	2.6
Finance	3,968,363	13,397,205	4,218,515	(68.5)
County Attorney	1,482,369	1,500,888	1,444,943	(3.7)
Human Resources	1,938,054	6,666,305	6,241,218	(6.4)
DPW- Buildings & Admin	5,432,975	5,849,751	5,627,751	(3.8)
Contingency / Vacancy <sup>2</sup>	0	(1,559,800)	(100,000)	(93.6)
Contribution to Enterprise Funds	2,725,816	2,624,262	1,605,778	(38.8)
Interfund Transfer	1,790,736	1,091,706	750,000	(31.3)
Transfer to Capital Proj. Fund	154,650	1,009,800	0	0.0
Sales Tax to Municipalities <sup>3</sup>	26,820,577	26,458,947	26,970,000	1.9
<b>Total</b>	<b>\$ 62,894,108</b>	<b>\$ 77,368,310</b>	<b>\$ 68,022,020</b>	<b>(12.1)</b>
<b>Education</b>				
Handicapped Parking Program	\$ 3,300	\$ 3,300	\$ 800	(75.8)
Dutchess Community College	14,935,737	14,994,234	16,246,381	8.4
Pre-School Special Ed Ages 3-5	16,727,370	18,121,158	19,294,457	6.5
Early Intervention Ages 0-3	2,793,984	4,978,338	3,390,708	(31.9)
<b>Total</b>	<b>\$ 34,460,391</b>	<b>\$ 38,097,030</b>	<b>\$ 38,932,346</b>	<b>2.2</b>
<b>Safety</b>				
District Attorney	\$ 5,781,464	\$ 6,242,326	\$ 6,217,953	(0.4)
Emergency Response	5,786,319	6,518,209	8,336,392	27.9
Probation	13,505,193	14,348,099	14,929,342	4.1
Public Defender	4,633,130	5,463,602	5,951,391	8.9
Sheriff/Jail	55,355,177	57,852,726	56,151,156	(2.9)
Traffic Safety/ STOP DWI	761,108	711,108	711,424	0.0
Juvenile Detention	1,058,368	1,207,939	1,105,000	(8.5)
Criminal Justice Council	65,000	65,325	65,325	0.0
<b>Total</b>	<b>\$ 86,945,758</b>	<b>\$ 92,409,334</b>	<b>\$ 93,467,983</b>	<b>1.1</b>

<sup>1</sup> As of January 11, 2016.

<sup>2</sup> 2016 Tentative Contingency includes \$1,500,000 for General Contingency and (\$1,600,000) for County-wide Vacancy Factor.

<sup>3</sup> General Gov't Support includes the distribution of sales tax to municipalities.

**2016 Adopted Budget  
Appropriations by Budget Area**

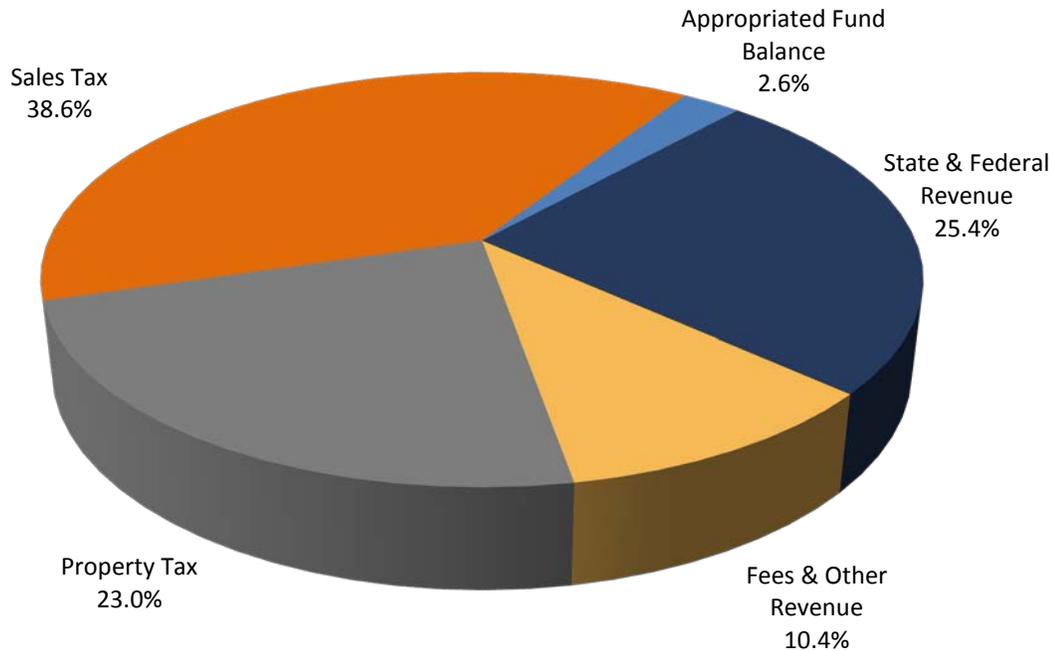
<b>Behavioral &amp; Community Health</b>	<b>2014 Actual</b>	<b>2015 Modified<sup>1</sup></b>	<b>2016 Adopted</b>	<b>% Change</b>
Department of Behavioral & Community Health	36,446,503	39,920,044	40,116,522	0.5
<b>Total</b>	<b>\$ 36,446,503</b>	<b>\$ 39,920,044</b>	<b>\$ 40,116,522</b>	<b>0.5</b>
<b>Transportation</b>				
Public Transportation	7,068,935	7,636,322	8,063,057	5.6
DPW- Highway, Engineering & Auto	13,133,186	14,508,522	14,547,010	0.3
DPW- Airport	2,729,940	2,735,664	1,406,113	(48.6)
MTA	2,749,173	2,787,381	2,778,690	(0.3)
<b>Total</b>	<b>\$ 25,681,234</b>	<b>\$ 27,667,889</b>	<b>\$ 26,794,870</b>	<b>(3.2)</b>
<b>Economic Assistance &amp; Opportunity</b>				
Office for the Aging	\$ 5,307,822	\$ 6,098,184	\$ 5,877,727	(3.6)
Department of Community & Family Services	\$ 141,446,110	\$ 145,836,287	\$ 148,116,231	1.6
<b>Total</b>	<b>\$ 146,753,932</b>	<b>\$ 151,934,471</b>	<b>\$ 153,993,958</b>	<b>1.4</b>
<b>Culture &amp; Recreation</b>				
History	\$ 80,956	\$ 102,127	\$ 94,684	(7.3)
DPW- Parks	1,727,511	1,916,421	2,045,161	6.7
<b>Total</b>	<b>\$ 1,808,467</b>	<b>\$ 2,018,548</b>	<b>\$ 2,139,845</b>	<b>6.0</b>
<b>Community Services</b>				
Planning & Development	5,043,948	6,231,734	6,192,355	(0.6)
Water & Wastewater	87,375	97,375	107,375	10.3
Natural Resources	265,000	290,000	290,000	0.0
<b>Total</b>	<b>\$ 5,396,323</b>	<b>\$ 6,619,109</b>	<b>\$ 6,589,730</b>	<b>(0.4)</b>
<b>Employee Benefits</b>				
Unallocated Fringe Benefits <sup>2</sup>	9,029,500	9,444,574	10,744,319	13.8
<b>Total</b>	<b>\$ 9,029,500</b>	<b>\$ 9,444,574</b>	<b>\$ 10,744,319</b>	<b>13.8</b>
<b>Debt Service</b>				
Debt Service <sup>3</sup>	\$ 15,772,522	\$ 17,188,088	\$ 17,924,389	4.3
<b>Total</b>	<b>\$ 15,772,522</b>	<b>\$ 17,188,088</b>	<b>\$ 17,924,389</b>	<b>4.3</b>
	<b>2014 Actual</b>	<b>2015 Modified1</b>	<b>2016 Adopted</b>	<b>% Change</b>
<b>Grand Total:</b>	<b>\$ 425,188,738</b>	<b>\$ 462,667,397</b>	<b>\$ 458,725,982</b>	<b>(0.9)</b>

<sup>1</sup> As of January 11, 2016.

<sup>2</sup> Does not Include Enterprise Funds, and fringe budgeted in individual departments.

<sup>3</sup> Does not Include Enterprise Funds.

## 2016 Adopted Revenue



Revenues:	2013 Actual	2014 Actual	2015 Adopted	2015 Modified <sup>3</sup>	2016 Adopted
Property Tax (Net)	104,622,277	106,111,199	106,646,818	106,646,818	105,644,908
Sales Tax <sup>1</sup>	141,428,124	175,811,195	174,375,000	174,375,000	176,858,000
Hotel Surcharge	2,050,443	2,224,079	2,110,000	2,110,000	2,410,000
Appropriated Fund Balance <sup>2</sup>	0	0	4,875,000	14,127,134	11,745,000
State Revenue	66,296,759	73,635,923	71,756,395	73,022,134	76,057,545
Federal Revenue	41,319,478	40,634,177	34,986,586	36,028,360	40,300,301
All Other	53,362,000	53,595,433	46,999,036	56,357,951	45,710,228
<b>Total Revenues</b>	<b>409,079,080</b>	<b>452,012,006</b>	<b>441,748,835</b>	<b>462,667,397</b>	<b>458,725,982</b>

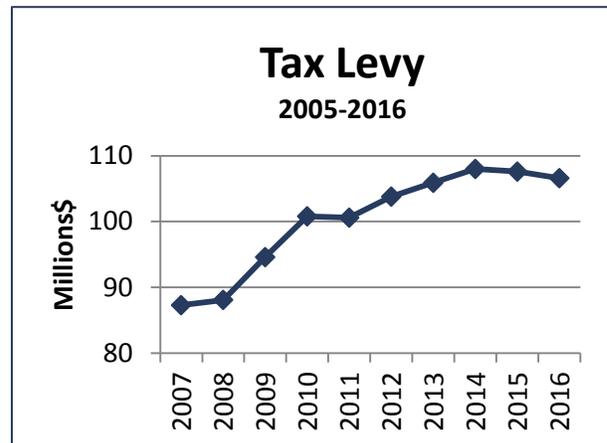
<sup>1</sup> 2013 reflects net sales tax revenue; beginning in 2014, the budget reflects gross sales tax revenue.

<sup>2</sup> An appropriation of fund balance is used to balance the budget and although actual revenues are never realized, fund balance is reconciled in the annual financial statements.

<sup>3</sup> As of January 11, 2016.

## Property Tax

The 2016 Budget includes a decrease in the property tax levy of over \$1 million to \$106,644,908, the largest property tax cut in 16 years. Additionally, this year, for the first time in eight years, the County's tax base is increasing by nearly \$208 million. The property tax levy cut, coupled with the tax base growth, results in a reduced property tax rate for taxpayers in 2016. The tax rate will decrease from \$3.68 per \$1,000 of full value, down to \$3.62 per \$1,000 of full value for a property tax rate decrease of 1.6%. This will be the first property tax rate decrease since 2008.



With the sale of property by IBM to Global Foundries on July 1st of 2015, the IBM PILOT payment ended and Global Foundries was required to pay a pro-rated amount of property taxes for the remaining half a year which is considered "omitted taxes". Omitted taxes lower the adopted tax levy to be apportioned for the following year only, which for 2016 results in a rate of \$3.60 versus the \$3.62 adopted. This is a one-time adjustment and we do not expect to see this large amount of omitted taxes again next year.

### Property Tax Freeze

The New York State implemented the Property Tax Freeze Credit Program. STAR eligible property taxpayers who reside in local governments that stay below the property tax cap and submit successful government efficiency plans, will be eligible for a rebate check equal to the increase in their tax bill from year to year, or their tax bill times the inflation rate, whichever is greater.

The State's property tax cap of 2% or the rate of inflation, whichever is lower, was established by Chapter 97 of the Laws of 2011, and applies to all local governments in New York State. For 2016, the State has set the cap at .73% based on inflation and the County cannot exceed this cap without two-thirds majority approval of the County Legislature. The Office of the State Comptroller prescribes the calculation of the tax levy limit, including the allowable levy growth factor and the permissible exclusions and adjustments. The Dutchess County total property tax levy cap is calculated annually, and totals \$111,358,586 for 2016. The formula includes multiple components, as seen in the table below.

<b>2016 Preliminary Property Tax Cap Calculation</b>	
2016 Property Tax Levy Limit	114,855,247
WWA Benefit Assessments	(3,122,205)
Chargebacks for Assessment Roll Printing	(146,829)
Chargebacks for Erroneous Assessments	(79,417)
Chargebacks for Erroneous Assessments (Special Districts)	(123,950)
<b>2016 County Property Tax Levy Cap:</b>	<b>111,382,846</b>
2015 Adopted Levy (Gross):	107,646,818
Allowable Increase within Tax Cap	\$ 3,736,028
Percentage Allowable:	3.47%

Dutchess County has not only stayed below the cap for the past two years, but has reduced taxes in both years. In 2016, the County is below the cap by nearly \$5 million, meeting the first component of the State Property Tax Freeze Credit Program.

The second requirement of the state's tax freeze program is for governments to develop a Government Efficiency Plan (GEP) that demonstrates savings through shared services and consolidations. To meet this requirement, Dutchess County Government, in partnership with 27 local municipalities, successfully submitted a comprehensive countywide Government Efficiency Plan (GEP) with 133 efficiency projects that result in \$80 million in total projected savings from 2017-2019. The County's GEP has been approved by the New York State Division of Budget, ensuring tax rebates for homeowners in 2016.

Since 2012, Dutchess County has embarked on an aggressive campaign to not only shrink the size of county government, but to also collaborate and consolidate services and programs with its municipal partners. The County offers a number of shared service opportunities for local governments, as well as the successful Municipal Consolidation and Shared Services Grant Program (MCSSGP) that allows municipalities to compete for dollars to evaluate and implement larger collaboration and consolidation projects. In 2015, a total of 13 municipalities were awarded \$994,000 to pursue consolidation and shared services projects. The Executive Budget maintains the MCSSGP at \$1 million with awards to be made in the fall of 2016. In September, the County brought together nearly 80 local and state officials at its second annual Shared Services Summit as part of ongoing efforts to reduce the total cost of government.

## Economically Sensitive Revenue

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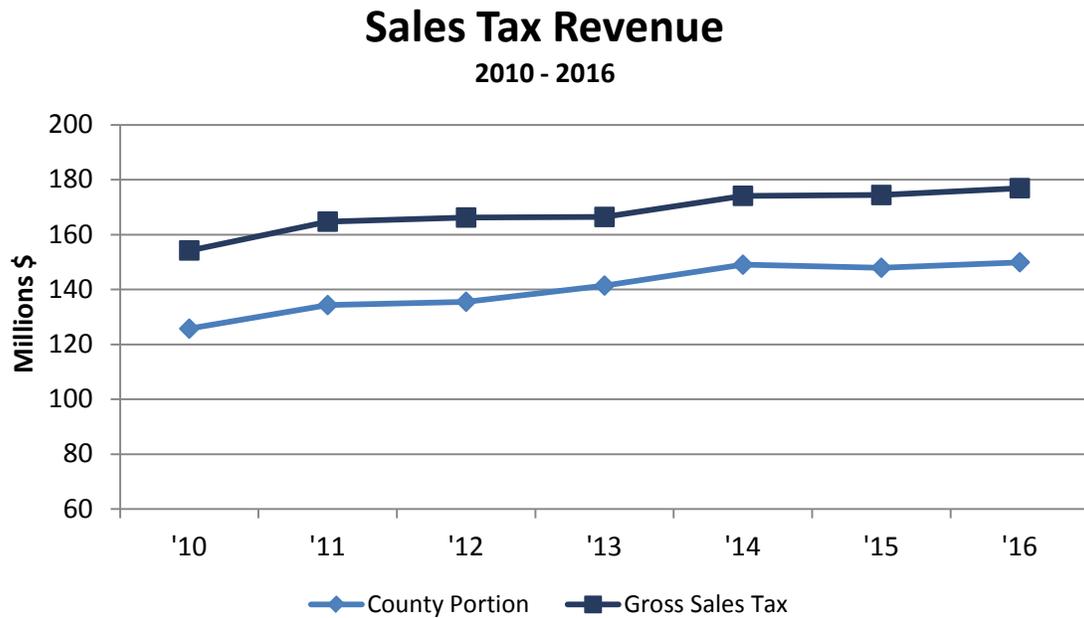
Certain revenues decline, sometimes significantly, due to economic conditions, causing other taxes or fees to be increased or optional programs and services to be cut in order to balance the budget. Forecasting future revenues in these areas requires close monitoring and analysis of key economic indicators such as unemployment, consumer price index, home sales, foreclosure rates, and Department of Community and Family Services caseloads and client count. These revenues – Sales Tax and Hotel Surcharge – are described in detail below.

### **Sales Tax**

The Sales Tax rate in Dutchess is 8.125%, of which 3.75% goes to the County, 4% goes to the State and .375% goes to the MTA. State approval is required to increase the sales tax rate and to keep the current rate as well. Twenty-seven payments are received annually from New York State and are tracked closely to project year-end revenue.

The County, as required by law, has a contract with the City of Poughkeepsie and City of Beacon to distribute sales tax, as the cities have relinquished their right to charge separate city sales tax. In 2013, the sales tax contract was renegotiated by the County Executive, adopted by the County Legislature and approved by the State Comptroller's Office to change the sharing formula. The current agreement guarantees the distribution of \$25 million to municipalities and provides for the distribution of 18.5% of any growth in sales tax from the 2012 base year distributed to the cities and towns based on population. Villages receive a portion of the town's allocation determined by the percentage of full valuation of real

property in the village within the town, as compared to the full valuation of real property in the entire town. The following chart displays historic sales tax trends.



Careful reviews of historic trends, along with analysis of economic indicators and conditions that impact sales tax receipts, are used to forecast anticipated sales tax revenue. Factors, such as household debt service ratio as a percent of disposable income, building permits, gas prices, and other regional labor market trends contribute to the economic state of the county, are used as helpful indicators in predicting economically sensitive revenue. These projections are closely monitored throughout the year and are finalized during the budget process.

The projection for 2016 sales tax is based on projected economic growth from 2014 to 2015 of approximately 1%, with 1% growth forecast between 2015 and 2016. Any growth in the gross sales tax receipts between the 2012 base year and 2016 actual receipts will be shared with municipalities at a rate of 18.5%, according to the sales tax contract.

<b>2016 Gross Sales Tax Projection</b>	
<b>2014 Sales Tax*</b>	<b>\$ 173,478,859</b>
<b>2015 Projected with Growth of 1%</b>	<b>1,627,942</b>
<b>2016 Projected with Growth of 1%</b>	<b>1,751,199</b>
<b>Total 2016 Gross Sales Tax Projection</b>	<b>\$176,858,000</b>

\*Excluding the \$2.3 million collected from the Sales Tax on energy that was in effect from March 1 to May 31, 2014.

The **2015 Sales Tax projections** are based on the following assumptions:

National Economy

- National economic growth continues with GDP increasing an estimated 2% over the average for 2014.
- Economic drivers, such as rising motor vehicle sales, and business sales, exports and non-residential construction, are expected to strengthen slightly in 2015.
- Consumer spending will grow approximately 2% in the 2<sup>nd</sup> half of 2015.
- Inflation will remain low during the second half of 2015, remaining below a 1% annualized rate, consistent with the rate of 0.2% in the first half of the year.

Dutchess County Economy

- The regional economy should continue to grow at a modest pace through the remainder of 2015.
- The housing sector is expected to continue to see growth through the end of the year.
- Unemployment is expected to continue to decline to lower levels than the 2014 average rate of 5.3%; unemployment for September 2015 is 4.6%.

The **2016 Sales Tax projections** are based on the following assumptions:

National Economy

- National Economy expands at a modest pace with GDP increasing by 3% in 2016.
- The main drivers of economic growth are expected to be continued growth in tourism, rising motor vehicles sales, an improving housing market, increasing output and lower unemployment.
- Consumer spending is expected to grow at a rate of 1% in 2016.
- Inflation should remain stable in the coming year.

Dutchess County Economy

- Dutchess area employment should increase between 0.5% or 1,200 jobs and 1.0% or 2,500 jobs in 2016, with the average rate of unemployment for 2016 projected to remain under 5.5%.

- Recovery in the regional housing sector will continue, with foreclosures expected to decline slightly.
- Economic drivers in the local economy should grow in the coming year, including business and professional services, health care, construction, leisure and hospitality, and retail trade.

### Hotel Surcharge

Hotel Tax revenue has experienced modest fluctuations year-to-year, remaining fairly stable over time. This surcharge provides vital revenue that is reinvested in economic development and tourism. Tourism is a vibrant and essential sector of the Dutchess County economy that has remained resilient despite the economic downturn. Following the trend, the 2016 budget assumes that the tourism, leisure and hospitality sector will continue to experience modest growth in the coming year. The 2015 year to date hotel tax through mid October is 8% higher than last year at the same time.



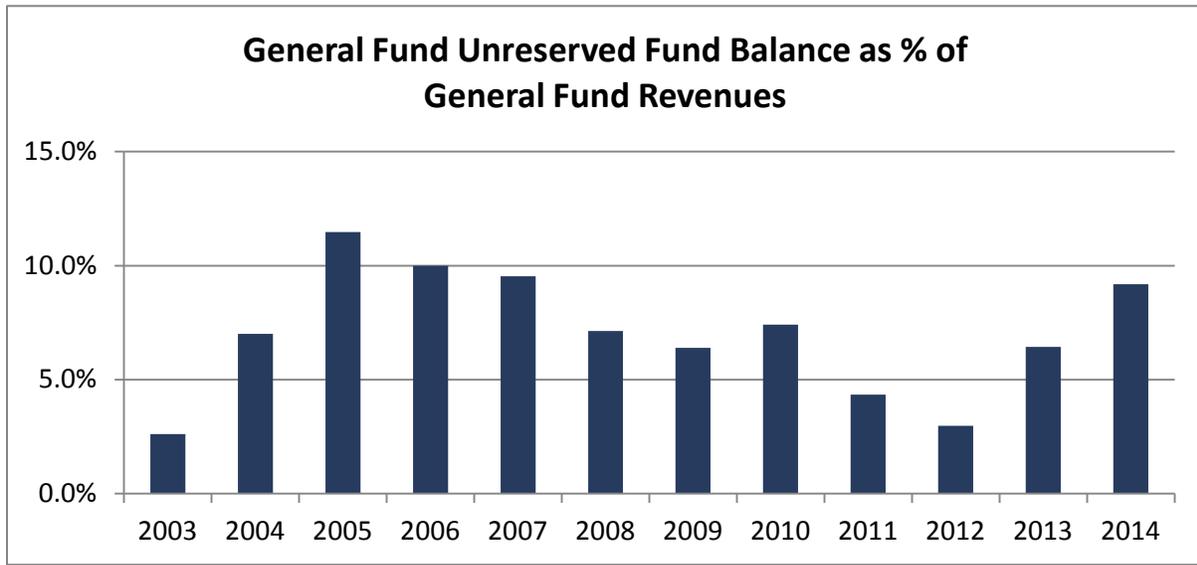
### Appropriated Fund Balance

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Fund balance refers to the difference between a fund’s assets and liabilities. The County’s fund balance acts much like a “rainy day fund,” where excess revenue and unspent appropriations are reconciled at year end. Fund balance can be appropriated as a source of revenue to offset tax increases and to avoid reductions in programs and services. Fund balance is reported in accordance with GASB 54, which established the following five classifications of fund balance: Non-Spendable, Restricted, Committed, Assigned, and Unassigned.

Financial institutions and bond rating agencies recommend a county’s unassigned fund balance minimally be 5-10% of the county budget. For Dutchess, this means the county’s fund balance should be between \$22 million and \$44 million.

The historic annual general fund balance as a percentage of the county budget is displayed in the charts below. Our audited general fund balance for 2014 was \$39.5 million.



	General Fund Revenues (in millions)	Unreserved General Fund Balance (in millions)	General Fund Balance As a % of Revenues
2004	\$327.9	\$23.0	7.01%
2005	\$365.4	\$41.9	11.47%
2006	\$340.3	\$34.0	9.99%
2007	\$389.4	\$37.1	9.53%
2008	\$395.0	\$28.2	7.14%
2009	\$383.5	\$24.5	6.39%
2010*	\$411.2	\$22.2	5.50%
2011*	\$416.9	\$11.4	2.73%
2012	\$411.4	\$12.1	2.94%
2013	\$411.9	\$26.4	6.41%
2014	\$430.4	\$39.5	9.18%

\*Reflects adjustments to the amounts reported in the 2010 and 2011 audited financial statements. These adjustments are detailed in footnote 2 of the 2012 audited financial statements.

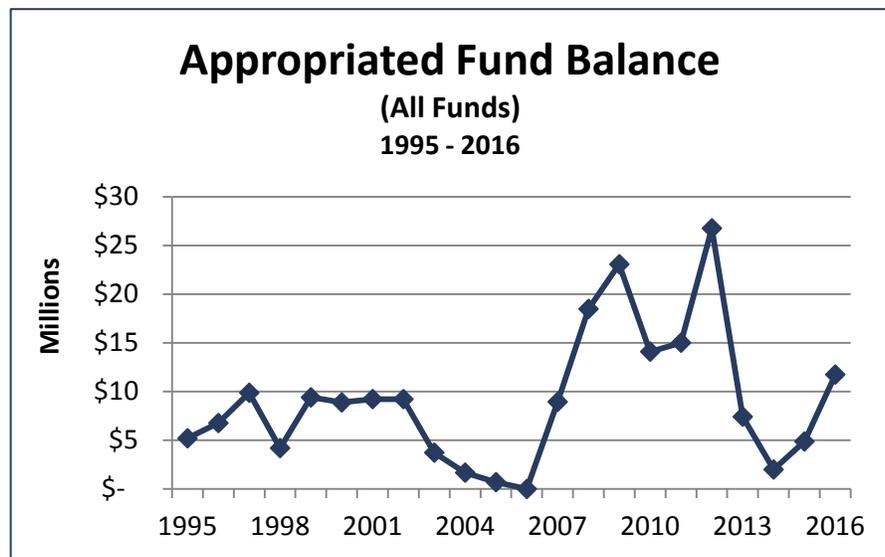
Fund balances for the remaining county funds are summarized in the table below, which details reserves and appropriations of all fund balances.

### Summary of Fund Balances for All Funds 2014 - 2016

<b>Fund Balance</b>						
<b>Fund Name</b>	<b>Unreserved 12/31/2014</b>	<b>Appropriated 2015 Budget</b>	<b>Available 1/1/2015</b>	<b>Add'l Approps as of 9/2015</b>	<b>Estimated 12/31/2015</b>	<b>Appropriated 2016 Budget</b>
General	\$ 39,512,047	\$ 4,255,000	\$ 35,287,047	\$ 9,252,134	\$ 26,034,913	\$9,500,000
Community Development	125,861	-	125,861		125,861	
Road	2,106,613	100,000	2,006,613		2,006,613	1,000,000
Machinery	570,322	150,000	420,322		420,322	245,000
Enterprise Airport	(839,060)	-	(839,060)		(839,060)	
Enterprise Transportation	4,231,377	400,000	3,831,377		3,831,377	1,000,000
Capital Projects	31,748,225	-	31,748,225		31,748,225	
Self Insurance - Workers Comp	2,338,263	-	2,338,263		2,338,263	
<b>Total</b>	<b>\$ 79,793,648</b>	<b>\$ 4,875,000</b>	<b>\$ 74,918,648</b>	<b>\$ 9,252,134</b>	<b>\$ 65,666,514</b>	<b>\$ 11,745,000</b>

Historically, fund balance has been used to offset county costs as seen in the chart below.

After several years of large appropriations of general fund balance, including an appropriation of nearly \$24.5 million in the 2012 budget, the general fund balance had declined significantly. For the first time since 2006, the 2014 adopted budget included no appropriation of general fund balance, with only modest appropriations from the Road Fund (D), Public Transportation Fund (ET), and the Worker's Compensation Fund (S) demonstrating our commitment to replenishment and protection of the fund balance. The 2016 budget continues to protect fund balances and applies a prudent appropriation of fund balance from the General fund (A), Road fund (D), Machinery fund (E) and Public Transportation fund (ET).

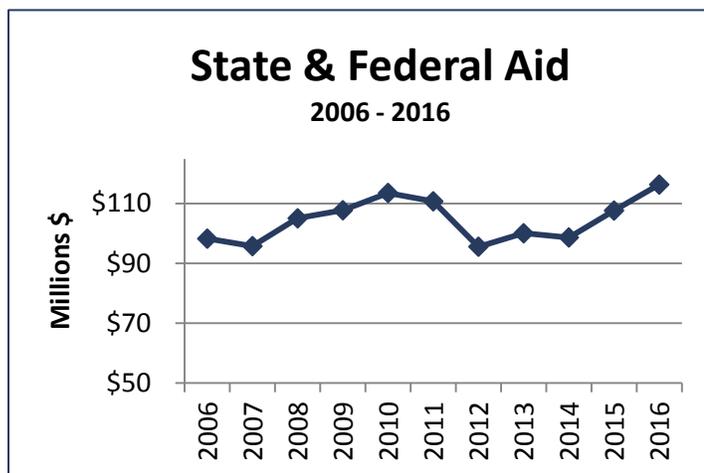


Fund Balance Applied in 2016	
Fund	Amount
General Fund- A	9,500,000
Road Fund- D	1,000,000
Machinery- E	245,000
Public Transportation Fund- ET	1,000,000
<b>Total</b>	<b>11,745,000</b>

The 2016 proposed \$9.5 million appropriation of general fund balance leaves our fund balance at a projected 7% of the total 2016 proposed budget. This demonstrates our continued efforts to protect fund balance to maintain fiscal stability. We must continue to be vigilant in maintaining and rebuilding reserves to weather the impact of unanticipated expenses, including increased costs for state mandates, rising energy costs, utilities, and changes in economically sensitive revenue streams.

## State & Federal Revenue

State and federal revenue and grants partially offset the cost of mandated services and programs. When this revenue is cut, other taxes or fees must be increased or optional programs and services must be cut in order to balance the budget. State aid is largely expense-driven and includes regular state aid reimbursement, as well as grant funds.



State and federal mandates consume 70% of the Dutchess County budget, and we continue to lobby our state and federal representatives to provide mandate relief. Over the past two years, we worked with our state representatives to secure millions in funding for vital mental health programming, that funding is expected to continue.

## Fees

These revenue streams support the cost of providing the associated service or program. Increasing fees, fines, permits and licensing is not a significant source of revenue. Fees and fines are evaluated annually and adjusted when deemed appropriate. Some fee schedules are set or limited by law, while others must remain competitive and reasonable for taxpayers. For the 2016 budget, several user fees, including park programming fees and airport fees have been adjusted to help offset the cost of providing those valuable services.

**2016 Adopted Budget  
Summary by Fund**

<u>Fund</u>	<u>Total Appropriations</u>	<u>LESS Non-Property Tax Revenues<sup>1</sup></u>	<u>LESS Appropriated Fund Balance</u>	<u>Balance of Appropriations to be Levied</u>
General	\$ 433,307,819	\$ 329,024,176	\$ 9,500,000	\$ 94,783,643
Road	11,363,336	1,781,490	1,000,000	\$ 8,581,846
Machinery	2,545,169	20,750	245,000	\$ 2,279,419
Airport	1,406,113	1,406,113	-	\$ -
Public Transportation	8,063,057	7,063,057	1,000,000	\$ -
Self-Insurance	2,040,488	2,040,488	-	\$ -
<b>Total</b>	<b><u>\$ 458,725,982</u></b>	<b><u>\$ 341,336,074</u></b>	<b><u>\$ 11,745,000</u></b>	<b><u>\$ 105,644,908</u></b>

Provision for Uncollected Taxes	800,000
Provision for Tax Refunds	<u>200,000</u>
<b>Total Property Tax Levy</b>	<b><u>\$ 106,644,908</u></b>

<sup>1</sup> Includes General Fund Contributions to Airport and Public Transportation Funds.

**2016 Adopted Budget  
Property Tax Levy & Rate**

<b>Item Descriptions</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Appropriations	\$ 409,222,737	\$439,337,161	\$441,748,835	\$458,725,982
Non-Property Tax Revenue	(296,915,497)	(330,363,001)	(330,227,017)	(341,336,074)
Approp. Fund Balance & Reserves	(7,419,500)	(2,000,000)	(4,875,000)	(11,745,000)
Provision for Uncollected Taxes	800,000	800,000	800,000	800,000
Provision for Tax Refunds	200,000	200,000	200,000	200,000
<b>Property Tax Levy</b>	<b><u>\$ 105,887,740</u></b>	<b><u>\$107,974,160</u></b>	<b><u>\$107,646,818</u></b>	<b><u>\$106,644,908</u></b>

True Value Assessments	\$30,654,407,679	\$ 29,575,302,089	\$ 29,224,529,259	\$ 29,432,468,944
Property Tax Rate/\$1,000	\$3.45	\$3.65	\$3.68	\$3.62*

The direct comparison of this year's rate to last year's rate is invalid as a means to estimate the change in an individual property's tax bill.

\*Note: With the sale of property by IBM to Global Foundries on July 1<sup>st</sup> of 2015, the IBM PILOT payment ended and Global Foundries was required to pay a pro-rated amount of property taxes for the remaining half a year which is considered "omitted taxes". Omitted taxes lower the adopted tax levy to be apportioned for the following year only, which for 2016 results in a rate of \$3.60 versus the \$3.62 adopted. This is a one-time adjustment and we do not expect to see this large amount of omitted taxes again next year.

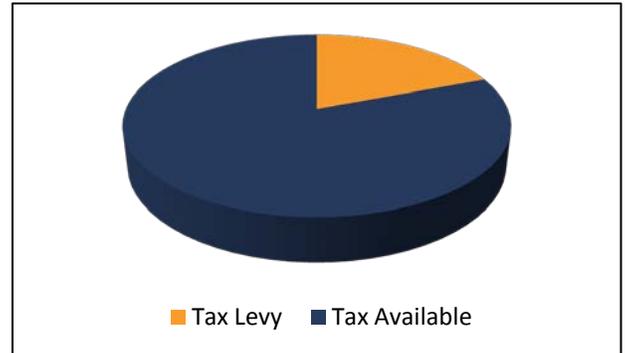
## Constitutional Tax Margin

The Constitutional Tax Limit of the County is determined in accordance with Section 10 of Article VIII of the State Constitution. This limits the amount counties may raise in real estate taxes in any given fiscal year, exclusive of debt service, to 1.5% of the five-year average full value of taxable real estate to the County.

### 2016

Total Taxing Power	\$ 452,345,405	
Tax Levy*	\$ 87,062,123	19.25%
Tax Margin Available	\$ 365,283,282	80.75%

\*Tax Levy includes adjustments for omitted taxes, Real Estate Taxes and Charge backs. It also excludes debt service for capital projects.



## Constitutional Debt Limit

The Debt Limit of the County is computed in accordance with the provisions of Article VII of the State Constitution and Title 9 of Article 2 of the Local Finance Law. These provisions limit the amount of debt, which can be incurred to 7% of the five-year average full value of taxable real property.

### 2016

Debt Limit	\$2,110,945,223	
Total Indebtedness	\$ 118,868,760	5.63%
Debt Limit Available	\$1,992,076,463	94.37%



# Capital Projects & Debt Service

## Overview

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Like most governments, Dutchess County utilizes borrowing to finance capital expenditures, such as, road and bridge projects, equipment acquisition, building construction and renovations, and other authorized activity. Capital projects are typically multi-year projects financed by the issuance of debt which is repaid with interest over the useful life of the project or capital asset. The County's operating budget includes annual re-payment of principal and payment of interest through "debt service."

There are many advantages to this method of financing capital expenditures. Borrowing, typically through issuance of bonds, helps to create a more stable expenditure pattern that does not fluctuate severely as projects are undertaken. Borrowing also enables the County to complete capital projects that would be unattainable through a strictly pay-as-you-go financing basis. Furthermore, this policy enables the cost of these capital assets to be borne by the present and future taxpayers receiving the benefit of the capital assets.

The uses and terms of debt are largely regulated by New York State and Local Finance Law. According to the County charter, the authorization to issue bonds requires adoption of a bond resolution approved by at least two-thirds of the County Legislative body. These resolutions delegate the power to the Chief Fiscal Officer, the Commissioner of Finance, to authorize and sell bond anticipation notes in anticipation of the issuance and sale of bonds authorized, including renewals of such notes. The decision to issue bonds is evaluated annually based on cash needs of each project and projected county cash flow. The County is assisted by bond counsel and financial advisors which play a key role in the issuance, regarding the structure, timing, official statement and legal requirements as well as with the application to the rating agency. For more information regarding debt service policy, refer to the Budget Overview – Financial Policies section of the budget document.

## Debt Service

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Outstanding indebtedness as of December 31, 2015 totaled \$118,868,760. The total amount is subject to the constitutional debt limit of \$2.1 billion and represents approximately 5.63% of this limit. As of December 31, 2015, the County had authorized but unissued debt totaling \$14,524,391. The following table represents a summary of the County's debt service obligation as of December 31<sup>st</sup>, 2015. This table does not include any projected borrowing scheduled to occur in 2016.

<b>YEAR</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL</b>
2016	\$16,243,760	\$4,383,258	\$20,627,018
2017	14,875,000	3,797,438	\$18,672,438
2018	13,160,000	3,153,138	\$16,313,138
2019	12,205,000	2,564,669	\$14,769,669
2020	10,340,000	2,066,106	\$12,406,106
2021-2025	32,400,000	5,646,507	\$38,046,507
2026-2030	15,215,000	1,734,172	\$16,949,172
2031-2035	4,430,000	279,497	\$4,709,497
	<u>\$118,868,760</u>	<u>\$23,624,785</u>	<u>\$142,493,545</u>

Dutchess County utilizes comprehensive debt management strategies to minimize annual debt service and maximize benefit to the County's fiscal condition while protecting taxpayer resources. Debt management planning includes continual administrative review, adherence to local finance law, emphasis on pay-as-you-go financing when possible and responsible, and use of bond counsel and financial advisors.

In 2003, Dutchess County undertook debt management initiatives through the formation of a local development corporation known as the Dutchess Tobacco Asset Securitization Corporation (Dutchess TASC). The County assigned its rights to receive tobacco revenues under a Master Settlement Agreement to the Dutchess TASC for \$41.97 million which was funded through the issuance of turbo-redemption bonds, resulting in a reduction of the County's outstanding indebtedness at December 31, 2003 to \$53.9 million, a decrease of \$39.5 million over the previous year. This corporation, together with similar corporations for Oswego and Rockland counties, formed a pool known as New York Counties Tobacco Trust III. As a result, the County was able to defease \$47 million in debt. This total includes \$37.3 million in principal and \$9.7 million in interest

In November 2005, the Dutchess Tobacco Asset Securitization Corporation (Dutchess TASC) together with 23 other County TASCs formed a pool known as New York Counties Tobacco Trust V (NYCTT V). NYCTT V issued \$199,375,348 in Tobacco Settlement Pass-through Bonds yielding 6%-7.85% interest and an average expected life from 14 to 27 years. Dutchess TASC's portion totaled \$25.5 million. As a result, Dutchess County was able to defease \$9.5 million in debt issued December 2004 and receive \$16 million in the Capital Projects Fund.

In addition to the above transactions, the County has been vigilant in refunding bonds to issue new ones at lower interest rates. This process is undertaken periodically depending on interest rates and potential savings. In May 2006, bonds were issued to advance refund \$10.2 million in Public Improvement (Serial) Bonds originally issued by the County. The total overall savings was \$522,505 to the County.

In February 2009, Dutchess County issued \$15,095,000 Public Improvement Refunding (Serial) Bonds, 2009 Series dated February 18, 2009. The bond principal decreased \$390,000; interest decreased \$679,585. The total overall savings was \$1,069,585 to the County.

In December 2011, the County issued \$5,395,000 in Serial Bonds which were used to advance refund \$5,750,000 of the 2003 public improvement serial bonds. The County recorded a gain on bond refunding in the amount of \$544,473 related to this transaction.

In June 2015, the County issued \$14,800,000 in Serial Bonds which were used to advance refund \$15,150,000 of public improvement bonds issued in 2004 and 2006. The total overall saving to the County was \$956,326.

County fiscal staff continues to seek out other responsible debt management practices to effectively reduce costs.

## Ongoing Projects

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Dutchess County utilizes the annual Capital Improvement Program as a means to maintain and improve county infrastructure. The following represent ongoing projects that are necessary on a routine basis to maintain county infrastructure, many of which have been proposed as part of the Capital Improvement Program for 2016.

- Energy Efficiency Improvements at Various County Facilities
- Building Planning, Design and Renovations at Various County Facilities
- Roof Replacement Program
- HVAC Piping & Infrastructure Replacement Program
- Highway & Bridge Improvement & Reconstruction
- Highway Construction Vehicles and Equipment Replacement
- Airport Maintenance and Obstruction Removal
- Dutchess Community College Infrastructure Improvements
- Partnership for Manageable Growth
- County Vehicle Replacement Program

These programs and projects are undertaken to respond to mandates or opportunities to promote greater efficiency and protect county assets.

## Planned Capital Expenditures in 2016

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Along with the routine ongoing capital projects listed above which occur on an annual basis, there are a number of necessary non-recurring capital projects for 2016 that are adopted as part of the five year capital plan. The following projects have been proposed as part of the Capital Improvement Program for 2016.

<b>Non-Recurring Capital Projects for 2016</b>		
<b>Department</b>	<b>Project</b>	<b>Estimated County Cost (\$000)</b>
Dtuchess Community College	Purchase Creek Road Property	\$150.0
DPW – Airport	Replace ARFF/SRE Building (Design)	\$13.3
DPW – Airport	On-Airport Water Distribution (Design)	\$17.1
DPW – Airport	Master Plan Update	\$13.3
DPW – Buildings	Crisis Intervention and Recovery Center	\$2,600.0
DPW – Buildings	DC Justice and Transition Center/Law Enforcement Building Final Design & Construction	TBD
DPW – Buildings	22 Market Street COB Parking Lot Redesign & Construction	TBD
DPW – Buildings	New Youth Services Center	\$1,000.0
DPW – Buildings	Petroleum Bulk Storage Tank Replacements	\$125.0
DPW – Parks	Master Plan – Bowdoin and Wilcox Parks	\$50.0
DPW – Parks	Fallkill and Wilcox Dam Reconstruction	TBD
DPW – Parks	Security Camera Installations in Parks	\$75.0
DPW – Parks	Various Parks Upgrades – ADA, Safety, Functionality	\$500.0
DPW – Public Transit	Security Fencing at Public Transit Facility	\$25.0
DPW – Public Transit	Battery Replacement for Diesel-Electric Buses	\$20.0
<b>Total</b>		<b>\$4,588.7</b>

For detailed information regarding these projects, including project descriptions and total project costs, please refer to the projects section of this program.

## Impacts on Operating Costs

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Capital projects and the capital improvement program impact the budget in a number of ways. When debt is issued for a particular project, those costs increase the total debt service cost included in the ensuing year's operating budget. The 2016 Debt Service Obligation by Fund is detailed in the table below and includes projected borrowing that is scheduled to occur in 2015.

<b>2016 Debt Service Summary by Fund</b>			
<b>Fund</b>	<b>Serial Bond Principal</b>	<b>Serial Bond Interest</b>	<b>Debt Service Totals</b>
General Fund	14,484,107	3,656,930	18,141,037
Community College	1,307,522	181,353	1,488,875
Airport	260,723	56,697	317,420
Public Transportation	291,408	46,361	337,768
<b>Total</b>	<b>16,343,760</b>	<b>3,941,340</b>	<b>20,285,100</b>

The below table indicates the projected 2016 debt service by department, including the borrowing that is scheduled to occur in 2015.

<b>2016 Debt Service Summary by Department</b>			
<b>Department</b>	<b>Serial Bond Principal</b>	<b>Serial Bond Interest</b>	<b>Debt Service Totals</b>
Community College	\$1,307,522	\$181,353	\$1,488,875
DPW Airport	\$278,708	\$59,549	\$338,258
DPW Buildings	\$3,518,184	\$954,011	\$4,472,195
DPW Highway & Engineering	\$5,383,790	\$1,585,675	\$6,969,465
DPW Parks	\$944,253	\$336,827	\$1,281,081
Emergency Response	\$612,061	\$239,716	\$851,776
Finance	\$1,515,000	\$84,212	\$1,599,212
Jail	\$1,583,500	\$244,504	\$1,828,004
Public Transportation	\$291,408	\$46,361	\$337,768
Office of Central and Information Systems	\$639,745	\$99,399	\$739,144
Planning & Development	\$210,846	\$90,088	\$300,934
Probation & Community Correction	\$45,743	\$13,293	\$59,036
Sheriff	\$13,000	\$6,352	\$19,352
<b>Total</b>	<b>\$16,343,760</b>	<b>\$3,941,340</b>	<b>\$20,285,100</b>

Dutchess County strives to minimize frequency of borrowing and to utilize a pay-as-you-go project financing method when possible. The fiscal impact of each project is carefully reviewed to determine if and when borrowing becomes necessary to finance the project.

Many of the on-going capital projects such as roof replacements and energy efficiency improvements at County facilities minimize departmental operating expenses by reducing utility and maintenance costs. These adjustments are included in the calculation of the annual operating budget during the budget process and are included in the analysis and decision-making process for individual capital projects.

# General Government Support



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# Courts

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## **Functions**

The Judicial branch includes all courts and the Commissioner of Jurors. The Supreme and County Courts fall within a judicial district statewide. Dutchess County falls within the Ninth Judicial District. The Supreme and County Courts of Dutchess County are courts of unlimited original jurisdiction. There are two judges in the County Court who preside over criminal matters, eight judges assigned to the Supreme Court and two Referees who hear civil cases. There are three judges, two support magistrates and one Court Attorney Referee in the Family Court.

The Surrogate's Court was created in 1778 by New York State. The Surrogate is elected for a ten year term, handles all estate matters, wills and has general supervision of property left by deceased persons.

The Commissioner of Jurors is appointed for a four-year term, and maintains the central jury system for the County, providing trial and grand jurors for courts serving the County.

## **KEY BUDGETARY ISSUES:**

The 2016 executive budget includes continued funding for the Public Defender's Family Court Unit to reduce Family Court assigned counsel costs. Staff and administrative costs for this unit are covered 100% by NYS Indigent Legal Services (ILSF) grant funding.

In addition to the anticipated cost savings, improvement in the quality of representation is significant because the assigned counsel plan in Family court cannot meet several standards set by the New York State Bar Association in regard to providing state mandated representation. This in-house plan will meet those standards.

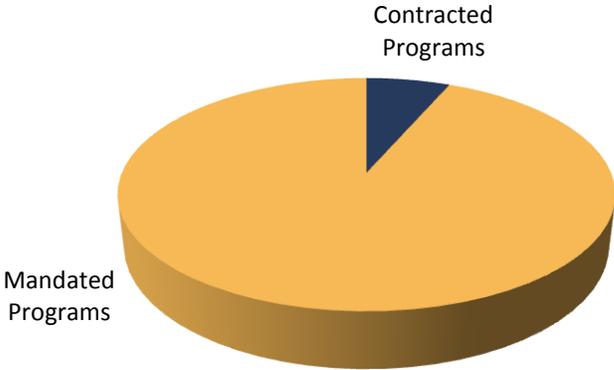
It should be noted that 34 counties in New York State, including Ulster and Columbia, use their Public Defender's Office to provide Family court indigent legal representation. An additional Family Court Judge begins January 1, 2016.

# Courts Fiscal Summary

## Budget Summary

		2015 Modified		2016 Adopted	% Change
Appropriations	\$	1,962,618	\$	1,952,218	-1%
Revenues	\$	-	\$	-	
County Cost	\$	1,962,618	\$	1,952,218	-1%

## 2016 Adopted Appropriations



## Courts

### \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Contracted Services	13,483	97,600	97,600	127,200	29,600	30.33%
Mandated Programs	1,751,803	1,865,018	1,865,018	1,825,018	(40,000)	-2.14%
Total	1,765,286	1,962,618	1,962,618	1,952,218	(10,400)	-0.53%
State Aid	232,825	0	0	0	-	
Total	232,825	0	0	0	-	
Net to County	1,532,461	1,962,618	1,962,618	1,952,218	(10,400)	-0.53%

# Board of Elections

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## **Functions**

Under New York State Election Law, responsibilities are delegated to the Board of Elections of each county to oversee the compliance of all laws and regulations as it pertains to the following duties: registration and maintenance of voter registration submissions; being sole custodian of enrollment lists and maps of election districts; certification of election results and polling places; appointment, training, supervision and payment of election inspectors; taking delivery of and processing petitions filed for candidates to public office and referendums comprised within Dutchess County; preparation of ballots specific to each election district; maintenance, preparation, storage and transportation of voting machines; processing of absentee ballot materials including military and federal voters; ensuring information is readily available including information provided on the organizations website as well as information regarding campaign finance and data included in the state-wide voter database; responding to FOIL requests and general inquiries from public officials and the general public regarding all of the above-listed functions.

# Board of Elections



## Mission Statement

To ensure all eligible residents of Dutchess County has an opportunity to register and vote in elections.

**Goal:** To promote citizen confidence in the democratic process and enhance voter participation in elections.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Voter Registration - Includes Local, Central Mail & NVRA	5,922	7,000	10,000	3,000	42.9%
Cancellations	3,153	3,500	5,500	2,000	57.1%
Movers - within County	8,861	10,000	11,000	1,000	10.0%
Mail Check Mandated	164,864	175,000	175,000	-	0.0%
Election Inspectors	1,600	1,600	1,600	-	0.0%
Custodians / VMTS	8	8	8	-	0.0%
Voting Machines Owned	257	257	257	-	0.0%
Inspector & Custodian Classes	45	45	45	-	0.0%
Polling Sites	103	103	103	-	0.0%
Polling Sites handicap accessible	103	103	103	-	0.0%
Digitization Images from new registrations	5,922	7,000	10,000	3,000	42.9%
Voting Machines Tests	1,628	1,628	1,628	-	0.0%

**Goal:** Provide absentee materials including applications and ballots to those who request absentee status.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
<b>Absentee Primary:</b>					
Applications	321	200	300	100	50.0%
Ballots Mailed and Retro	377	400	500	100	25.0%
<b>Absentee General:</b>					
Applications	2,482	1,500	1,500	-	0.0%
Ballots Mailed and Retro	2,998	3,200	4,000	800	25.0%
Affadavit Ballots	960	375	375	-	0.0%
Military & Special Federal	402	150	400	250	66.7%

**Goal:** Provide requested information to interested candidates, groups and organizations.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Petitions Filed & Caucus	34	1,000	50	(950)	-95.0%
Campaign Filers Forms	42	42	42	-	0.0%

# Board of Elections

Goal: To conduct voter education and outreach to area high schools

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Youth Voter Registration	599	700	800	100	14.3%
Schools served	9	9	9	-	0.0%

Goal: Provide new voter registration forms to all community groups in a timely manner.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Post Offices	3,500	3,500	3,500	-	0.0%
Schools	1,300	1,300	1,300	-	0.0%
Town Halls	2,100	2,100	2,100	-	0.0%
Community Groups	3,000	3,000	3,000	-	0.0%
Mailed Registrations processed	6,350	7,000	8,000	1,000	14.3%

## **KEY BUDGETARY ISSUES:**

Overall, the 2016 budget represents an increase in expenses from 2015 largely due to the type of elections The Board will administer in the upcoming year, such as a Presidential Primary for at least one major party, a federal election primary, local/state primary election and the General Presidential Election.

### **Temporary Employees & Election Inspectors**

Presidential election years are typically more labor intensive due to the increased number of voter registrations and absentee ballot application processing. There will be an increase in the use of temporary help positions, election inspector costs, overtime costs for non-management personnel, and commercial printing primarily for Election Day ballots.

### **Voting Machine Maintenance/Equipment Replacement**

Another immediate change is the sizeable number of voting machines, which are a combination of electronics, firmware, and mechanically moving parts, are no longer under warranty. While it has been decided that it will be less expensive to forego a maintenance agreement for our machines, software maintenance (\$18,000 per year) and hardware maintenance (\$44,880.00 per year), and maintain internally trained staff, many machine problems while having only the most complex issues corrected by vendor service calls, there will still be an ongoing expense for the less costly alternative. For this reason, the Board of Elections is requesting funds for Repairs/Alt to Equipment budget line. Importantly, the nucleus of modern elections is the voting machines and the firmware/software associated with them. Even a minor “glitch” during an election can impact the public confidence and even the reliability of the results, all potentially creating a host of problems. The cost of deployment and retrieval of election machines and the ancillary equipment has increased due to a new contract with the transportation vendor.

## **2015 Accomplishments**

In 2015, the Board of Elections continued to provide election programming and voting machines to schools and villages. This year, the waiver passed by the NYS Legislature is scheduled to expire allowing the special

districts to utilize “lever machines”. Therefore 2016 could include the administration of many more elections for schools, villages, fire districts, library districts and special water/sewer districts.

In 2015, the Board of Elections continued to fulfill the terms of the agreement with the New York Attorney General’s Office by implementing a Language Access Program specifically tailored for Dutchess County Voters of Puerto Rican heritage with limited English proficiency.

In addition, the Board of Elections implemented a comprehensive petition review policy for further transparency and efficiency, which allows for greater ballot access and in the case of restricting ballot access a public hearing, is held so that candidates and objectors are privy to the proceedings.

## **2016 Initiatives**

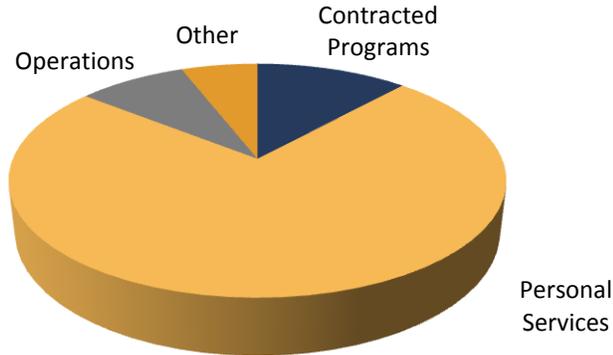
In 2016, the Dutchess County Board of Elections will be administering at least 4 major elections, with the potential of absorbing all the special district elections. Their goal is to ensure the integrity of the election process while conforming to new voter requirements that have been mandated by the New York State’s Attorney General’s Office and the New York State Board of Elections.

# Board of Elections Fiscal Summary

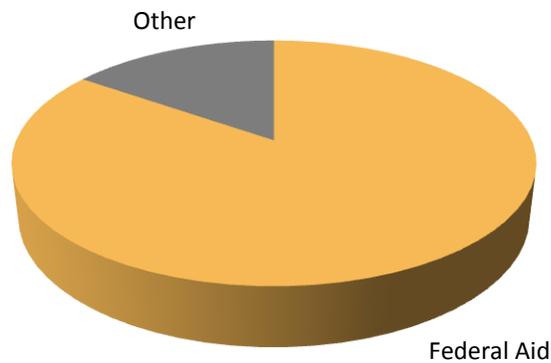
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 2,439,604	\$ 2,726,705	12%
Revenues	\$ 105,955	\$ 24,333	-77%
County Cost	\$ 2,333,649	\$ 2,702,372	16%

### 2016 Adopted Appropriations



### 2016 Adopted Revenue

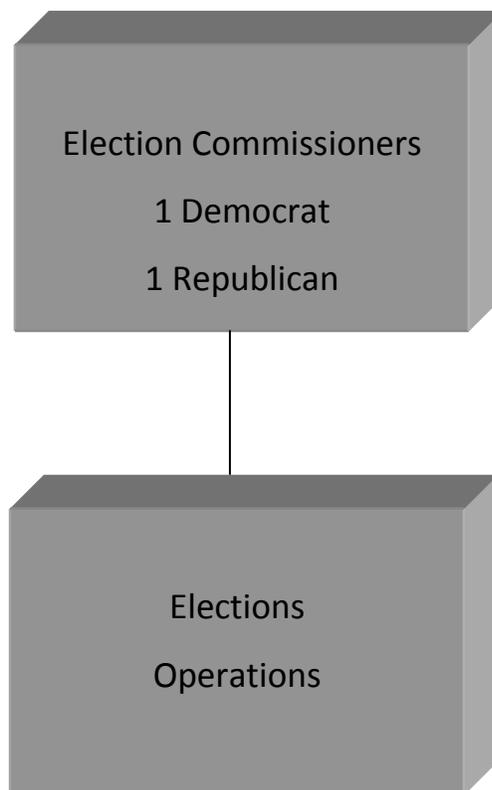


# Board of Elections

## \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	1,235,215	1,277,107	1,331,250	1,579,265	248,015	18.63%
Employee Benefits	407,326	409,846	443,194	434,363	(8,831)	-1.99%
Personal Services	1,642,541	1,686,953	1,774,444	2,013,628	239,184	13.48%
Employee Travel, Train & Educ	24,058	19,238	20,033	21,500	1,467	7.32%
Equipment	0	2,000	2,000	0		
Communication	959	1,200	1,200	1,200	-	0.00%
Supplies	24,267	59,948	59,948	45,405	(14,543)	-24.26%
Utilities	11,762	14,831	14,831	12,414	(2,417)	-16.30%
Interdepartmental Programs & Srv	59,020	77,544	77,884	81,487	3,603	4.63%
Contracted Services	166,849	282,814	274,469	321,280	46,811	17.06%
Operations	182,980	207,585	214,795	229,791	14,996	6.98%
Total	2,112,437	2,352,113	2,439,604	2,726,705	287,101	11.77%
OTPS	469,896	665,160	665,160	713,077	47,917	7.20%
Departmental Income	468	2,500	2,500	500	(2,000)	-80.00%
Intergovernmental Charges	2,001	2,618	2,618	3,233	615	23.49%
Sale of Prop and Comp for Loss	387	0	0	0	-	
Misc. Local Sources	13,127	0	0	0	-	
State Aid	0	48,313	48,313	0	(48,313)	-100.00%
Federal Aid	0	52,524	52,524	20,600	(31,924)	-60.78%
Total	15,983	105,955	105,955	24,333	(81,622)	-77.03%
Net to County	2,096,454	2,246,158	2,333,649	2,702,372	368,723	15.80%

# Board of Elections Organizational Structure



<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Board of Elections:</i></b>		
Elections Commissioner	MG	2
Deputy Elections Commissioner	F	2
Elections Administrator	F	2
Elections Specialist	F	2
Machine Coordinator	F	2
Senior Elections Specialist	F	<u>6</u>
Total:		16

# Comptroller

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## Functions

- Functions as chief accounting and auditing officer of the county. As a county wide elected official, the Comptroller is directly accountable to the taxpayers and voters of Dutchess County. Consequently the Comptroller's Office is not an agency of the Executive or the Legislature, but rather of the people.
- Chairs the Audit Committee which provides oversight of annual audit and all regulations, policy, and procedures affecting the accounting and financial procedures of Dutchess County.
- Audits county departments and outside agencies funded by the county. Reports audit results to County Executive and Legislature and recommends action to strengthen internal controls, curb expenses, enhance revenues and protect the taxpayers' interests. Audits and approves all payments for capital contracts and contracts with outside agencies and contractors. (Senior Auditors and Auditors)
- Seeks out and reports financial irregularities and misuse of county funds and reports all such activity to responsible officials.
- Performs all processing and record keeping responsibilities including pre-audit of claims, certification of availability of funds, encumbrance of funds, and preparation of payment. Audits and approves all payments to vendors. (Principal Accounting Clerk, Accounting Clerks, Office Assistant)
- Provides for all processing and record keeping required by federal, state, and local law for encumbrance, payment, and recording of financial transactions.
- Sees that all applicable federal, state, and local laws are adhered to in the handling of county funds and in their application to providing services to the general public.
- Prepares and submits to the County Executive, annually and on such date and on such forms as the County Executive shall prescribe, the information required by the County Executive in the preparation of the tentative county budget.
- Jointly with District Attorney, supports prosecution of persons charged with illegal activity related to county funded programs.
- Jointly with the Executive branch, plans and implements accounting changes instituted by Government Accounting Standards Board, the New York State Comptroller's Office, and any other standards, laws or regulations that may apply. Also works with the Executive branch to update the County's Financial Management System.
- Provides consultation and assistance to all county departments and outside agencies relative to financial record keeping, reporting, and internal controls.

# Comptroller



## Mission Statement

The Comptroller's Office audits and approves all payments made by Dutchess County. The Office also audits County departments and agencies receiving County funds, providing recommendations to strengthen internal controls, enhance revenues and ensure the effective use of taxpayer dollars.

**Goal:** Audit and approve payments for purchases, contracts, capital projects, employee reimbursements and daily Department of Community and Family Services warrant payments. Approves and processes purchases from County Storeroom through inventory journals.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Invoice Transactions	23,786	26,000	26,000	-	0.0%
Capital & Contract Invoices Processed (included in line 1)	6,468	6,800	6,800	-	0.0%
P-Card Transactions Audited	3,420	3,500	3,500	-	0.0%
Employee Reimbursement Transactions	4,568	5,000	5,000	-	0.0%
DCFS Warrant Payments - Audit	1,179	1,275	1,275	-	0.0%
Inventory Journals	169	200	200	-	0.0%

**Goal:** Audits and certifies all payrolls for all County Departments, the Legislature, Dutchess County Public Transit and temporary election workers.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
County Payrolls Audited - 35 Departments, plus adjustment memos*	910	947	910	(37)	-3.9%
Legislator Payrolls Audited	12	12	12	-	0.0%
Public Transit Payrolls Audited**	52	53	52	(1)	-1.9%
Election Worker Payment Review	1,195	1,450	1,450	-	0.0%

**Goal:** Reviews County contracts including capital projects for terms and payments provisions. Review and approve Purchase Orders and Vouchers in accordance with General Municipal Law and Federal, State and County Statutes.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Contracts Received & Processed	1,063	1,300	1,300	-	0.0%
Purchase Orders / Vouchers	2,317	2,500	2,500	-	0.0%

**Goal:** Audits county departments and agencies receiving county funds. Provide recommendations to strengthen internal controls, best practices, enhance revenues and ensure effective use of taxpayer dollars.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Audits Completed	11	12	13	1	8.3%
Contract Agencies	4	7	7	-	0.0%
County Departments/ Entities	7	5	6	1	20.0%
Contracts Reviewed	65	70	70	-	0.0%
Grants Reviewed	-	10	10	-	0.0%
Capital Projects Reviewed	-	4	4	-	0.0%
Special Reports	1	2	2	-	0.0%

**Goal:** Indirect Cost Allocation Report supports a revenue claim for Department of Community and Family Services to Federal government.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
A87 Costs	\$3,326,298	\$2,639,191	\$2,316,341	-\$322,850	-12.2%

\*For 2015 there are 27 pay periods and there was one retroactive payroll due to contract settlement.

\*\*For 2015 there was one retroactive payroll due to contract settlement.

## **Key Budgetary Issues**

The 2016 proposed budget's expenditures are dominated by necessary personnel costs and fees for required consultants.

## **2015 Accomplishments**

The Comptroller's Office has eight internal and agency audits completed or in-process, and will complete an additional five or six audits for release by the end of 2015.

The review of financial statements, CHAR 500 and IRS 990 filings has been incorporated into agency audits. The internal controls standard is the COSO (Committee of Sponsoring Organizations) framework. The COSO framework is a best practice that provides guidance on internal controls, fraud, and financial reporting. Comptroller will continue the practice of audits to consistently address all aspects of internal control as defined by COSO along with addressing best business practices.

In addition, the Comptroller's Office has begun the use of special reports to address the fiscal state of various aspects of the County. These reports, often initiated by Legislative request, serve to assist County government in keeping track of projects, spending, and agency/departmental oversight.

It is anticipated that upgrades of LOGOS and the roll-out of the contracts module will provide deeper functionality and improve effective tracking, monitoring, and oversight of contract payments. The paperless transaction initiative for LOGOS has been, for all intensive purposes, completed with all departments fully implemented.

The Comptroller's Office continues post-audit activities of daily transactions, a critical responsibility. They continued to develop new methods for analyzing and reviewing purchase orders, vouchers, warrants and payments, with an emphasis on high-impact contracts, capital projects, and day-to-day expenditures.

They are continuing to look at cost-effective training methods including web-based training and audio conferences.

The Comptroller's Office provided support for the audit of the 2014 Dutchess County Financial Statements. They have supported and completed the A-87 Indirect Cost Allocation Report to support additional federal claiming by the County.

## **2016 Initiatives**

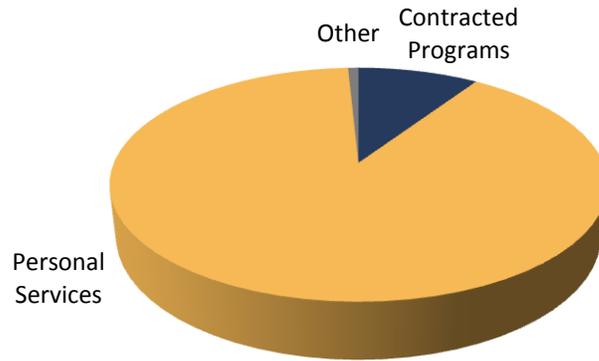
The Comptroller's Office will continue to enhance their post audit activities refine and enhance FMS processes, and support the new contract module as it is implemented. They will continue their follow-up on agency and department audits, and prioritize their audit efforts on high-dollar/high-risk payment contracts, projects, expenditures and revenues.

# Comptroller Fiscal Summary

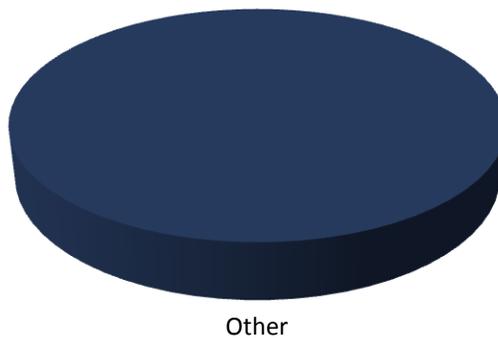
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 1,365,652	\$ 1,421,707	4%
Revenues	\$ 12,500	\$ 12,500	0%
County Cost	\$ 1,353,152	\$ 1,409,207	4%

## 2016 Adopted Appropriations



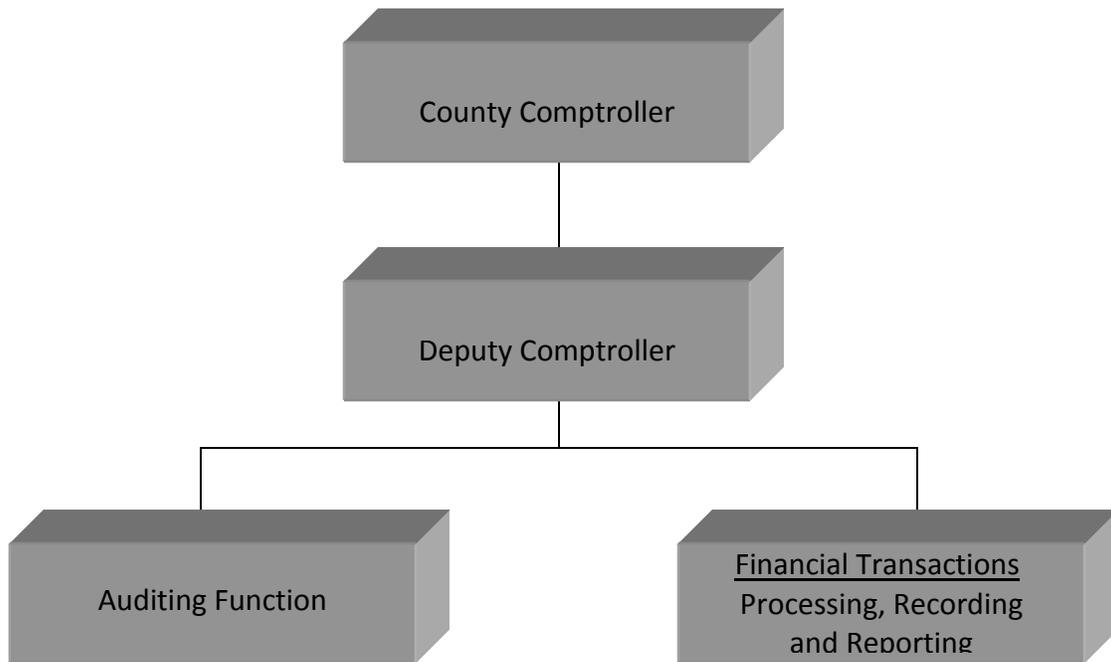
## 2016 Adopted Revenue



## Comptroller \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	789,484	783,181	820,987	878,629	57,642	7.02%
Employee Benefits	378,443	378,416	399,270	398,208	(1,062)	-0.27%
Personal Services	1,167,927	1,161,597	1,220,257	1,276,837	56,580	4.64%
Employee Travel, Train & Educ	394	5,010	4,710	4,560	(150)	-3.18%
Supplies	3,278	2,835	3,135	2,835	(300)	-9.57%
Interdepartmental Prog & Srv	3,458	4,045	4,045	3,970	(75)	-1.85%
Contracted Services	133,355	133,355	133,355	133,355	-	0.00%
Operations	0	150	150	150	-	0.00%
Total	1,308,413	1,306,992	1,365,652	1,421,707	56,055	4.10%
OTPS	140,486	145,395	145,395	144,870	(525)	-0.36%
Departmental Income	10,000	12,500	12,500	12,500	-	0.00%
Misc. Local Sources	2,673	0	0	0	-	
Total	12,673	12,500	12,500	12,500	-	0.00%
Net to County Cost	1,295,740	1,294,492	1,353,152	1,409,207	56,055	4.14%

# Comptroller Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b>Comptroller:</b>		
Comptroller	E	1
Deputy Comptroller	MG	1
Senior Auditor	17	2
Auditor	16	4
Junior Auditor	13	2
Accounting Clerk	9	2
Office Assistant 55	6	<u>1</u>
Total:		13

# Office of Central and Information Services

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## **Functions**

The primary goals of the Office of Central and Information Services (OCIS) are as follows:

### **Division of Computer Services**

- Use automation to help the county meet its strategic objectives, improve workflow and increase operational efficiencies and provide cost savings;
- To maintain the current application portfolio at present service levels while implementing additional information processing services;
- To provide the client community with an expeditious method for meeting their mandated responsibilities;
- To improve data access and availability to enable County departments, businesses and the public to accomplish their jobs in a more efficient and effective manner;
- To provide technical expertise concerning application software utilization, software selection, computer equipment and telecommunications implementation, and new technologies;
- To develop an Intranet web-based application portfolio to improve the effectiveness of County employees and decrease the elapsed time to provide service;
- To provide fast fiber optic telecommunications across County government departments;
- To provide Internet applications and e-government services for the public;
- To expand and improve the Wide Area Network including both data and voice services;
- To implement state of the art technologies such as GIS, imaging, mobile computer, and Enterprise Content Management (ECM);
- To streamline and improve computer system installations and maintenance through the implementation of cost saving technologies such as: Thin Client workstations, virtualized servers and consolidated disk storage;
- To improve communications and collaboration between County departments and external agencies through the County-wide E-mail system, Internet services, and work flow applications;
- To provide efficient Telephone Services to County Departments, and
- To provide Shared IT Services to local municipalities.

### **Division of Central Services**

The division of Central Services provides central purchasing, contract administration, duplicating and printing, mail service, inventory control, central billing, U.S. and interoffice mail deliveries, supply delivery, and office supplies:

- Central Service coordinates the procurement of goods and services for the County by implementation and maintenance of a system in full accordance with requirements set forth in General Municipal Law, Sections 103 and 104B, and local County Law. Each request to purchase is evaluated to determine the appropriate means for acquisition at the best price available.
- Coordination of various projects, such as, the copier centralization, and equipment evaluation as well as several other cost saving programs are part of the day to day responsibilities of the Central Services division. New centralized programs to reduce costs are continually under review for implementation.
- In addition to serving all County Departments, the Division of Central Services also serves qualified outside agencies, and local municipalities, such as, Towns, Villages, Fire Districts, etc. The Division will assist in the continued development and enhancement of county wide purchasing cooperatives among participating municipalities and other shared services to further reduce costs for all agencies involved.

# Office of Central and Information Services



## Mission Statement

OCIS primary mission is to provide services to county agencies in support of their efforts and develop on-line services to the public. As part of this, perhaps the most important role is to head up the County's e-Government development effort that provides internet-based systems for use by the public, businesses and other government agencies. OCIS also serves other county agencies assisting them in providing their functions more easily and at a reduced cost.

**Goal:** Expand and improve web services to the public, municipalities and businesses. One of the best indicators of success are the number of web pages served during a given period.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
County Web-site average monthly pages	841,000	850,000	855,000	5,000	0.6%
ParcelAccess and GeoAccess average monthly pages *	551,000	575,000	600,000	25,000	4.3%

**Goal:** Improve and expand services for County departments.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Help Desk Calls for Service	2,945	3,750	3,100	(650)	-17.3%
Computer Applications maintained for County Departments	100	119	126	7	5.9%
County Active Directory Network Clients	2,000	2,117	2,117	-	0.0%
County Wide Email Maintained (# Clients)	1,450	1,640	1,640	-	0.0%
Internet Service (# Clients)	806	802	802	-	0.0%

**Goal:** Maintain and improve County Wide Area Network (WAN) and Server Environment.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Fiber Optic Connections (# Sites)	12	12	12	-	0.0%
Cable/DSL Connections (# Sites)	23	24	26	2	8.3%
County Servers maintained	180	195	200	5	2.6%

**Goal:** Ensure that microcomputer equipment is up-to-date to help County staff efficiencies.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Install New and Replacement Workstations	150	200	200	-	0.0%

**Goal:** Expand GIS services and usage.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
GIS Data Layers developed/maintained	156	156	156	-	0.0%

# Office of Central and Information Services

Goal:	To provide a system with a cost effective and efficient procurement program.				
Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Purchase Orders Issued	1,003	1,100	1,100	-	0.0%
P-Card Transactions	3,418	3,600	3,750	150	4.2%
Dollar Value of PO's (\$M)	\$12.4	\$12.4	\$12.4	\$0.0	0.0%
# of RFP's	N/A	35	35	-	0.0%
Goal:	To provide a cost effective, efficient and reliable telephone program.				
Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Installations	138	146	146	-	0.0%
Maintenance	439	464	464	-	0.0%
Program	698	940	940	-	0.0%
Goal:	To provide a cost effective and efficient method of mail delivery.				
Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# Pre-Sort Pieces	211,777	202,500	204,000	1,500	0.7%
# Full Rate Pieces	231,650	247,500	248,000	500	0.2%
Total Mail Pieces	443,427	450,000	452,000	2,000	0.4%
Total Postage \$	\$296,525	\$315,000	\$367,000	\$52,000	16.5%
Pre-Sort Savings \$	\$12,000	\$12,000	\$12,000	-	0.0%
Goal:	To provide cost effective purchasing and efficient delivery of office supplies.				
Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Requisitions Processed	1,432	1,600	1,800	200	12.5%
\$ Value at Cost	\$235,342	\$240,000	\$245,000	\$5,000	2.1%
Revenue	\$3,593	\$3,500	\$3,600	\$100	2.9%
Goal:	To provide a cost effective and efficient method of printing.				
Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Impressions	5,729,872	6,500,000	6,500,000	-	0.0%
# of Masters Used	1,276	1,600	1,600	-	0.0%
# of Requisitions	1,824	1,200	1,200	-	0.0%

## **KEY BUDGETARY ISSUES:**

OCIS continues to expand services; while keeping their budget stable.

### **Division of Computer Services**

The 2016 OCIS Budget submission continues their ongoing effort to provide the proper support for the County's computer infrastructure and critical services while keeping appropriations as lean as possible. The OCIS budget is essentially "flat" from 2015, except for employee related increases due to new bargaining unit agreements.

There are no new initiatives proposed in the 2016 Budget aside from a swap of positions to enhance the County's web graphic capabilities and some funds to start an IT internship program.

### **Division of Central Services**

The overall Central Services Budget is 3% less than the 2015 Amended Budget.

### **2015 Accomplishments**

Below are some key 2015 OCIS and Central Services accomplishments:

#### **Division of Computer Services**

- Developed a new state-of-the-art website for the Town of LaGrange. This has a "Responsive" design; which is fully adaptive to mobile devices.
- Expanded the IT Shared Services initiatives to also include:
  - 4-year agreement with the Arlington Fire District to "Host" their computer environment, provide onsite support to all fire stations and develop a new website.
  - 3-year agreement with the Town of Dover to provide advanced technical support for their computer operation.
- The Commissioner of OCIS and Budget Director jointly managed the Government Efficiency Plan (GEP) project for the County and 27 municipalities, as part of the State's Property Tax Credit Program. The GEP will provide rebate checks to residents and provide cost savings through initiatives that the County and municipalities implement.
- Implemented a new release of ParcelAccess that provides enhanced features that benefit a broad range of users including assessors, engineers, municipalities, insurance agents, potential home buyers, etc.
- Implemented NYS Court Electronic Filings (NYSCEF) System for County Clerk.
- Work on the Enterprise Content Management (ECM) projects have continued to progress. The following projects are complete or expected to be complete by the end of 2015 or early 2016.
  - Public Portal "pilot" – Searchable Legislative Resolutions
  - County Legislative documents and workflow
  - Financial System (LOGOS) - Integrate ECM records such as Invoices
  - Records Center Management system
  - Citizens Inquiry Tracking application
  - Medical Examiner integration with new Case Facts system
  - Historical Documents
- Developed a Local Business Registry application - The purpose of this application is to increase local participation in the County's procurement program and to make departments aware of local businesses and their commodities and services.
- Completed the development and implemented the new County Clerk Document Management system. The Document Management application is used by the County Clerk staff to maintain proper index documents/files, by allowing them to be searched and located by members of the staff and the public.

- Implemented the new County Clerk Cash Receipts system. This allows acceptance of credit card payments at the public counters and the Records Room.
- Fully implemented a District Attorney A Subpoena Request application that is used by local police agencies.
- Implemented the Health Department Environmental Division Internal Tracking System (EDITS).
- Ongoing Enhancements to Criminal Justice applications and planned reporting for Criminal Justice Council.
- Merged DMH IT operation and staff into OCIS.
- Completed the first major phase of the Computer Center Infrastructure Upgrade. This included the replacement of our centralized storage as well as a portion of our server environment.
- Incorporated the DMH network into the County network. This will ultimately improve service for DMH employees and provide a consistent and easier to manage network.
- County Network: OCIS continued to enhance the County's Network and related services including phased workstation replacement, upgrade to blade server center, replacement of some key servers and network switches and their ongoing work on Disaster Recovery.
- Organized the County's Tick Task Force Webinar.
- National Award: The Center for Digital Government and the National Association of Counties (NACo) has recognized Dutchess County Government with the #2 ranking as one of the most digitally-advanced county governments in the United States (250,000-499,000 population category). This award is given by the Center for Digital Government and the National Associations for Counties (NACO). Particularly noteworthy is that Dutchess has ranked in the nation's top ten for each of the last 12 years.

### **Division of Central Services**

- Local Business Procurement Program  
Enhanced the utilization of local and small businesses in Dutchess County's procurement and contracting process through the following efforts:
  - Established an online registry for local businesses for items that are considered discretionary.
  - Created an internal local business registry which will allow County departments to identify local businesses for the procurement of goods and services when applicable.
  - Reviewed the County's policy and provided more flexibility for obtaining quotes for goods and services from local businesses.
  - Enhanced the County website to provide better information about doing business with Dutchess County.
  - Prepared and distributed a new brochure on how to do business with Dutchess County.
- Purchasing
  - Provided new levels of procurement savings through streamlining of internal processes.
  - Continued efforts to combine bids and quotes across all departments.

- Shared Services
  - Followed-up the successful Shared Services Summit with a county-wide shared services workshop.
  - Continued to promote shared IT services and website development.
  - Provided more cooperative bidding and piggy-backing opportunities with local municipalities and agencies.
  - Expanded the surplus property auction to additional municipalities.
  - Created a procedure for towns and agencies to have mail processed.
- P-Card
  - All current and updated P-card training materials and applications are available on the intranet.
- Storeroom
  - Coordinated four surplus equipment and furniture auctions.
  - Coordinated annual vehicle and large equipment auctions that encouraged local municipalities and qualified outside agencies to include their vehicles and equipment.
  - Combined County e-waste with City of Poughkeepsie to remove 14 pallets of e-waste at no cost.
  - Commenced e-waste program with Regional Computer Recycling and Recovery. Program will remove and pay the County for qualified e-waste.
  - Recycled 225 pieces of furniture allowing County departments, towns and municipalities to save over \$27,000.
  - Updated Material Safety Data Sheets for new federal guidelines. Posted MSDS sheets to the internet for easy access

## **2016 Initiatives**

Below are key initiatives and activities for the Computer Services and Central Services Divisions:

### **Division of Computer Services**

Below are examples of how technologies will be used in 2016 to assist the County in its goals.

- Continue the Enterprise Content Management (ECM) projects. Work in 2016 will likely involve:
  - Human Resources Records
  - Health Permits and Inspections
  - DPW Work Permits – Provide mechanism for the public to submit applications
  - Expand Public Portal
- Begin redesign of County website in a “Responsive Design” format to be adaptive to mobile devices.
- “Host” Arlington Fire District computer environment and complete development of their new website.
- Research alternatives for On-line Training Sign-up applications for Arlington FD and other Fire Districts.
- Continue to expand OCIS IT Shared Services to municipalities including websites for interested municipalities.
- Enhance and streamline the County Clerk’s operation by expanding Electronic Filings.

- Implement new Payroll Benefit/OT Request Workflow System.
- Continue the expansion of Electronic Payments. As part of this, various candidate projects will be assessed.
- Implement Unified Communications Systems (UCS) as part of expansion of the IP Phone System. This is likely to include integration of email and voice mail as well as a “pilot” project for video conferencing.
- The Computer Services division will continue to be part of a Data Workgroup to help assist the Criminal Justice Council (CJC) with its data/reporting needs for planning and evaluation.
- Continue to further automate our Disaster Recovery process which involves mirroring our computer environment at the IBM Business Continuity and Resiliency Center.
- Continue upgrade of the servers and related software as part of the infrastructure upgrade.
- Replacement of up to 200 PC workstations to meet the 5 year refresh schedule.

#### **Division of Central Services**

- Create a P-Card online training system.
- Review P-card program options, including rebate programs.
- Train County departments in asset tracking and departmental responsibility.
- Continue efforts to combine bids and quotes across all departments.
- Expand the Active Commodity Contracts to include all bids and commonly used NYS Contracts.
- Create an intranet database system to track surplus furniture and equipment.
- Explore the inclusion of additional towns and municipalities in the e-waste program.
- Reconfigure mail room workflow for increased efficiency.
- Redesign storeroom layout and signage to increase stock retrieval efficiency.
- Promote registration in the Local Business Registry.
- Create training for County departments and municipalities on state contract usage and proper purchasing procedures.
- Update posted MSDS to the new configuration.

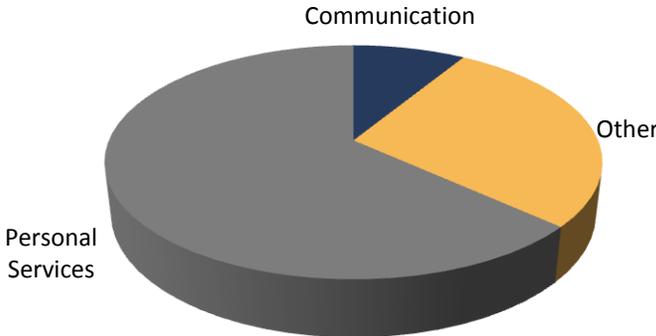
# Office of Central and Information Services

## Fiscal Summary

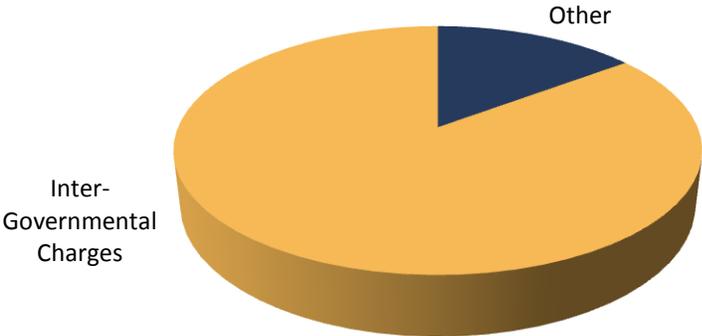
### Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 7,360,494	\$ 7,513,142	2%
Revenues	\$ 421,024	\$ 500,456	19%
County Cost	\$ 6,939,470	\$ 7,012,686	1%

### 2016 Adopted Appropriations



### 2016 Adopted Revenue

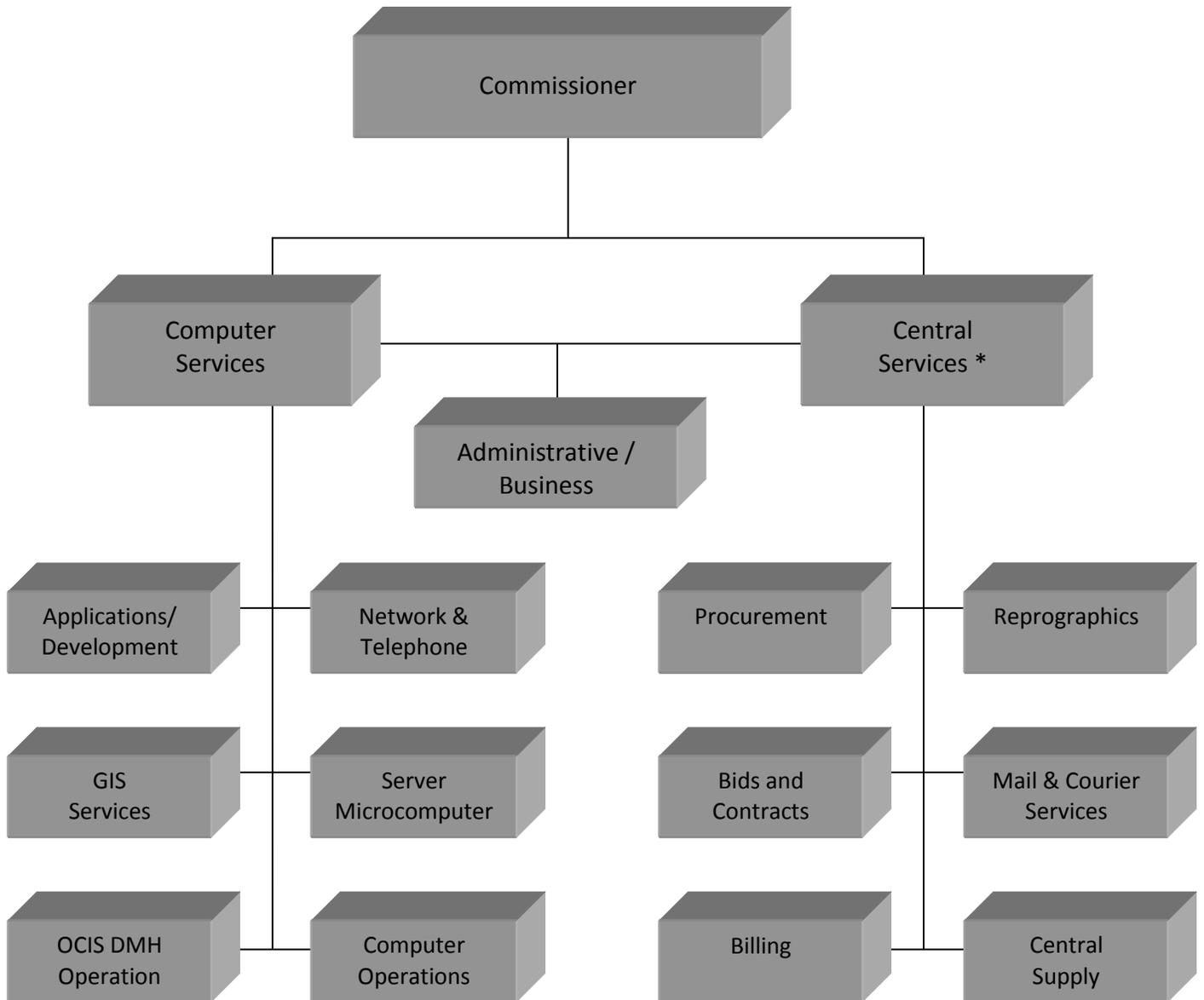


# Office of Central and Information Services

## \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	4,239,654	4,478,903	4,709,867	5,040,879	331,012	7.03%
Employee Benefits	1,930,528	2,000,100	2,004,935	2,084,404	79,469	3.96%
Personal Services	6,170,182	6,479,003	6,714,802	7,125,283	410,481	6.11%
Employee Travel, Train & Educ	13,624	49,719	41,323	30,956	(10,367)	-25.09%
Equipment	105,706	150,000	139,040	141,950	2,910	2.09%
Communication	616,872	639,592	634,592	656,763	22,171	3.49%
Supplies	260,696	332,284	322,493	334,171	11,678	3.62%
Utilities	0	0	208	0	(208)	-100.00%
Interdepartmental Prog & Srv	(1,895,313)	(2,104,523)	(2,104,523)	(2,369,669)	(265,146)	12.60%
Contracted Services	45,010	47,000	77,975	47,000	(30,975)	-39.72%
Operations	1,286,445	1,518,620	1,534,584	1,546,688	12,104	0.79%
Total	6,603,222	7,111,695	7,360,494	7,513,142	152,648	2.07%
OTPS	433,040	632,692	645,692	387,859	(257,833)	-39.93%
Departmental Income	43,535	45,000	45,000	49,000	4,000	8.89%
Intergovernmental Charges	319,823	350,724	350,724	426,206	75,482	21.52%
Use of Money and Property	25,791	23,000	23,000	23,000	-	0.00%
Sale of Prop and Comp for Loss	17,812	2,200	2,200	2,150	(50)	-2.27%
Misc. Local Sources	12,456	100	100	100	-	0.00%
Total	419,416	421,024	421,024	500,456	79,432	18.87%
Net to County Cost	6,183,806	6,690,671	6,939,470	7,012,686	73,216	1.06%

# OCIS Organizational Structure



\*Director of Central Services to have direct line to the Count Executive for "Procurement" policy issues.

## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Division of Information Services</i></b>		
Commissioner of Central & Info Services	MJ	1
Deputy Commissioner Central & Info Systems	MH	1
Applications Manager	MG	1
Infrastructure Manager	MG	1
Project Leader	MF	4
Project Leader - GIS	MF	1
Project Leader - Webmaster	MF	1
Director of Research and Evaluation	MF	1
Confidential Administrative Assistant	CI	1
Senior Systems Network Administrator	20	1
Microcomputer Services Supervisor	19	1
Program & Operations Supervisor (MH)	19	1
Systems Analyst	19	7
Systems Analyst (GIS)	19	1
Systems Network Administrator	19	1
Microcomputer / Network Support Specialist	17	7
Programmer / Analyst	17	6
Programmer / Analyst (GIS)	17	1
Programmer / Analyst (MH)	17	1
Web Designer Analyst	17	2
Supervisor of Computer Operations	16	1
GIS Analyst	15	1
Users Services Administrator	14	1
Users Services Liaison	12	<u>1</u>
Total:		45
<b><i>OCIS - CS Admin</i></b>		
Director of Central Services	MG	1
Purchasing Agent	16	1
Contract Specialist	13	1
Buyer	12	1
Principal Program Assistant	12	1
Senior Program Assistant	10	<u>2</u>
Total for Administration		7
<b><i>OCIS - Telecomm</i></b>		
Telecom Systems Administrator	17	<u>1</u>
Total for Telecomm		1

## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>OCIS - Stores</i></b>		
Principal Program Assistant	12	<u>1</u>
Total for Stores		1
<b><i>OCIS - Print / Mail - Printing</i></b>		
Reproduction Supervisor	13	1
Offset Printer	10	<u>3</u>
Total for Print / Mail - Printing		4
<b><i>OCIS - Print / Mail - Mail</i></b>		
Senior Program Assistant	10	1
Courier	6	<u>3</u>
Total for Print / Mail - Mail		4
Department Total		62

# County Clerk

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## **Functions**

The Office of the County Clerk is the oldest governmental office in Dutchess County, established in 1715 as Clerk of the Court and keeper of the County Records. Over time, additional responsibilities assigned to the County Clerk's office have been added. Currently, the duties are allocated as follows: Legal Division, Department of Motor Vehicles, Records Management, and functional oversight and administrative support for the Department of History.

### **Legal Division**

The Legal Division is constitutionally charged to index and file the court records of the County as well as recording all records relating to the title of lands within the County. Originally maintained as paper records, since 1989 all land records are stored electronically. In partnership with the Office of Central and Information Services, today more than 1,345,060 land and legal documents are available to the public through the Internet for viewing and purchase.

As Clerk of the Court, the office files all civil and criminal cases in the County. Beginning on February 18, 2014, we partnered with NYSCEF to accept civil filings electronically. The use and expansion of e-filing will save the Clerk's Office \$620,000 by 2019.

Additional responsibilities include:

- For Veterans- File military discharge papers, issue Veteran's Peddler's Permits, and administer the "Return the Favor" program.
- For Citizens- Act as agent for the Department of Homeland Security for passport services and administer the Oath of Allegiance to new citizens at bi-monthly naturalization ceremonies.
- For Businesses- As Chief Notary of the County, maintain the registry of notaries. Also issue assumed name certificates, as well as, corporate filings.
- For Government- Record Oaths of Offices for County and municipal office holders. Collect and distribute taxes and fees for multiple entities.

The Receiving Section of the Clerk's Office is located on the first floor of the County Office building and the Records Room is on the second floor.

### **Department of Motor Vehicles**

Dutchess County is one of 51 counties across New York State where the Clerk's Office, acting as the agent for the Commissioner, provides the services offered by the NYS Department of Motor Vehicles. Services are provided at the County Office Building, as well as in Wappingers Falls and Beacon, on all weekdays. Service is provided in Millbrook on Monday, Wednesday and Friday and in Pawling on Tuesday and Thursday.

### **Records Management**

The County Clerk serves as the Records Management Officer of Dutchess County. Long term record storage is located at 170 Washington Street where more than 48,000 boxes house document collections of every department of county government, as well as, historical documents. The Records Center also provides documents to departments upon request and re-files those documents upon return.

### **Department of History**

The County Historian is appointed by the County Executive and confirmed by the County Legislature. In 2012, through a joint initiative of the County Clerk and the County Executive, the Historian position was filled on a full time basis and the Clerk's office provides administrative support and budgetary oversight to the Office of the Historian. More information on the functions and duties of the Historian may be found in the Department of History section of this document.

# County Clerk

## Mission Statement



Legal Division - To accurately record and index land records, court records and other public records in accordance with the duties of the County Clerk's Office as set forth in the NYS Constitution. The County Clerk's Office delivers personal service, processes passport applications and arranges for Naturalization ceremonies for our newest citizens on behalf of the Federal Government.

Department of Motor Vehicles - To help customers successfully navigate the sometimes complex state regulations pertaining to non-driver identification cards, drivers' licenses and registrations.

Records Management Division - To accurately inventory, store and record all non-current and archival records for all County Departments and agencies.

In all divisions, the County Clerk's Office is committed to the delivery of accurate information the first time in order to facilitate successful transactions and satisfied customers.

**Goal:** To serve as receiver and custodian of all land records, the collector of mortgage and deed transfer taxes and receiver of court documents. The Legal Division will also continue to process passport applications, assist in setting up new businesses and conduct naturalization ceremonies for new American citizens.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Legal Division recordings and transactions	100,620	100,000	100,000	-	0.0%

**Goal:** To deliver personal service at a reasonable cost while generating revenue for the county. The County Clerk's Office will continue to encourage our residents to "Renew Local First" in order to keep tax dollars in the county.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
DMV Transactions	263,571	260,000	260,000	-	0.0%

**Goal:** To provide a cost effective and efficient method of records retention.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Records Management :					
Requests for records	6,000	6,200	6,300	100	1.6%
Records added	1,959	2,000	2,500	500	25.0%
Records destroyed	507	2,500	2,800	300	12.0%

## **KEY BUDGETARY ISSUES:**

### **County Clerk- Legal Division**

In prior budgets, the position of Deputy Clerk overseeing the legal division (among other duties) has been accounted for in the Administration section of the budget. The 2016 budget moves this position to the Legal Division in order to more accurately reflect the appropriate cost center.

The inception of voluntary electronic filing (efiling) of civil court cases on February 18, 2014 has also reduced the need for physical case files. This allowed us to reduce our office supply request by \$5000 or 11% in 2015. In 2016, further expansion will allow us to reduce our office supply line by an additional \$4000 or 10%. The conversion of efilng from voluntary to mandatory requires approval of the Chief Administrative Judge of New York with the consent of the County Clerk. Approval is expected in the last quarter of 2015.

## **Department of Motor Vehicles**

In prior budgets, the position of Deputy Clerk overseeing the motor vehicle division (among other duties) has been accounted for in the Administration section of the budget. The 2016 budget moves this position to the Motor Vehicle Division in order to more accurately reflect the appropriate cost center.

2016 revenues for DMV will continue to be negatively affected by the third year of a 3 year “trough” in license renewals created when NYS went from a 5 year license to an 8 year license in 2004. Renewals will return to 2012 levels in April of 2017. Significantly, while this is a substantial reduction in revenue, it does not correlate to a similar reduction in workload as license renewals are a very quick transaction.

Overall, Dutchess County DMV revenues are continuing to be negatively impacted by the expansion of internet transactions provided by NYS DMV. In FY 2016, loss of revenue retention on potential transactions will exceed \$800,000. This amount exceeds the projected loss in the DMV budget significantly. Policy decisions by the State of New York have changed Dutchess County DMV from a fully funded operation in 2012 to another costly unfunded mandate in 2016.

## **2015 Accomplishments**

### **County Clerk - Legal Division**

On February 18, 2014, Dutchess County commenced the e-filing of civil cases through the NYS Court Electronic Filing System (NYSCEF). This streamlines the court process, eliminating the need to transfer paper from the filer to the clerk to the court and back again, as well as allowing access to the courts on 24/7 basis from anywhere with an internet connection.

The integration of a financial and document management system developed by OCIS that integrates functionality and allows customers to pay with credit cards, has proven to increase completed transactions and customer satisfaction. This, along with a new electronic payments system for copies, allows customers to easily obtain requested information.

### **Department of Motor Vehicles**

An upgrade to Q-Matic, the queuing system that controls customer service in Poughkeepsie and Wappingers Falls, was completed since its original installation in 2004. This was necessary as the prior version was no longer supported by the manufacturer.

### **Records Management**

OCIS has begun integration of the Electronic Content Management system with the records management system. This will reduce and potentially eliminate a need for future expansion of the physical storage capacity at 170 Washington St.

## **2016 Initiatives**

In 2016, County Clerk expects to offer the electronic recording (E-recording) of land records to our customers. This will reduce postage costs as well as processing costs. They will also continue to integrate ECM into records management as well as continue the indexing and digitization of early court records.

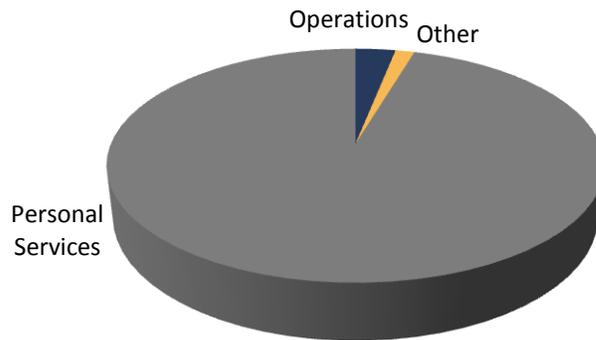
Additionally, the administration will continue to examine existing policies and procedures in order to enhance workforce development and efficiencies.

# County Clerk Fiscal Summary

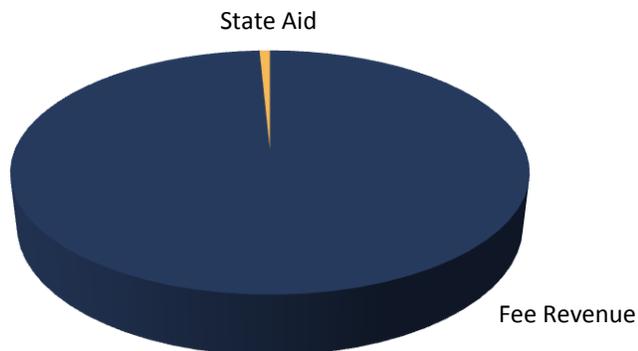
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 4,588,799	\$ 4,700,030	2%
Revenues	\$ 5,019,682	\$ 4,898,682	-2%
County Cost	\$ (430,883)	\$ (198,652)	-54%

## 2016 Adopted Appropriations



## 2016 Adopted Revenue

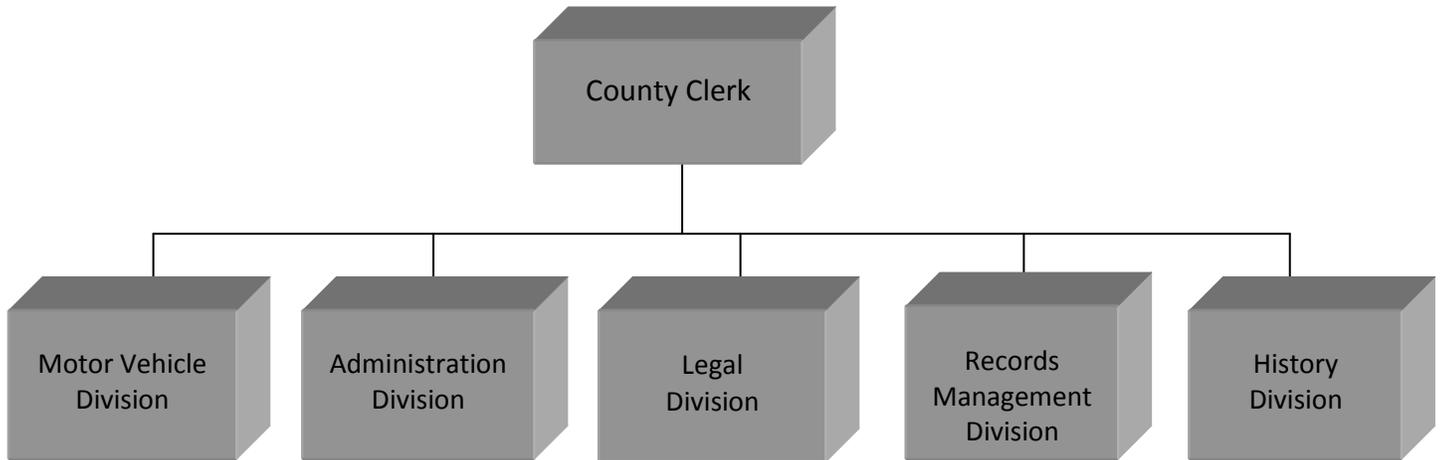


## County Clerk

### \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	2,617,886	2,701,447	2,828,342	2,934,193	105,851	3.74%
Employee Benefits	1,521,021	1,571,375	1,523,301	1,549,738	26,437	1.74%
Personal Services	4,138,908	4,272,822	4,351,643	4,483,931	132,288	3.04%
Employee Travel, Train & Educ	6,840	7,275	7,725	7,885	160	2.07%
Communication	1,830	1,980	1,980	1,980	-	0.00%
Supplies	29,980	45,290	54,470	44,440	(10,030)	-18.41%
Utilities	4,556	5,425	5,425	5,425	-	0.00%
Interdepartmental Progr & Serv	(18,027)	(31,684)	(31,684)	(30,664)	1,020	-3.22%
Contracted Services	30,002	58,700	59,450	40,650	(18,800)	-31.62%
Operations	130,140	138,170	139,790	146,383	6,593	4.72%
Total	4,324,229	4,497,978	4,588,799	4,700,030	111,231	2.42%
OTPS	185,321	225,156	237,156	216,099	(21,057)	-8.88%
Departmental Income	4,708,824	4,961,832	4,961,832	4,856,832	(105,000)	-2.12%
Use of Money and Property	0	0	0	50	50	
Sale of Prop and Comp for Loss	5,619	4,000	4,000	4,000	-	0.00%
Misc. Local Sources	3,025	0	0	0	-	
State Aid	30,000	53,850	53,850	37,800	(16,050)	-29.81%
Total	4,747,468	5,019,682	5,019,682	4,898,682	(121,000)	-2.41%
Net County Cost	(423,239)	(521,704)	(430,883)	(198,652)	232,231	-53.90%

# County Clerk Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b>County Clerk Administration:</b>		
County Clerk	E	1
Secretary to the County Clerk	MC	1
Courier	6	<u>1</u>
Total:		3
<b>County Clerk DMV:</b>		
Deputy County Clerk	ME	1
Supervising MV Clerk	13	6
Principal Motor Vehicle Clerk	11	8
Motor Vehicle Clerk	9	<u>15</u>
Total:		30
<b>County Clerk Legal:</b>		
Deputy County Clerk	ME	1
Supervising Registry Clerk	13	3
Principal Registry Clerk	11	5
Receiving Registry Clerk	9	<u>15</u>
Total:		24
<b>Records Management:</b>		
Principal Program Assistant	12	1
Clerk (55)	4	<u>1</u>
Total:		2
Department Total:		59

# County Executive

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## **Functions**

The County Executive is the chief executive officer of the County, serves a term of four years, and exercises all of the executive powers and duties conferred or imposed by law or Charter including the following:

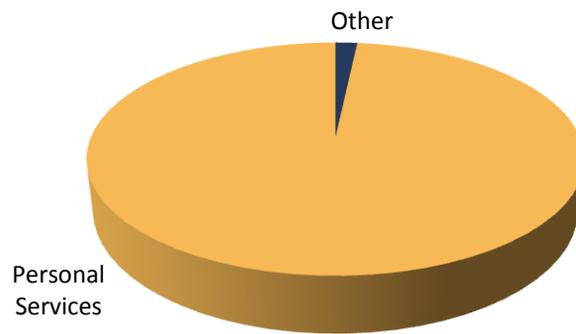
- Appoints department heads and appointive executive officers of the County Government, subject to confirmation by the County Legislature;
- Supervises, directs and controls the administration of all departments;
- Supervises and directs the internal structure and organization of every department of the executive branch of the County Government, including the appointment and dismissal of employees;
- Appoints, supervises and terminates all executive committees, commissions and boards to assist him in the exercise of his executive functions and in the planning, formulation and administration of executive policies and programs;
- Is the chief budgetary officer of the County;
- Approves or disapproves proposed local laws, ordinances, legalizing acts, or resolutions; and
- Makes, signs, and implements all contracts on behalf of the County.

# County Executive & Budget Office Fiscal Summary

## Budget Summary

	2015 Modified		2016 Adopted		% Change
Appropriations	\$	1,289,906	\$	1,593,328	24%
Revenues	\$	-	\$	-	
County Cost	\$	1,289,906	\$	1,593,328	24%

## 2016 Adopted Appropriations

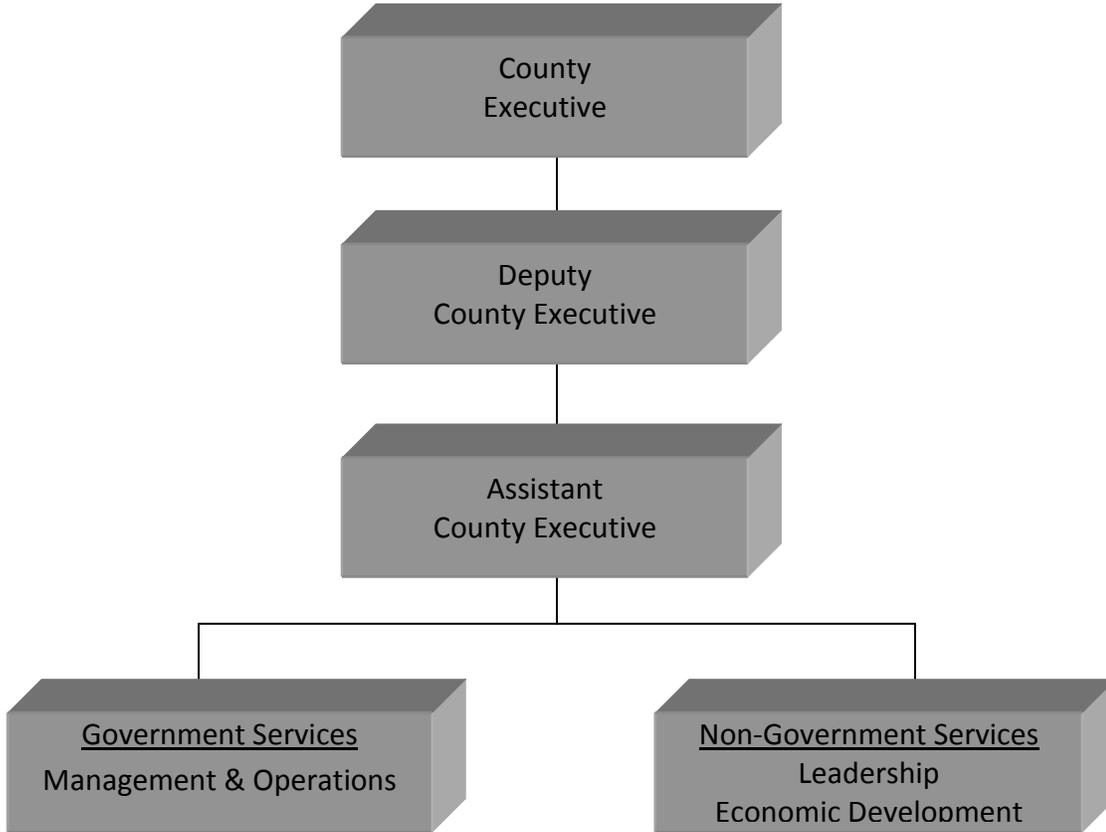


## County Executive & Budget Office

### \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	817,609	828,050	873,466	1,157,615	284,149	32.53%
Employee Benefits	378,187	375,214	389,521	408,814	19,293	4.95%
Personal Services	1,195,795	1,203,264	1,262,987	1,566,429	303,442	24.03%
Employee Travel, Train & Educ	3,744	6,790	6,675	6,925	250	3.75%
Supplies	3,579	3,700	4,128	3,450	(678)	-16.42%
Interdepartmental Prog & Srv	13,700	14,512	14,060	14,512	452	3.21%
Contracted Services	0	170	170	400	230	135.29%
Operations	1,447	1,747	1,886	1,612	(274)	-14.53%
Total	1,218,266	1,230,183	1,289,906	1,593,328	303,422	23.52%
OTPS	22,470	26,919	26,919	26,899	(20)	-0.07%
Misc. Local Sources	438	0	0	0	-	
Total	438	0	0	0	-	
Net to County Cost	1,217,828	1,230,183	1,289,906	1,593,328	303,422	23.52%

# County Executive Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<i>County Executive:</i>		
County Executive	E	1
Deputy County Executive	MJ	1
Assistant County Executive	MI	1
Asst County Executive of Economic Dev	MI	1
Communications Director	MF	1
Communications Specialist	MC	2
Executive Secretary	MC	<u>1</u>
Total:		8

# Budget Office

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## **Functions**

The Budget Office serves the County Executive and his administration on all budgetary issues and is responsible for the preparation and oversight of the annual operating budget and capital budget. The Budget Office is also responsible for monitoring expenditures and revenues throughout the year to ensure compliance with the budget, analyzing the impact of New York State and Federal legislation on the county's fiscal plan and assisting the County Executive's Office and departments with special projects.

Dutchess County is required by Administrative Code to submit the County Executive's Tentative Budget, including both the operating budget and the capital budget for the ensuing fiscal year, to the Legislature by November 1st. A final budget must be adopted by the Legislature for the next fiscal year by December 21st.

The Budget Director serves as a voting member of the New York State Association of Counties Budget & Finance Committee, is a member of the Government Finance Officers Association (GFOA) and serves as a voting member on the County's Audit Committee.

## **2015 Accomplishments**

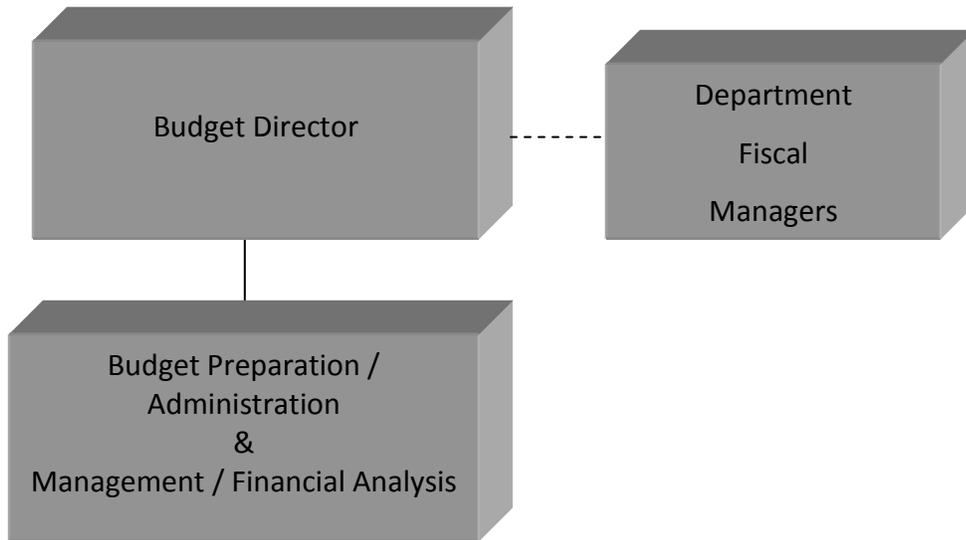
- Received the GFOA Distinguished Budget Award, for the 2<sup>nd</sup> year in a row, the highest form of recognition in governmental budgeting;
- Worked with the Dutchess County Justice & Transitions Center Project (DCJTCP) steering committee on the definition phase of the project;
- As Project leader for the Department of Behavioral & Community Health (DBCH) Merger Transition Team, worked with the Center for Governmental Research (CGR) and the department to facilitate consolidation and co-location of fiscal functions. Participated as a member of the Search Committee for the recruitment of a new Commissioner.
- Worked with the Health Insurance Advisory Team and the County's health insurance broker to facilitate services transitioned to the broker, and evaluated cost savings options for health insurance;
- Co-presented the Budget Foundations Workshop at the GFOA Downstate (North) Summer GFOA Seminar and served as MC at the Downstate (North) Spring GFOA seminar;
- Continued to meet quarterly with the Fiscal Management Cabinet, including fiscal managers from all departments;
- Conducted Annual Budget Training for all departments, and assisted departments with the development of 2016 budget requests;
- Worked with the Capital Improvement Plan Committee to develop and adopt a tentative 2016-2020 Capital Improvement Plan;

- Involved in RFP review team for a national search firm to oversee the recruitment for a new Commissioner of the Department of Behavioral & Community Health;
- Worked with Criminal Justice Council sub-committee members to develop analysis on current Jail housing out costs as well as costing out various options;
- Participated in meetings with the Health & Human Services Cabinet;
- Budget Office staff, working with OCIS, continue to update the County Government Dashboard to provide current economic, demographic and fiscal data and information to the public;
- Worked with the County Executive's Office, departments and local municipalities to develop the government efficiency/shared services plan required for the property tax rebate to be paid in year two of the State's property tax freeze plan.

### **2016 Initiatives**

- Continue to serve as Project Leader for the DBCH Merger Transition Team, including participation in the recruitment process for the new Commissioner;
- Continue participation in the DCJTCP Steering Committee, and provide research and analysis for the project as needed;
- Continue participation on the Health Insurance Advisory Team, including working with the County's health insurance broker to evaluate cost effective health insurance options;
- Continue Fiscal Cabinet initiative in 2016 with expanded interaction and collaboration with county department fiscal managers;
- Work with the County Executive's Office on future restructuring and consolidation initiatives, as well as other cost reduction measures and special projects; and
- Ongoing development of the online Dashboard.

# Budget Office Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Budget Office</i></b>		
Budget Director	MI	1
Senior Research Analyst	MF	1
Research Analyst	ME	1
Budget Assistant	CH	<u>1</u>
Total:		4

# County Legislature & Clerk

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## **Functions**

The County Legislature is the policy-making and appropriating body of County Government. It is comprised of 25 part-time Legislators elected from separate districts throughout the County. It has standing committees composed of its members, as well as advisory committees and boards with citizen participation.

The Clerk of the Legislature and the staff serve as the administrative arm of the County Legislature and are the Legislature's official link to all other departments in the County and the constituency at large.

The Office of the Chairman includes the Assistant to the Chairman who serves at the pleasure of the Chairman and performs duties and assignments as directed.

The Legislative Attorney advises the Legislature in its deliberations, renders opinions, prepares legal acts, and attends committee meetings and legislative sessions to give legal advice to all Legislators.

# County Legislature and Clerk



## Mission Statement

The County Legislature is the policy-making and appropriating body of County Government. It is comprised of 25 part-time legislatures who are elected from separate districts throughout the County. It has standing committees composed of its members, as well as advisory committees and boards with citizen participation. The Clerk of the Legislature and the staff serve as the administrative arm of the County Legislature and are the official link to all other departments in the County and the constituency at large.

Goal:

Represent the concerns and interests of the people of Dutchess County, and to protect the health and safety of all its constituents.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Meetings of Legislature (requiring minutes)	95	100	100	-	0.0%
Resolutions, Bonds & Local Laws Processed	344	350	350	-	0.0%
Expense Reimbursement & Vouchers Processed	148	200	200	-	0.0%
Correspondence Prepared	16,500	17,100	17,100	-	0.0%
Agendas Prepared	48	50	50	-	0.0%
Open Meetings Law - Meeting Notice	135	150	150	-	0.0%
Photocopies Prepared	246,969	250,000	250,000	-	0.0%
Rules (Prepared In-House)	50	50	50	-	0.0%
Web Pages Updated	140	150	150	-	0.0%
Index - Resolutions and Local Laws - Entries	1,720	2,100	2,100	-	0.0%

## 2015 Accomplishments

- Improved constituent research capabilities by continuing to update OnBase with prior year's resolutions to allow County departments, as well as the public, to search and retrieve county documents allowing for ever increasing transparency.
- The Dutchess County Tick Task Force hosted the first ever Tick Task Force Education Webinar. Expert panelists from around the country offered advice and tips for preventing tick bites and contracting tick borne diseases. Access codes were provided to county residents to observe the live presentation along with an email address to submit questions. The webinar is archived on our web site for future viewing.
- The staff has succeeded in having four years of Proceedings of the Dutchess County Legislature printed and bound in-house by the Print Shop, resulting in a savings of \$40,000.

## **2016 Initiatives**

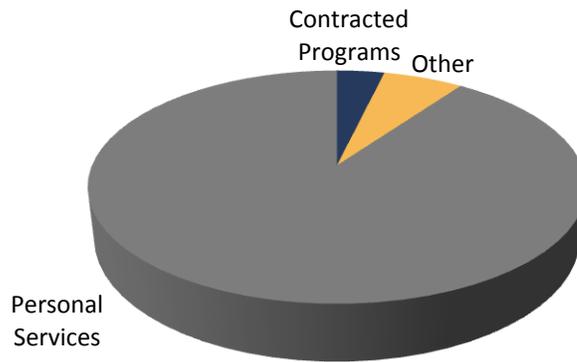
- Adhering to the Americans with Disabilities Act the Legislature strives to enhance constituent participation. In that regard, the staff is researching devices that would encourage meeting attendance and benefit individuals with hearing impairments.
- The Legislature is in the process of preparing an RFP to codify all Laws of Dutchess County. By doing this, there will be one version of the law that includes all amendments and eliminates the need to review multiple local laws that amends the original law.

# County Legislature & Clerk Fiscal Summary

## Budget Summary

	2015 Modified		2016 Adopted		% Change
Appropriations	\$	1,322,173	\$	1,356,685	3%
Revenues	\$	-	\$	-	
County Cost	\$	1,322,173	\$	1,356,685	3%

## 2016 Adopted Appropriations

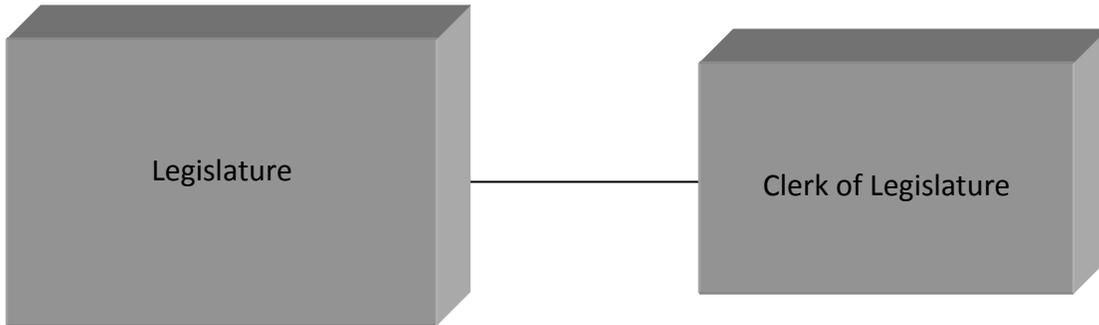


# County Legislature & Clerk

## \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	743,681	746,604	763,570	794,950	31,380	4.11%
Employee Benefits	423,352	421,346	425,421	427,553	2,132	0.50%
Personal Services	1,167,033	1,167,950	1,188,991	1,222,503	33,512	2.82%
Employee Travel, Train & Educ	29,053	34,270	34,238	32,520	(1,718)	-5.02%
Equipment	0	0	0	1,500	1,500	
Supplies	7,412	7,200	8,200	8,200	-	0.00%
Interdepartmental Prog & Srv	12,449	13,862	13,862	13,862	-	0.00%
Contracted Services	15,000	50,000	48,634	50,000	1,366	2.81%
Operations	17,769	28,100	28,248	28,100	(148)	-0.52%
Total	1,248,716	1,301,382	1,322,173	1,356,685	34,512	2.61%
OTPS	81,683	133,432	133,182	134,182	1,000	0.75%
Sale of Prop and Comp for Loss	26	0	0	0	-	
Misc. Local Sources	1,155	0	0	0	-	
Total	1,181	0	0	0	-	
Net to County Cost	1,247,535	1,301,382	1,322,173	1,356,685	34,512	2.61%

# County Legislature & Clerk



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b>County Legislature:</b>		
Chair	E	1
Majority Leader	E	1
Minority Leader	E	1
Majority Whip	E	1
Minority Whip	E	1
Legislator	E	20
Legislative Attorney- PT	MH	1
Assistant to the Chairman	ME	<u>1</u>
Total:		27
<b>Clerk of the Legislature:</b>		
Clerk of the Legislature	MG	1
Deputy Clerk of the Legislature	MD	1
Senior Legislative Steno	CG	<u>1</u>
Total:		3
Department Total:		30

# Finance

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## **Functions**

The Commissioner of Finance is the Chief Fiscal Officer of the County, encompasses the role of Treasurer, and is charged with the responsibility of receipt and disbursement of County Funds. The Commissioner of Finance is also responsible for enforcement of real property taxes levied for county, town, school district and village purposes. All state and federal aid monies, fees collected by departments and other cash payments receivable by the County are deposited with the Commissioner of Finance, who, in turn, is responsible for investing funds which are not immediately needed for payment of goods and services provided to County government.

The Commissioner of Finance is responsible for obtaining borrowing on behalf of the County to finance operating and capital programs and the issuance of Official Statements as required. All financial records are maintained in accordance with the rules established by the Comptroller of the State of New York and generally accepted accounting standards as prescribed by the Governmental Accounting Standards Board. County financial records are audited by an independent accounting firm. The Commissioner of Finance issues an annual and a quarterly financial report to the County Executive and Legislature detailing the status of the County's finances.

Other duties assigned to this department include custodian of Court and Trust Funds and processing college student charge backs. The Commissioner is a member of the Capital Projects Committee, Fiscal Cabinet, and various other special projects.

The Real Property Tax Service Agency (RPT) is a separate division within the Department of Finance. This division is overseen by the Deputy Commissioner of Finance/Director of Real Property Tax Services.

## **PROGRAM/ACTIVITY/AGENCY DESCRIPTIONS**

### **General Administration**

The Commissioner of Finance and support staff administers the overall Department of Finance operations.

### **Accounting & Cash Management**

The accounting and cash management functions include those treasury functions associated with the Chief Fiscal Officer of the County. Such responsibilities include receipt, disbursement, investment of funds, debt management, maintenance of accounting records and preparation of financial statements.

### **Payroll**

The payroll function includes payroll preparation and disbursement for county operations, including maintenance of payroll records, reporting and remittance of related payroll taxes and deductions for various federal, state and other agencies.

### **Delinquent Tax Collection and Enforcement**

The tax enforcement function encompasses those responsibilities set forth in Real Property Tax Law governing the collection of delinquent real property taxes. The Commissioner of Finance is charged with the duty of enforcing collection of all delinquent county, town, school and village taxes within the county except those parcels located within the cities of Beacon and Poughkeepsie. The enforcement process includes acquisition

of property through an In-Rem foreclosure action and subsequent sale at public auction. The department also is charged with collection and enforcement of Hotel taxes.

### **Real Property Tax Service Agency (RPT)**

#### **Functions:**

The majority of the functions of the Real Property Tax Service Agency are mandated by Article 15A of the Real Property Tax Law. One of the Division's primary functions is the production and maintenance of tax maps. The maps were created to assist local assessors by identifying the size, location and configuration of parcels within their jurisdiction. Since their development in 1971, these maps have proven to be invaluable in a variety of applications and have transitioned from hand-drawn paper to digital format. These digital parcel lines and other assessment related parcel level data are essential to the basic functionality of the County's Geographic Information System (GIS). The digital parcel lines are freely available on the internet.

- The Agency works closely with local assessors and offers a wide variety of information and services related to assessment administration. RPT provides training programs for assessors and the local Board of Assessment Review in each municipality, assist in the preparation and distribution of assessment rolls and tax rolls, enter initial property sale information in the Real Property System, and maintain escrow account information for tax billing purposes. They act as a liaison between the state and local government on property tax administration and compliance with the State Board's Rules and with Real Property Tax Law.
- RPT works closely with the Office of Central and Information Services in the production of assessment rolls, tax rolls and tax bills, and associated documents. They also work with OCIS to ensure that the County maintains compliance with all of the provisions of Article 15-C of Real Property Tax Law, which covers electronic processing of assessment and tax documents.
- Under Article 5, Title III of Real Property Tax Law the Agency investigates and makes recommendations to school districts, cities, villages and the County Legislature concerning the correction of clerical errors on tax rolls.
- RPT works in conjunction with the Commissioner of Finance and County Attorney in the disposition of tax delinquent property.
- They provide data and assistance to other County agencies as needed, including the County Executive's Office, Budget, Planning, Health, Public Works, the Water and Wastewater Authority, Veteran's Services, Cornell Cooperative Extension and the Farmland Protection Board, and to the 16 school districts in the County.
- The Dutchess County charter directs the Agency to apportion the county tax levy and prepare tax rates for the County, towns, and special districts.
- They provide the adjusted Town-to-Village ratios of County Taxable Assessed Value for use in the sales tax distribution.
- RPT provides fee services for full copies of tax maps, tax map extracts, IMAGIS prints, aerial photography products, standard or custom GIS layer maps, and property sales and assessment data reports.

- RPT maintains addressing for Emergency Response functions.

**Objectives:**

- Using GIS technology, provide mapping services and integrated local assessment information to local government, to the County and to the general public.
- Advise, counsel, and promote technological or legislative changes that will result in improved real property tax administration, and will promote local and county-wide assessment equity.
- Assist local government, assessors, and the County in finding solutions to legal and administrative problems within the scope of laws related to real property assessment and taxation.
- Provide local assessors with seminars for some continuing education credits at no cost to local municipalities.
- Provide property owners, municipalities, contract agencies and the County with available information on assessment and property tax issues through meetings, educational seminars and the County website.
- Actively participate in statewide initiatives to improve real property tax administration through the State Office of Real Property Tax Services, County Director's Association, NYS Assessor's Association, and the Real Property Tax Administration Committee (RPTAC).

# Finance

## Mission Statement

Finance is responsible for the administration of all financial affairs of the County. All financial records are maintained in accordance with rules of the State Comptroller's Office and generally accepted accounting standards with detailed annual and quarterly financial reports issued to County Executive and Legislature. Finance is responsible for enforcement of real property tax levies by the County, municipalities, school districts and special districts. The mission of Finance is to successfully meet all mandates and county charter directives relative to our role in Real Property Tax Administration to provide local assessors with resources needed to carry out the assessment function and to allow the public access to information that may help them to understand the system of property tax and assessment.

## Finance

**Goal:** The timely and efficient administration of court and trust funds, student charge backs, mortgage tax distribution and union contracts.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Court & Trust Funds (\$M)	\$0.4	\$0.3	\$0.3	\$0.0	0.0%
Student Charge Backs (\$M)	\$2.5	\$2.6	\$2.6	\$0.0	0.0%
Mortgage Tax (\$M)	\$6.3	\$6.0	\$6.0	\$0.0	0.0%
Union Contracts	3	3	3	-	0.0%

**Goal:** Responsibilities include receipt, disbursement, and investment of all state and federal aid, and other cash payments; debt management, maintenance preparation of accounting /financial statements; and timely payroll preparation.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Funds (\$M)	\$646.3	\$650.4	\$656.0	\$5.6	0.9%
# of Banks	12	13	13	-	0.0%
# of Financial Transactions	95,269	98,000	100,000	2,000	2.0%
# of Bank Accounts	102	102	102	-	0.0%
# of Checks Issued Manually	51	55	55	-	0.0%
# of other Checks Issued	50,000	50,000	50,000	-	0.0%
# of Payroll Checks	48,577	48,600	50,000	1,400	2.9%
Payroll Checks (\$M)	\$134.0	\$148.9	\$145.4	-\$3.5	-2.4%
# of Third Party Checks	2,600	2,550	2,550	-	0.0%

**Goal:** Collection of delinquent real property taxes and enforcement of County, town, school and village taxes with the exception of the cities of Beacon and Poughkeepsie, which could result in sale at public auction. We are also charged with collection and enforcement of Hotel Occupancy Tax.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Delinquent Accounts	12,685	13,953	15,348	1,395	10.0%
Delinquent Lists of Accts (Nov 1)	2,433	2,676	2,943	267	10.0%
Mailings	24,682	27,150	29,865	2,715	10.0%
Legal Ads Prior to Filing Delinquent List	2,650	2,915	3,206	291	10.0%
# Hotels / Motels	99	96	99	3	3.1%
Hotel Tax Collected (\$M)	\$2.2	\$2.2	\$2.2	\$0.0	0.0%
# of Requisitions Processed	1,989	2,000	2,000	-	0.0%

## Finance (Cont.)

<b>Goal:</b>	Execute in-house searches, in preparation for the sale of delinquent tax properties.				
<b>Indicators:</b>	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
<b>Title Searches</b>	1,400	1,600	1,600	-	0.0%
<b>Real Property Tax</b>					
	<b>Mission Statement</b>				
	RPT's mission is to successfully meet all mandates and county charter directives relative to their role in Real Property Tax Administration, to provide local assessors with resources needed to carry out the assessment function, and to allow the public access to information that will help them to better understand the system of property assessment and taxation.				
<b>Goal:</b>	Provide newly appointed or elected assessors with an overview of the job responsibilities and information relating to tools and resources available for successful assessment administration; Boards of Assessment Review with an overview of their mission and with resources to make informed decisions regarding assessment challenges; assessors and staff with ongoing education and daily guidance regarding the correct and most productive use of RPS; support for local efforts relative to reassessment activity and their role in maintaining file integrity during the process; General assistance regarding RPTL and assessment related issues to both the assessment community and the public.				
<b>Indicators:</b>	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
<b>New Assessor Orientation</b>	2	2	2	-	0.0%
<b>Board of Assessment Review Training</b>	28	25	30	5	20.0%
<b>RPIS Training</b>	22	22	22	-	0.0%
<b>Revaluation Program - Training/ Support to Towns:</b>					
<b>New</b>	-	1	-	(1)	100.0%
<b>Sustaining</b>	16	14	16	2	14.3%
<b>Research &amp; Assistance - Assessors</b>	1,431	1,200	1,200	-	0.0%
<b>Research &amp; Assistance - Public</b>	357	350	350	-	0.0%
<b>Goal:</b>	Fulfill requests for complete or partial download of assessment roll database or specific field extraction; and the maintenance of bank codes.				
<b>Indicators:</b>	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
<b>RPIS Data Reports</b>					
<b>Sales - Paper</b>	83	85	85	-	0.0%
<b>- Digital</b>	61	60	60	-	0.0%
<b>Non-Sales</b>	191	87	130	43	49.4%
<b>Information and Assistance Requests - Public</b>	6,448	6,000	5,800	(200)	-3.3%
<b>Mortgage Invest Institution Processing</b>	38,256	38,000	38,000	-	0.0%
<b>Goal:</b>	Investigate facts relative to applications for corrections of errors to the tax roll and provide recommendations to the taxing jurisdictions. As per DC Charter, accurately compute all county, town and special district tax rates. Post omitted taxes, ag payments and water and sewer levies to the tax rolls.				
<b>Indicators:</b>	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
<b>Tax Rate Computations</b>	385	380	380	-	0.0%
<b>Correction of Errors/ Refunds</b>	144	125	125	-	0.0%
<b>Omitted Taxes/ AG Payments</b>	205	200	200	-	0.0%
<b>Water Sewer Re-Levies</b>	8,034	7,500	8,000	500	6.7%

# Finance

## Real Property Tax (continued)

**Goal:** Examine deeds, maps and transfer reports as provided by the County Clerk; maintain tax maps and ownership records according to information contained in those records and supply to local assessors. Maintain digital tax maps and addresses for County E911 and GIS inclusion.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Deeds Received	6,699	6,000	6,750	750	12.5%
Property Transfers	6,869	6,500	7,000	500	7.7%
Parcel Splits and Merges	195	175	200	25	14.3%
Tax Map Line Corrections	115	125	130	5	4.0%
Filed Maps Received	88	100	100	-	0.0%
Map Certifications	95	80	80	-	0.0%
Extract Maps	10	15	10	(5)	-33.3%
GIS Map Edits	204	225	250	25	11.1%
MSAG Edits	61	25	35	10	40.0%
Addressing Edits	760	400	700	300	75.0%
Non-Addressing Edits	681	3,000	500	(2,500)	-83.3%

**Goal:** Execute in-house searches, in preparation for the sale of delinquent tax properties.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Title Searches	1,229	1,500	1,500	-	0.0%

**Goal:** Fulfill requests for complete or partial download of GIS parcel level data, specialty maps, tax map extracts, current aerial photos for government agencies, special districts and general public.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
GIS Data					
Sales	20	20	20	-	0.0%
Non-Sales	16	10	20	10	100.0%
Screen Prints from Imagis	56	50	50	-	0.0%
GIS Maps					
Sales - Paper	15	50	20	(30)	-60.0%
- Digital	3	15	15	-	0.0%
Non-Sales - Paper	232	250	250	-	0.0%
- Digital	52	50	50	-	0.0%
GIS Aerial Maps					
Sales - Paper	44	80	50	(30)	-37.5%
- Digital	4	10	10	-	0.0%
Non-Sales - Paper	-	5	5	-	0.0%
- Digital	-	-	-	-	0.0%

### **KEY BUDGETARY ISSUES:**

- Based on Hotel and Occupancy Tax realized through the second quarter, the year end projection exceeds budgeted amounts of \$2.1 million for 2015. The revenue for the first two quarters of 2015 is running approximately 8% over last year.

- **Off Track Betting** has advised to budget little if any revenues in the future unless there is legislation passed by NYS to exempt OTB revenues from NYS mandates. We have used a very conservative figure based on 2015 actual revenues collected.
- The community college chargeback appropriations for the first two quarters of 2015 are trending on budget. If this trend continues the total appropriations for 2015 may come in on the approximated budget amount.
- The estimate for the NYS Retirement payment is calculated based on the formula and information provided to the County by the New York State Retirement System. The amount projected for 2016 is lower than the 2015 budget, as the average pension rate for 2016 set by the State Comptroller's Office is down from 18.3% to 15.5%.
- Finance continually works with our banks and their representatives to pursue services which reduce the risk of check fraud as well as all banking safeguards regarding Cyber attacks to online banking. Interest received on the deposits is very low for 2015, with no sign of significant change in 2016.
- **Sales Tax** - Economic growth in revenue for 2015 is up slightly for the first three quarters of the year compared to the first three quarters of 2014. Sales tax economic growth of 1% is projected in 2015 and the 2016 budgeted figure includes 1% economic growth compared to the 2015 year end projection.

## **2015 Accomplishments**

- The Annual Update Documents (AUD) was submitted to the Office of the State Comptroller May 1, 2015. The audited financials were completed by the September 30, 2015 due date. The Financial Statements reflect all GASB Pronouncements and Standards applicable to 2015.
- Finance Personnel attends conferences and meetings sponsored by NYS County Treasurer and Finance Officers Association (NYSAC and GFOA) to receive updated information on the items effecting County finances. Finance also works directly with Federal, State and local authorities.
- Finance has entered into a Cash Sweep Investment program with a local bank. This new investment product offers a higher return on our investment than other options currently available to the County.
- The County is now offering taxpayers the ability to pay their delinquent property taxes with credit card payments in person in the Finance office. This alternative payment method has been offered to assist those having difficulty paying their taxes.
- Finance has been working closely with several departments to improve workflow and reporting procedures. They have been working with the Risk Management department to provide accounting guidance regarding the new workers compensation third party administrator payments and refunds, as well as newly implemented changes in the administration of the Flexible Spending accounts. Finance continues to monitor the Department of Community and Family Services' new method of tracking their claims and cash receipt information.

- Finance continues to work with the DC Comptroller's office to implement ACH payments to County vendors. This is the desired method of payment as it saves time and money and expedites payments to vendors.
- Finance realigned two Title Searchers to report to the Tax Collection Supervisor in the Finance Department. The Title Searchers primary duties involve title searches for properties that the Delinquent Tax Division of the Finance Department is in the process of taking title to through the In-Rem process. This realignment of duties to the Delinquent Tax Division has improved the flow of information and allows a faster resolve to issues as they arise.

## **2016 Initiatives**

- Finance will continue to implement new GASB pronouncements as they are required. They will continue working with our outside auditors to improve accounting practices and implement recommended and required changes to our financial reports.
- Finance is exploring a Matching Investment opportunity with another municipality. If approved by the NYS OSC, this investment would yield a greater return on our investments than currently being received by the County.
- The Finance Department will be further implementing the use of our financial software's electronic bank reconciliation capabilities. This will save time and expedite the bank reconciliation process handled by Finance.
- Finance will continue working closely with all departments to improve workflow and reporting procedures as needed and/or requested. Efforts will be placed on automating more of the banking procedures and reviewing the internal processes in each division of Finance. Procedures are being reviewed and written throughout the year. Cross training and communication will continue to be a priority throughout the upcoming year.

## **Real Property Tax Service Agency**

### **KEY BUDGETARY ISSUES**

The two Title Searchers were transferred to the Finance Department, which reduces the RPT salary lines.

The Real Property Information System Trainee completed her 2-year traineeship at the end of last year, and was upgraded from a Grade 14 to a Grade 16.

Only a modest revenue decline is anticipated, in contrast to the sharp declines the agency had experienced in recent years. Revenues are a very small part of the budget, and will not increase unless the real estate market rebounds.

### **2015 Accomplishments**

- Negotiated with assessors to reduce assessments on some parcels for which the County pays taxes.

- Assessment and tax rolls have been published on the internet for over four years. RPT has continued their program of providing tax and assessment rolls on-line. They discontinued the printing of tax and assessment rolls for in-office use in the middle of 2013. Customers have been very receptive to the rolls available on the counter PCs.
- The Agency has completed all mandated programs as described in Article 5, Title 3, Article 15-A, Title 1, Article 15-C, and sections 316, 503, and 953 of the Real Property Tax Law, and completed all local programs and duties assigned by the county charter. This includes orientations for three new assessors, and Board of Assessment Review training for 30 BOAR members.
- Working with OCIS, RPT has implemented several software updates revolving around the State's changes in the STAR exemption, and have continued to assist the assessors in understanding and implementing those changes.
- In addition to implementing the relatively new Alternative Veterans' Exemption for seven more school districts, RPT has provided estimates for the potential impact of this exemption for an additional school district.
- Where RPT has once had six program assistants, they continue to maintain their programs with only four. They provide telephone and front counter support for customers, as well as perform tasks in furtherance of tax enforcement functions, in addition to 911 addressing tasks.
- The division maintains three databases in addition to the GIS layers: The Real Property System, E-Card, and the 911 address database. Since each of these databases is dependent on changes in property ownership, keeping them synchronized is an ongoing process.
- RPT has provided data and information to the NYS Dept. of Tax and Finance, and the NYSA Comptroller's office with data and information they require for Tax Freeze Rebates.
- They assisted assessors in implementing the provisions of RPTL Article 4, Title 5, "Assessment Ceilings For Local Public Utility Mass Real Property," which took effect for assessment and tax rolls in 2015. The legislation was passed by NYS in 2014.

## **2016 Initiatives**

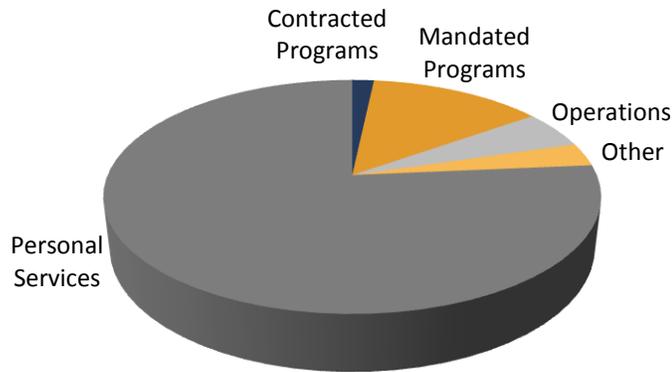
The Agency plans to maintain the satisfactory completion of all mandated duties, local programs and duties assigned by the County charter, and continue to seek, develop and implement more efficient ways to do so. The agency will continue to offer educational opportunities for local assessors and encourage the adoption and implementation of assessment standards as approved by the State Board of Real Property Tax Services.

# Finance Fiscal Summary

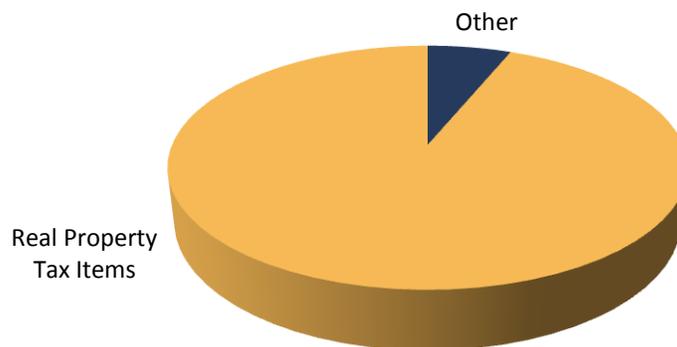
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 13,397,205	\$ 4,218,515	-69%
Revenues	\$ 14,959,250	\$ 7,251,250	-52%
County Cost	\$ (1,562,045)	\$ (3,032,735)	94%

## 2016 Adopted Appropriations



## 2016 Adopted Revenue

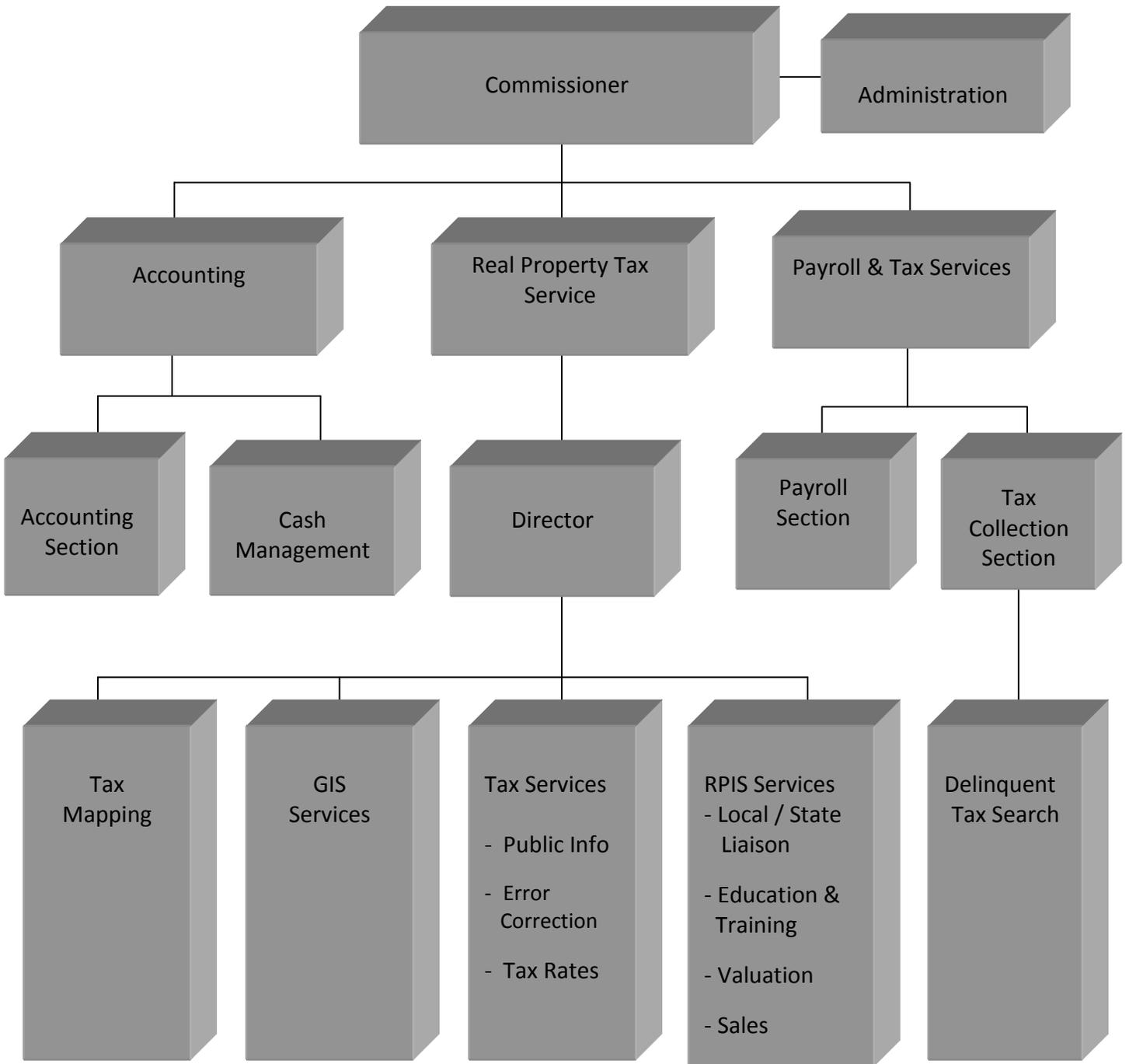


## Finance

### \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	2,051,795	2,077,334	3,740,740	2,237,682	(1,503,058)	-40.18%
Employee Benefits	1,013,339	1,014,236	1,000,348	985,583	(14,765)	-1.48%
Personal Services	3,065,134	3,091,570	4,741,088	3,223,265	(1,517,823)	-32.01%
Employee Travel, Train & Educ	76,816	99,540	99,928	100,490	562	0.56%
Supplies	13,805	13,500	14,410	13,550	(860)	-5.97%
Interdepartmental Prog & Srv	20,104	20,711	20,891	21,611	720	3.45%
Contracted Services	47,441	59,500	7,589,500	71,000	(7,518,500)	-99.06%
Mandated Programs	500,618	590,166	605,166	570,000	(35,166)	-5.81%
Operations	244,445	282,700	251,222	218,599	(32,623)	-12.99%
Debt Service	0	0	75,000	0	(75,000)	-100.00%
Total	3,968,363	4,157,687	13,397,205	4,218,515	(9,178,690)	-68.51%
OTPS	903,229	1,066,117	8,656,117	995,250	(7,660,867)	-88.50%
Real Property Tax Items	6,680,058	6,865,000	6,865,000	6,800,000	(65,000)	-0.95%
Departmental Income	291,453	341,000	341,000	306,000	(35,000)	-10.26%
Intergovernmental Charges	29,458	30,000	30,000	30,000	-	0.00%
Use of Money and Property	119,702	110,250	110,250	70,250	(40,000)	-36.28%
Fines and Forfeitures	50,873	16,000	16,000	18,000	2,000	12.50%
Sale of Prop and Comp for Loss	5	0	0	0	-	
Misc. Local Sources	1,766,054	22,000	22,000	27,000	5,000	22.73%
State Aid	63,814	0	0	0	-	
Interfund Transfers	1,000,000	0	0	0	-	
Proceeds of Obligation	0	0	7,575,000	0	(7,575,000)	-100.00%
Total	10,001,416	7,384,250	14,959,250	7,251,250	(7,708,000)	-51.53%
Net County Cost	(6,033,053)	(3,226,563)	(1,562,045)	(3,032,735)	(1,470,690)	94.15%

# Finance Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Finance:</i></b>		
Commissioner of Finance	MI	1
1st Deputy Commissioner of Finance	MG	1
2nd Deputy Commissioner of Finance	MG	1
Confidential Administrative Assistant	CI	1
Payroll Supervisor	CI	1
Senior Accountant	17	2
Accountant	16	5
Tax Collection Supervisor	14	1
Principal Accounting Clerk	12	2
Title Searcher	12	2
Payroll Clerk	11	4
Program Assistant	8	<u>2</u>
Total:		23
<b><i>Real Property Tax Division:</i></b>		
Deputy Commissioner of Finance / Director of Real Property Tax Services	MG	1
Supervisor of Tax Services	MC	1
GIS Project Coordinator	16	1
Real Property Information Systems Specialist I	16	1
Senior Tax Map Technician	13	1
Principal Program Assistant	12	1
Tax Map Technician	12	1
Tax Map Technician TR	11	1
Program Assistant	8	<u>4</u>
Total		12
Department Total:		35

# Department of Law

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## Functions

The County Attorney is the sole legal advisor for the Executive Branch of County Government. The Department of Law either directs or actively participates in the following matters:

### Family Court Petitions, Motions and Hearings:

- Adult Protection
- Child Abuse/Neglect
- Foster Care
- Severance of Parental Rights
- Prosecution of Support Collection Cases
- Persons In Need of Supervision (PINS)
- Juvenile Delinquency (JD)
- Extensions of Placement
- Drug Court
- Probation Violations

### Contracts, agreements, leases:

- Review of scope of Services
- Preparation of Contract
- Negotiation
- Review of Insurance
- Amendments and Extensions
- Obtaining Approvals

Claims/litigation

Resolutions/local laws

Public hearings on behalf of Co. Executive

Federal/state grants review

Personnel/employee relations

Disciplinary actions

Labor contract negotiations

Legal research and opinions

### Supreme Court:

- Article 78 (Review of Administrative Decisions) and Declaratory Judgment Actions
- Election Law
- Guardianship
- Enforcement of administrative determinations
- Assisted Outpatient Treatment (AOT)
- Supervise civil lawsuits against County
- Appeals

Freedom of Information Law (FOIL)  
Counsel & Appeals

In addition to being the sole legal advisor for the Executive Branch of County Government, the Department of Law provides assistance to Dutchess Community College with regard to personnel issues and joint projects with County government; the Dutchess County Resource Recovery Agency with regard to licensing applications and operational efficiencies; the Dutchess County Water and Wastewater Authority with regard to its zones of assessment; and to various not for profit agencies which conduct business with the County of Dutchess.

Other activities conducted by the Department of Law: eminent domain proceedings, highway/right-of-way takings, tax refunds, Health Department legal proceedings, and the Federal Urban County Program, as well as civil litigation in actions against the County challenging bid awards on county projects, In Rem tax enforcement proceedings, Medicaid fair hearings and pursuit of tax claims in Bankruptcy Court, ongoing activity in the acquisition of open space and trail rights throughout the county.

A Legal Unit comprised of a Bureau Chief and five Senior Assistant County Attorneys is assigned by the County Attorney to the Department of Community and Family Services (DCFS). This unit provides legal advice to the various social service divisions and represents the Department of Community and Family Services in Family Court cases and in related matters in other court and legal forums; handles cases involving adult protection, child abuse and/or neglect, foster care and severance of parental rights; and prosecutes support collection cases.

# Department of Law



## Mission Statement

County Attorney is the sole legal advisor for the County and its units (except for the Legislature).

**Goal:**

**County Attorney, Department of Community and Family Services Legal Unit, provides legal advice to the various divisions and represents Social Services in Family Court cases and in related matters in other courts and legal forums; handles cases involving adult protection, child abuse and/or neglect, foster care and severance of parental rights and prosecutes support collection cases.**

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Child Support & Paternity (IV D)	4,661	4,400	4,500	100	2.3%
Total Child Support Collections Cases	11,154	11,150	11,155	5	0.0%
Assigned Counsel Cases (111G)	144	134	140	6	4.5%
Adult Protective Service Cases	22	25	27	2	8.0%
Special Investigation Unit Cases - County Resource Recovery	88	90	95	5	5.6%
Abuse, Neglect, Terminations - Child Welfare	754	800	820	20	2.5%
Permanency Hearings/ Child Welfare	304	420	425	5	1.2%
Interstate Child Support Cases (UIFSA)	132	120	125	5	4.2%
Child Protective Services Reports / Fair Hearings	74	80	82	2	2.5%

**Goal:**

**County Attorney prosecutes Juvenile Delinquent and Persons In Need of Supervision cases in Family Court; appears for extensions and violations and handles referred drug court cases.**

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Juvenile Delinquent (JD) Files Opened	68	44	44	-	0.0%
JD Active Files	165	150	150	-	0.0%
JD Petitions Filed	36	20	20	-	0.0%
Persons In Need of Supervision (PINS) Files Opened	59	68	68	-	0.0%
PINS Active Files	89	100	100	-	0.0%
PINS Petitions Filed	59	68	68	-	0.0%
Extension/ Violations Filed	89	40	40	-	0.0%

# Department of Law

**Goal:** County Attorney processes all County contracts, amendments and extensions; reviews related scopes of service and insurance; handles leases; claims and litigation for and against The County; prepares local laws and resolutions for submission to County Legislature; provides legal support to all County departments.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
New Contract Files Opened	830	800	800	-	0.0%
New Contracts Processed	493	525	525	-	0.0%
Total Contracts with Extensions/ Amendments & Leases Processed	670	680	680	-	0.0%
Resolutions Processed	225	275	275	-	0.0%
Litigation - Torts	100	100	90	(10)	-10.0%
Other Litigation	290	290	290	-	0.0%
Administrative Hearings	45	45	50	5	11.1%
Enforcement Proceedings of Agency Determinations	40	40	40	-	0.0%
Real Property Matters	300	300	300	-	0.0%

## **KEY BUDGETARY ISSUES**

An additional Family Court Judge begins January 1, 2016. The impact on The Department of Law workload will be assessed during 2016.

## **2015 Accomplishments**

The County Attorney's Office has:

- Completed the transformation of lease files from traditional paper files to paperless files as part of the Electronic Content Management Program (ECM). This accomplishment has provided a reduction in the consumption of paper and a better utilization of storage space. This accomplishment will increase the efficiency of drafting leases and provide consistency in the terms of leases as well. The leases that were in place prior to 2015; the lease documents only are in OnBase. However, moving forward the lease documents as well as all correspondence will be in the OnBase file;
- Continued processing the consolidation of the contract with Thomson Reuters to provide various departments with legal research capabilities and thereby receiving a reduced price rate and consolidating redundant contracts;
- Further implementation of stronger language in vendor contracts to provide for effective audit procedures, prohibitions of the use of County funds unless specifically identified in the scope of services of the contract which is provided by the vendor;
- Assisted the Department of Public Works regarding the acquisition of over 40 Real Property easements for various Rehabilitation projects, including: Old Hopewell Road Rehab Project, Beekman Road Project, Hollow Road Project, Linden Avenue Bridge, Bridge D-32 Ridge Road, DeGarmo Road, North Road, Crum Elbow Road, North Quaker Hill Road, Bruzgal Heights Subdivision, Hoffman Road Bridge, Hibernia Road Bridge, Middlebush Road, Bridge M-7 Academy Hill Road and Bridget E-9 Palen Road;

- Collaborated in the negotiation and execution of the Unions Collective Bargaining Agreements: DCSEA, CSEA and PBA; assisted with the development of a new management and confidential performance evaluation system.
- Continue to implement efficiency in the prosecution of juvenile delinquency and persons in need of supervision matters in Family Court through the consolidation of the Assistant County Attorneys assigned to these matters so as to create a working team approach;
- Draft and submit Local Laws and Resolutions for legislative consideration as requested and approved by the County Executive;
- Conducted several public hearings related to the proposed Local Laws;
- Represented the County and its units in administrative hearings, enforcement proceedings and litigation both for and against the County;
- Participated in Medicaid Fair Hearings;
- Presented community informative presentations, and
- Provided legal services to all County units in the matters of counsel and litigation.

**Department of Community & Family Services (DCFS) Legal Unit:**

Dutchess County Family Court has been a pioneer in many innovative court programs. The Department of Law already has the following visionary programs involving the Legal Unit of DCFS:

1. Intensive Review Court for Substance Abusers
2. Permanency Hearing Part with Court Attorney Referee
3. Domestic Violence Part for Article 10 Abuse and Neglect cases
4. Regularly scheduled pre-trial conferences and discovery

As part of The Department of Law's County involvement, as a model court, DCFS Legal is active in the Dutchess County Court Improvement Project for Abused and Neglected Children. We are members of the Stakeholder group and have served on the subcommittees for Adoption and Disproportionate Minority Representation.

DCFS with the Legal unit continues to participate in collaborative systems.

- Thursday morning CPS review of cases with Attorney
- Friday morning court case conferences with Attorney(s)
- Biweekly foster care case review with foster care unit and legal unit
- Biweekly Child Advocacy Center meetings
- Child Advocacy Center with concomitant interaction amongst the DA Office, Police, CPS, County Attorney Office, Mental Health, Probation, Victim Services and Medical Services
- In house training

The division also participates in collecting donations to various charities at Christmas time.

## **2016 Initiatives**

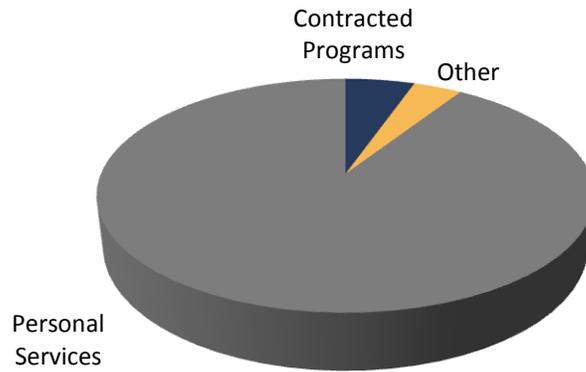
- Continue to provide legal services to the Executive Branch of County Government in an efficient and effective manner.
- Ongoing review and analysis of articles in county contracts to potentially improve and strengthen the language in order to prohibit misuse of county funds by vendors.
- Collaborate with the County Legislature to compile a codification of all local law in an in-depth publication.
- Complete the integration of our various office wide software programs to create a user friendly system for email, document filing and digital communication.
- Develop a digitized office wide file index for more efficient file retrieval.
- Adjust to the addition of a new family court part to determine the adequacy of existing legal staff or the need for additional staff to provide excellent representation in juvenile and DCFS proceedings.

# Department of Law Fiscal Summary

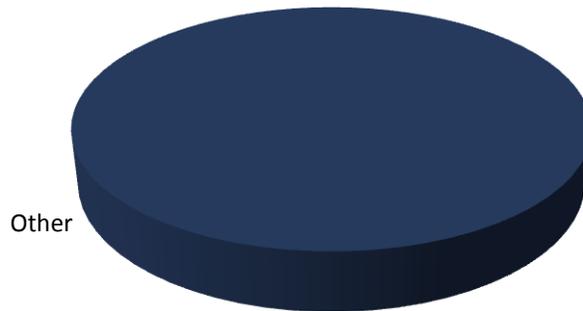
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 1,500,888	\$ 1,444,943	-4%
Revenues	\$ 4,000	\$ 4,000	0%
County Cost	\$ 1,496,888	\$ 1,440,943	-4%

### 2016 Adopted Appropriations



### 2016 Adopted Revenue

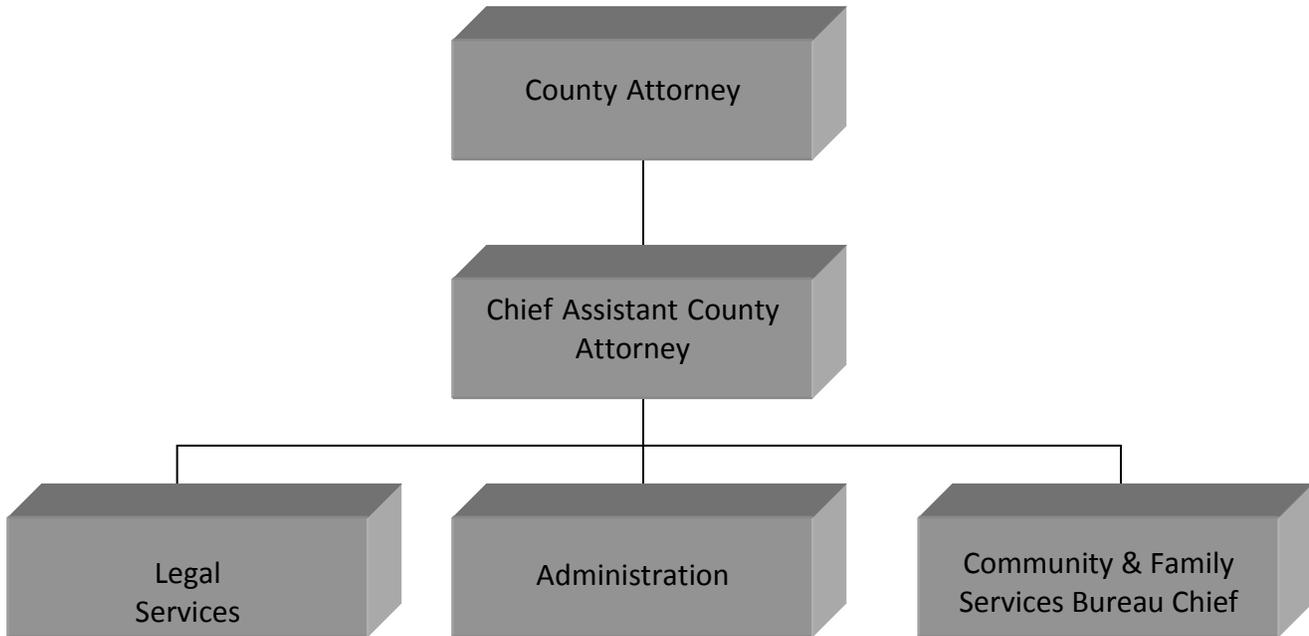


## Department of Law

### \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	1,525,924	1,527,743	1,592,072	1,569,744	(22,328)	-1.40%
Employee Benefits	746,137	755,575	725,331	715,514	(9,817)	-1.35%
Personal Services	2,272,061	2,283,318	2,317,403	2,285,258	(32,145)	-1.39%
Employee Travel, Train & Educ	22,743	21,553	24,808	21,553	(3,255)	-13.12%
Supplies	2,102	3,000	3,000	3,000	-	0.00%
Interdepartmental Prog & Srv	(901,438)	(947,723)	(947,723)	(972,723)	(25,000)	2.64%
Contracted Services	69,430	76,600	73,600	77,900	4,300	5.84%
Mandated Programs	12,853	15,315	15,160	15,315	155	1.02%
Operations	4,618	14,740	14,640	14,640	-	0.00%
Total	1,482,369	1,466,803	1,500,888	1,444,943	(55,945)	-3.73%
OTPS	(789,693)	(816,515)	(816,515)	(840,315)	(23,800)	2.91%
Departmental Income	0	0	0	0	-	
Intergovernmental Charges	1,325	2,000	2,000	2,000	-	0.00%
Misc. Local Sources	5,788	2,000	2,000	2,000	-	0.00%
Total	7,113	4,000	4,000	4,000	0	0.00%
Net County Cost	1,475,256	1,462,803	1,496,888	1,440,943	(55,945)	-3.74%

# Department of Law Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b>Law:</b>		
County Attorney	MJ	1
Chief Assistant County Attorney	MH	1
Bureau Chief (CFS)	MH	1
Senior Assistant County Attorney	AG	3
Senior Assistant County Attorney (CFS)	AG	5
Senior Assistant County Attorney	MG	2
Confidential Secretary- County Attorney	MC	1
Legal Secretary- EA	CH	1
Legal Secretary	CE	<u>3</u>
<b>Total:</b>		<b>18</b>

# Department of Human Resources

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## **Functions**

The Commissioner of Human Resources acts as the Civil Service Officer (local civil service commission) for the County of Dutchess as defined by Section 15 of Civil Service Law. This includes the responsibility for administering Civil Service Law for the County, and all of the towns, villages, cities, school districts and special districts located within the geographic boundaries of Dutchess County. The Department is responsible for prescribing, amending and enforcing rules for the classified civil service. Human Resources maintains an official roster record for each classified civil service employee in the County (over 9,600 employees), which contains a detailed employment history from appointment until separation from service. In addition, Human Resources uses these records to certify the payrolls of each of our 71 civil divisions annually to ensure that all positions have been filled in conformance with law and rules, roster records are up to date, and employees are being paid appropriately according to Civil Service standards. Additional areas of responsibility are examination, recruitment, administration, application review, establishment and certification of eligible lists. Human Resources also maintains class specifications for all positions in the competitive, noncompetitive and labor jurisdictional classes, which includes defining the job duties, knowledge skills and abilities for the position, as well as setting the minimum qualifications. In carrying out these civil service functions, the Department provides technical advice and guidance to appointing authorities, municipal officials, employees, union representatives and the public on civil service law, rules and procedures.

The Commissioner is assigned by the County Executive the responsibility for administering labor relations for County bargaining units. This includes participation in collective bargaining negotiations, maintaining the official record of those negotiations, overseeing formal Labor Management Committees and other special committees and implementing and administering the collective bargaining agreements. Other employee relations functions include assisting with budget preparation, processing changes to LOGOS HR/Payroll system, updating the County Policy and Procedure Manual, coordinating employee orientations, monitoring the employee appraisal program and researching and recommending allocation changes for county positions.

The Equal Employment Opportunity Program for the County is currently overseen by the EEO / Human Rights Officer under the direction of the Human Resources Department. This includes providing staff training on special EEO concerns; investigating complaints of alleged discrimination and work place violence incidents by County employees; expanding diversity in recruitment and advertising for vacant positions and scheduled major civil service examinations; recruitment campaigns at colleges, school districts and community-based organizations; conducting exit interviews and making policy or staffing recommendations as a result; monitoring the County's employment practices and ensuring compliance with state and federal regulations on EEO/AA; and conducting training programs for County employees. This position includes a Human Rights Officer component to assist persons in the Dutchess County community with Human Rights violation concerns to connect with the appropriate organization to help in addressing their complaints.

## **PROGRAM/ACTIVITY DESCRIPTIONS**

### **Personnel/Civil Service Administration**

Includes the Senior Staff of the Department. Develops and establishes strategic goals and overall leadership activities of the Department; primary liaison to and advises department and civil division representatives on Civil Service Law and Rules; personnel policies and procedures; classifies all County and municipal positions in

the classified civil service; maintains class specifications; assists other units with more complex aspects of Civil Service Law and Rules; contract interpretation and administration; participates on committees, such as labor management committees; conducts allocation studies for County Departments; reviews applications; participates in negotiations, monitors the employee appraisal program and oversees special projects.

### **Employee Relations**

Responsible for maintaining all Civil Service and personnel records and files for County and Community College employees; maintains the LOGOS HR Personnel/Position Records; conducts new employee onboarding; provides support to professional and technical staff of department in almost all areas; and participates in special projects and compiles statistical information as necessary.

### **Examinations**

Responsible for the civil service examination process; orders of examinations from the New York State Department of Civil Service; reviews examination scopes for appropriateness; prepares and disseminates exam announcements; collects and accounts for examination processing fees; schedules and monitors civil service examinations; scores decentralized exams; conducts and scores the computer based Information Technology examinations; prepares and certifies eligible lists; authorizes and monitors provisional/temporary appointments; and reviews medical examinations and administers agility fitness tests for uniformed service positions; processes general recruitments and seasonal summer worker program; monitors the reception area and provides assistance to the public.

### **Transactions**

Responsible for processing changes and maintaining all Civil Service roster records for civil divisions (not including the County or the Community College); reviews applications; requests, audits and certifies each payroll annually; advises and assists civil divisions with civil service requirements; orienting new municipal officials to Civil Service Law and Rules; authorizes and monitors temporary appointments; provides verification of Civil Service employment for NYS Retirement System.

### **EEO/Human Rights Officer**

Responsible for promoting diversity in County workforce and applicant pool; conducts Equal Opportunity/Affirmative Action/Sexual Harassment/ Workplace Violence complaint investigations and compiles findings and recommendations; conducts exit interviews; receives Human Rights complaints from the public and assists those individuals by making referrals to the proper oversight agency to facilitate their claim resolution; Compiles and reports on Federal and State statistical mandatory reporting, conducts training programs.

## **THE DIVISION OF RISK MANAGEMENT**

The Director of Risk Management works closely with the Commissioner and Deputy Commissioner of Human Resources. This Division is responsible for the oversight of employee benefits, workplace safety, workers' compensation, 207c benefits and property casualty and liability insurances for Dutchess County. The Division also handles workplace safety, workers' compensation, and 207c benefits for two component agencies and thirteen local municipalities. The Division establishes and reviews insurance requirements for approximately 1,500 County contracts, leases and special events.

### **Employee Benefits/ Insurance**

Oversees benefits/insurance management (health, dental, optical, vision, life, unemployment and disability insurance) for active employees and retirees; Oversees the TPA's (Third Party Administrators) and insurance carriers; ensures that the employee benefits, property and casualty insurance and safety programs are

administered in accordance with vendor contractual agreements and in compliance with county, state and federal laws and the County's collective bargaining agreements; recommends changes to benefit/insurances to achieve most economical and efficient packages; oversees Health Care Advisory committee to inform Union leadership of problems and trends in benefit administration and impact on County offered programs.

#### **Self-Insured Workers' Compensation Trust**

Oversees Dutchess County's Self Insured Workers' Compensation Trust which includes 15 other municipal members; Manages the Third Party Administrator (TPA) outcomes, reviews claim reports and follows-up; conducts claim reviews with department heads; Trains staff on workers' compensation reporting; recommends and implements safety/policy initiatives; updates participants on recent NYS Workers' Compensation Board regulations and initiatives.

#### **Safety**

Works with county department heads and municipal partners to prevent injury especially in high exposure areas, such as the Highway, Jail and Sheriff's departments; Conducts facility inspections, reports on findings and unsafe conditions which must be corrected; Conducts regularly scheduled employee trainings on defensive driving and occupational safety and health, workplace accident investigation, ergonomic evaluation and air quality monitoring.

# Human Resources



## Mission Statement

Provide a full range of human resource management services for Dutchess County departments and employees and to administer the New York State Civil Service Law for the County and all municipalities within the County including towns, villages, cities, special districts, school districts and Dutchess Community College.

**Goal:** Provide personnel and civil service administration direction and information, ensure and support others in meeting legal requirements, ensure employees are treated fairly, and ensure related records are maintained accurately.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
<b>Tuition Reimbursements</b>					
CSEA Members	7	7	7	-	0.0%
Management & Confidential	2	2	2	-	0.0%
Payrolls Certified / Reviewed	70	74	73	(1)	-1.4%
County Personnel/ Payroll/ Roster Changes	1,900	1,980	2,000	20	1.0%
Non-County Personnel/ Payroll/ Roster Changes	9,659	9,622	9,700	78	0.8%
Grievances/ Stipulations/ Arbitrations	18	18	15	(3)	-16.7%
Onboarding Orientations	147	160	160	-	0.0%
<b>Position Classifications</b>					
County	54	65	85	20	30.8%
Municipalities	155	120	120	-	0.0%
<b>Layoff Status Records:</b>					
Depts / Agencies	8	6	6	-	0.0%
Titles	31	9	9	-	0.0%
Employees	33	9	9	-	0.0%

**Goal:** Conduct effective and efficient civil service examination and recruitment program; ensure civil service requirements are met and ensure employment rights and protections are provided to all.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Applications Processed	3,974	4,550	4,750	200	4.4%
Exam Participants	2,636	3,090	3,300	210	6.8%
Exams Given *	130	120	120	-	0.0%
Lists Established	121	110	110	-	0.0%
Certifications	449	375	400	25	6.7%
Agility Performance Exam	118	150	130	(20)	-13.3%
Summer Intern (# Positions)	43	31	25	(6)	-19.4%
Summer Intern Applications	135	98	100	2	2.0%

\* Anticipated Firefighter exam for 2016 and large support position exams

## Human Resources (continued)

**Goal:** Ensure all citizens have equal access to County Government jobs; ensure all employees will be treated in a fair and non-discriminatory manner; ensure employees may work in a safe work environment and are afforded an impartial mechanism to have concerns addressed; and ensure qualifying employees will be afforded fair and equal treatment in access and promotional opportunities.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Exit Interviews	35	40	40	-	0.0%
Human Rights / Discrimination / Workplace Violence	38	48	52	4	8.3%

### Division of Risk Management

**Goal:** Train County and Trust Participant employees on safe work practices to eliminate and/or minimize injuries.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Safety & Health Training *	467	500	1,500	1,000	200.0%
Defensive Driving Course*	465	428	600	172	40.2%
Third Party Administrator Supervised Training**	34	159	165	6	3.8%

**Goal:** Provide cost effective Workers' Compensation coverage to the County and participants in the Workers' Compensation Plan.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Workers' Compensation Claims	318	250	200	(50)	-20.0%
Municipalities in Workers' Compensation	15	15	18	3	20.0%
Claim reviews & stewardship meeting	1	1	2	1	100.0%
WC TPA's Medical Savings on claims	59.0%	62.0%	63.0%	0.01	1.6%
WC claims reported within 3 days	52.8%	62.0%	70.0%	0.08	12.9%
WC claims reported electronically	94.6%	94.7%	95.0%	0.00	0.3%

**Goal:** Attempt to prevent accidents by inspections of work sites, conduction safety meetings and reviewing claims.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Worksite Inspections	25	10	10	-	0.0%
Facility Inspections	109	155	160	5	3.2%
Accident & Safety Complaint Investigations	32	20	20	-	0.0%

**Goal:** Provide cost effective health, dental and optical insurance to County, DCC, RRA and WWA employees, as well as health insurance to retirees.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Health Insurance Enrollment	2,444	2,460	2,460	-	0.0%
Dental Insurance Enrollment	1,870	1,860	1,860	-	0.0%
Optical Insurance Enrollment	1,746	1,720	1,720	-	0.0%

\* Program swill be open to the W/C Trust Participant employees

\*\* TPA will provide specialized training (lead awareness)

## **KEY BUDGETARY ISSUES:**

The 2016 Budget for the Department of Human Resources includes two new initiatives, (CPS and probation salary study, as well as, the management and confidential plan revision), that have funding in the budget.

The focus of the Department of Human Resources in 2016 is to finalize integration of the Risk Management Division with the Human Resources Department. The physical relocation of the Division of Risk and process redesign will involve a re-evaluation of all existing procedures, development of new and updated policies (previously updated in 1993), greater back-up capabilities, the breakdown of silos, and a more efficient service delivery model for our staff and the community.

Additionally, the Department will continue collaborating with our vendors to transform and modernize the health insurance, workers compensation and property and casualty insurance programs in order to attain best practice models to lower the overall cost of insurance coverage and claims while maintaining quality. The budgeted property, casualty, health and liability insurances are expected to rise 5% to 10% going into 2016.

## **2015 Accomplishments**

### **Human Resources and Civil Service**

- Maintained the provisional rate of competitive class employees below 3% - achieving a rate of 2.5%, below the recent State-wide average of 3.2%.
- Continue to resolve major software issues to LOGOS HR Management System.
- Develop additional reporting procedures to accommodate 1095 mandated reporting by the Affordable Care Act (ACA).
- Presented resolution to the NYS Civil Service Commission to update the Rules for the Classified Service of Dutchess County.
- Redesigned the annual Affirmative Action Report for easier use and understanding of content.
- Redesigned and updated the Department website for content and structure.
- In order to ensure a skilled and diverse workforce, Dutchess County will be removing questions related to an individual's criminal history on County employment and examination applications. This practice, which is commonly known as "Ban the Box," promotes fairness and opportunity for all applicants by removing barriers that may impede otherwise qualified individuals from applying for employment.
- Established a Diversity Advisory Council.
- Labor contracts / collective bargaining agreements successfully negotiated for three out of the four bargaining units: CSEA, DCSEA and PBA.
- Established a new labor management committee specific to the Department of Public Works.

- Revised the investigation procedures and outcome reporting for workplace violence allegations; recommending and developing outcomes to address findings.
- Revised procedures and documentation for complaints of discrimination; develop more responsive investigation to procedure and follow through process.
- Assisted the Departments of Mental Hygiene and Health management with the merging of departments and assure employees are in compliance with Civil Service Law. Provided major guidance in the evaluations to re-class employees properly, with an on-going focus to monitor changing duties.
- Created an electronic development and approval system within On-Base (electronic content management system) for Class Specifications.
- Led the Department of Behavioral and Community Services Search Committee for a new Commissioner of the newly merged department.
- Worked with the management and confidential performance management team to develop a new performance evaluation system and provided training.

### **Benefits and Risk Management**

- Hired a new Director of Risk Management.
- Created and filled an Accountant position.
- Work with health insurance broker to review current health insurance coverage's to identify cost savings and/or enhancements. Identified potential premium savings and benefit enhancements that would be realized by the introduction of additional Medicare supplement products for our +65 retiree population.
- Implemented online benefits enrollment portal for all County employees.
- Implemented procedures to track and report health insurance enrollment data for 1094/1095 reporting requirements effective in 2015 as mandated by the Affordable Care Act.
- Strong emphasis was placed on developing consistency and quality in the claims management process, with claim reviews involving department heads, staff training, and implementation of modified duty. Enhanced available resources to assist with more complex 207c legal issues, Compensation Board initiatives, and anti-claim fraud measures. Expanded safety training programs for all county and municipal participant employees.
- Conducted comprehensive review and adjustment to County's insurance limits and coverage details to meet best practices and the current needs of the County based on updated coverage gap analysis and loss projection report. Established and reviewed insurance requirements for approximately 1,500 County contracts, agreements, leases and special events which included training to conduct preliminary review of vendor compliance with insurance requirements.

- Expanded oversight and coordination of liability claims between Risk, the TPA and Department of Law. Implemented a tort committee for claim reviews, and increased claim accessibility by obtaining access to TPA's electronic claims system.

## **2016 Initiatives**

### **Human Resources and Civil Service**

- In coordination with OCIS, continue implementation of Enterprise Content Management/Document Management System for benefits, personnel, workers compensation records and file keeping.
- Implement second phase of the Workplace Violence Prevention and Response program training to all County employees. Compliance requires all hazard and risk assessments and analyses, and the development and implementation of specialized training unique to specific departments, certain classes of employees and specific work environments.
- Finalize review, document and update County policy and procedures in regards to the seasonal workers and summer/intern program. Implement recommendations to expand for maximum permissible and cost-effective utilization.
- Continue with the classification and allocation review of selected County positions.
- Start negotiations with PBA labor contracts/collective bargaining agreement for expiring contract. Continue Dutchess Staff Association (DSA) negotiations (if not settled prior).
- Develop and update policies and procedures for Dutchess County Personnel Administration.
- Continue ongoing updates of the Rules for the Classified Service of Dutchess County.
- Redesign and implement Exit Interview tool and data sharing process.
- Continuing assisting the newly merged Department of Behavioral and Community Health. Monitor structure and duty redesigns and the effect these have on Civil Service position compliance.
- Develop and conduct trainings for county employees, both in-house and through outside resources in disciplinary procedures, harassment prevention, best supervisory practices, etc.
- Implement performance management system for management and confidential employees.
- Conduct analysis of CPS and probation officer job responsibilities and grade assignments.

### **Benefits and Risk Management**

- The online enrollment portal will debut at open enrollment in 2015 and be effective January of 2016.
- Hold quarterly claim reviews with liability claims TPA and enhance oversight of vendor's claims system to monitor claim handling and better determine risk exposure.
- Fully implement revised workers' compensation injury report form and reporting process.

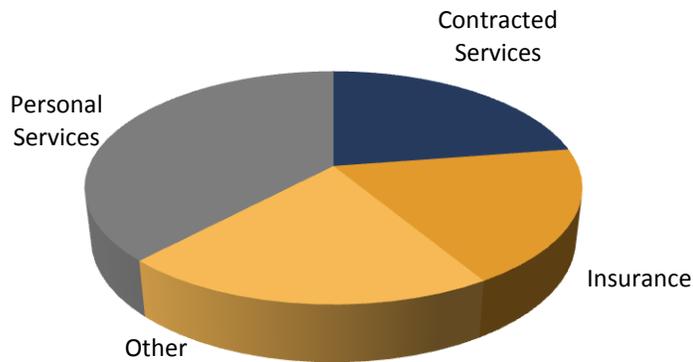
- Continue review of County's insurance limits and coverage details to ensure best practices are used to meet the needs of the County.
- Start county-wide fleet safety committee. Evaluate potential for auto fleet intelligence GPS monitoring system. Work to standardize auto accident reporting and management on a county-wide basis.
- Re-evaluation of the training programs related to Defensive Driving and BOSH trainings to maximize alternate training opportunities while continuing to meet the needs of County and Workers' Compensation Trust members.
- Update and implement an updated emergency evacuation plan for all County buildings and employees.

# Department of Human Resources Fiscal Summary

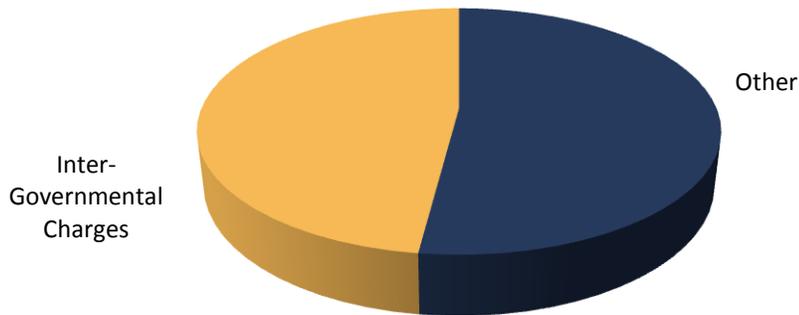
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 6,666,305	\$ 6,241,218	-6%
Revenues	\$ 2,401,631	\$ 2,900,488	21%
County Cost	\$ 4,264,674	\$ 3,340,730	-22%

### 2016 Adopted Appropriations



### 2016 Adopted Revenue

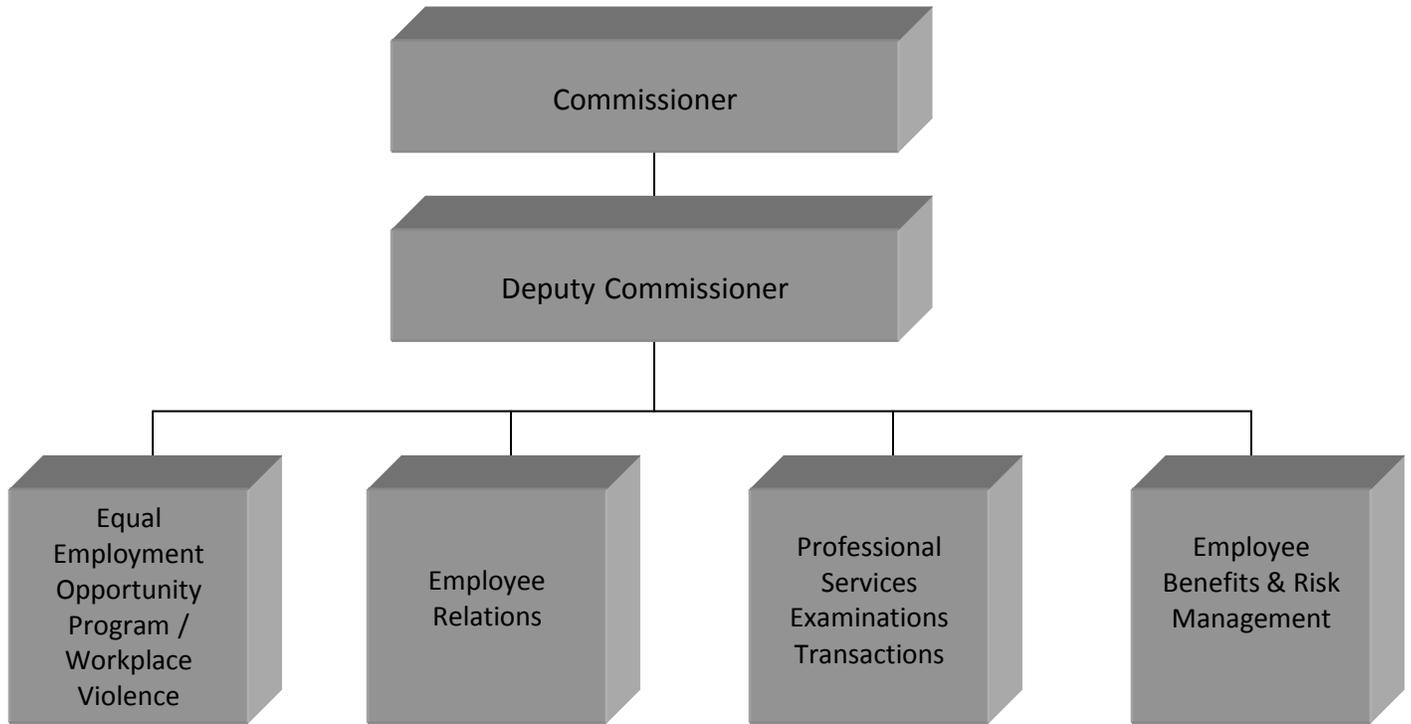


# Department of Human Resources

## \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	1,440,690	1,468,763	1,553,608	1,611,755	58,147	3.74%
Employee Benefits	704,636	870,483	875,208	758,811	(116,397)	-13.30%
Personal Services	2,145,326	2,339,246	2,428,816	2,370,566	(58,250)	-2.40%
Employee Travel, Train & Educ	8,453	22,945	22,895	25,285	2,390	10.44%
Supplies	6,717	9,236	9,236	13,750	4,514	48.87%
Interdepartmental Prog & Srvc	(3,379,681)	(2,587,497)	(2,586,422)	(3,387,360)	(800,938)	30.97%
Insurance	653,682	1,150,293	1,150,293	1,173,203	22,910	1.99%
Contracted Services	1,154,528	1,631,630	1,871,962	1,408,530	(463,432)	-24.76%
Mandated Programs	527,530	400,500	400,500	425,500	25,000	6.24%
Operations	821,499	3,375,050	3,369,025	4,211,744	842,719	25.01%
<b>Total</b>	<b>1,938,054</b>	<b>6,341,403</b>	<b>6,666,305</b>	<b>6,241,218</b>	<b>(425,087)</b>	<b>-6.38%</b>
OTPS	(207,272)	4,002,157	4,237,489	3,870,652	(366,837)	-8.66%
Departmental Income	106,231	63,900	63,900	60,000	(3,900)	-6.10%
Intergovernmental Charges	966,253	1,347,731	1,347,731	1,390,488	42,757	3.17%
Use of Money and Property	5,936	0	0	0	-	
Sale of Prop and Comp for Loss	408	0	0	0	-	
Misc. Local Sources	981,249	650,000	690,000	650,000	(40,000)	-5.80%
Interfund Transfers	300,000	300,000	300,000	800,000	500,000	166.67%
<b>Total</b>	<b>2,360,077</b>	<b>2,361,631</b>	<b>2,401,631</b>	<b>2,900,488</b>	<b>498,857</b>	<b>20.77%</b>
Net to County Cost	(422,023)	3,979,772	4,264,674	3,340,730	(923,944)	-21.67%

# Department of Human Resources Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Human Resources</i></b>		
Commissioner of Human Resources	MI	1
Deputy Commissioner of Human Resources	MG	1
EEO / Human Rights Officer	ME	1
Senior Human Resources Associate	ME	3
Human Resources Associate	MD	2
Accountant	CN	1
Confidential Administrative Assistant	CI	1
Senior Human Resources Assistant	CH	2
Human Resources Assistant	CE	6
Receptionist	6	<u>1</u>
Total:		19
<b><i>Benefits and Risk Management</i></b>		
Director of Risk Management	MG	1
Safety Coordinator	15	1
Safety Specialist	13	1
Principal Program Assistant	12	<u>1</u>
Total:		4
Department Total:		23

# Department of Public Works Administration & Building Management (Operations and Maintenance)

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## **Functions**

The Department of Public Works has the responsibility for the administration, construction, maintenance, supervision, repair, alteration, and care of all buildings, highways, bridges, parking lots, county parks, and any other Public Works' facilities considered within the county jurisdiction. The Department is also responsible for the supervision of the design and construction of all capital projects in the county five-year Capital Improvement Program. There are other units within the Department of Public Works, however for presentation purposes, Administration and Building Management are part of the General Government Support section.

## **Administration**

Provides overall guidance and department management, oversees expenditures and capital projects management, and establishes the goals and objectives of the Public Works Department.

## **Buildings Management**

Responsible for the operation and maintenance of 186 County owned or leased buildings totaling approximately 1.2 million square feet. The major objective of this Division is to insure the safety and comfort of all county employees and residents visiting the County's facilities. A full range of services is provided or administered to achieve this goal including overseeing design, construction, administration, building maintenance, security services, off-street parking, and operation of the county-owned facilities.

Capital projects planning and coordination, new construction, renovation and historic preservation, and lease negotiations for county facilities are initiated, organized and managed by this Division.

# Department of Public Works Administration and Building Management



## Mission Statement

The Department of Public Works has the responsibility for the administration, construction, maintenance, supervision, repair, alteration, and care of all buildings, parking lots, and any other Public Works' facilities considered within the county jurisdiction. The department is also responsible for the supervision of the design and construction of all capital projects in the county five-year Capital Improvement Program.

**Goal:** To provide a safe building environment for the public and employees who conduct business and work in our facilities.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Work Orders Completed	4,984	5,200	5,400	200	3.8%
# Clients in Public Parking	58,937	60,000	62,000	2,000	3.3%

## **KEY BUDGETARY ISSUES:**

The Buildings Division projects revenue will decrease from the 2015 budget. This is due to rental revenue loss from Abilities First at 230 North Road, and a decrease in NYS Court reimbursements.

The budget includes anticipated higher medical expenses, projected decrease in utility costs due to a lower than anticipated forecasted cost.

The budget reflects notable increases in the buildings repair line, as well as, professional services.

## **2015 Accomplishments**

- 170 Washington St. roof replacement;
- 22 Market St. County office building parking lot redesign and construction;
- Mental Hygiene renovations at 230 North Rd.;
- HVAC Piping & Infrastructure replacement program at various buildings (based upon 2014 Hazmat & Infrastructure Survey). Pine Plains boiler replacement and based on funding availability, HVAC piping upgrades at 10 Market St., as well as, 22 Market St.;
- Roof replacement program at various County buildings;
- Completion of the renovation associated with the HVNN lease at airport;
- Prepared elevator bid specifications, contract awarded to Eagle Elevator;
- OCIS generator replacement;

- Camera upgrades at 22 Market St. through Emergency Response State Grant;
- Camera replacement at 50 Market St.;
- Interior lighting upgrades through Central Hudson’s lighting initiative;
- Review Airport terminal upgrades for café area;
- Vacant property reviews with the Finance Department relating to foreclosures; and
- OCIS Phase I building improvements.

## **2016 Initiatives**

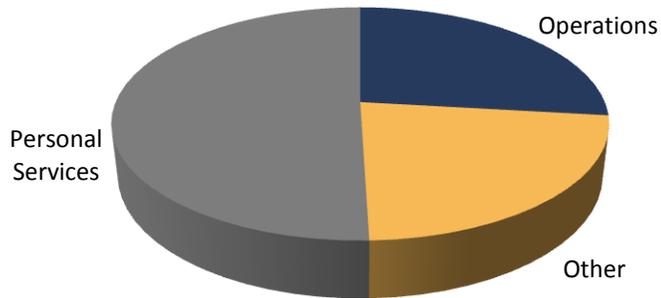
- Security upgrades at 50 Market St.;
- Camera replacement at 50 Market St.;
- Camera upgrades at 22 Market St. through Emergency Response State Grant;
- Elevator upgrades – 22 Market St. and 60 Market St.;
- HVAC piping & infrastructure replacement program at various buildings (based upon the 2014 Hazmat & Infrastructure Survey);
- Dutchess County Justice and Transition Center final design;
- Roof Replacement Program at Various County Buildings;
- Emergency Response master plan updates;
- Emergency Response electrical upgrades and HVAC assessments through a State Grant;
- 47 Cannon St., Board of Elections renovations;
- Facility Information Database; and
- Dutchess Stadium maintenance and improvements.

# Department Public Works Administration & Building Management Fiscal Summary

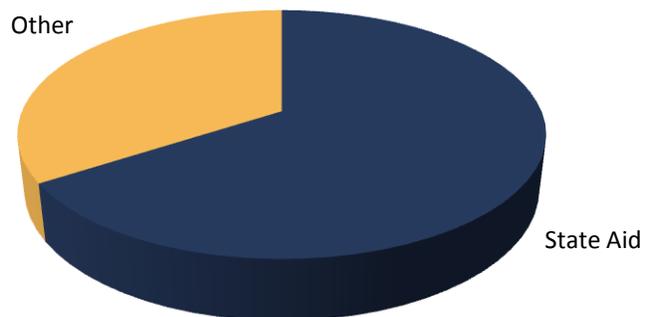
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 5,849,751	\$ 5,627,751	-4%
Revenues	\$ 708,758	\$ 660,200	-7%
County Cost	\$ 5,140,993	\$ 4,967,551	-3%

### 2016 Adopted Appropriations



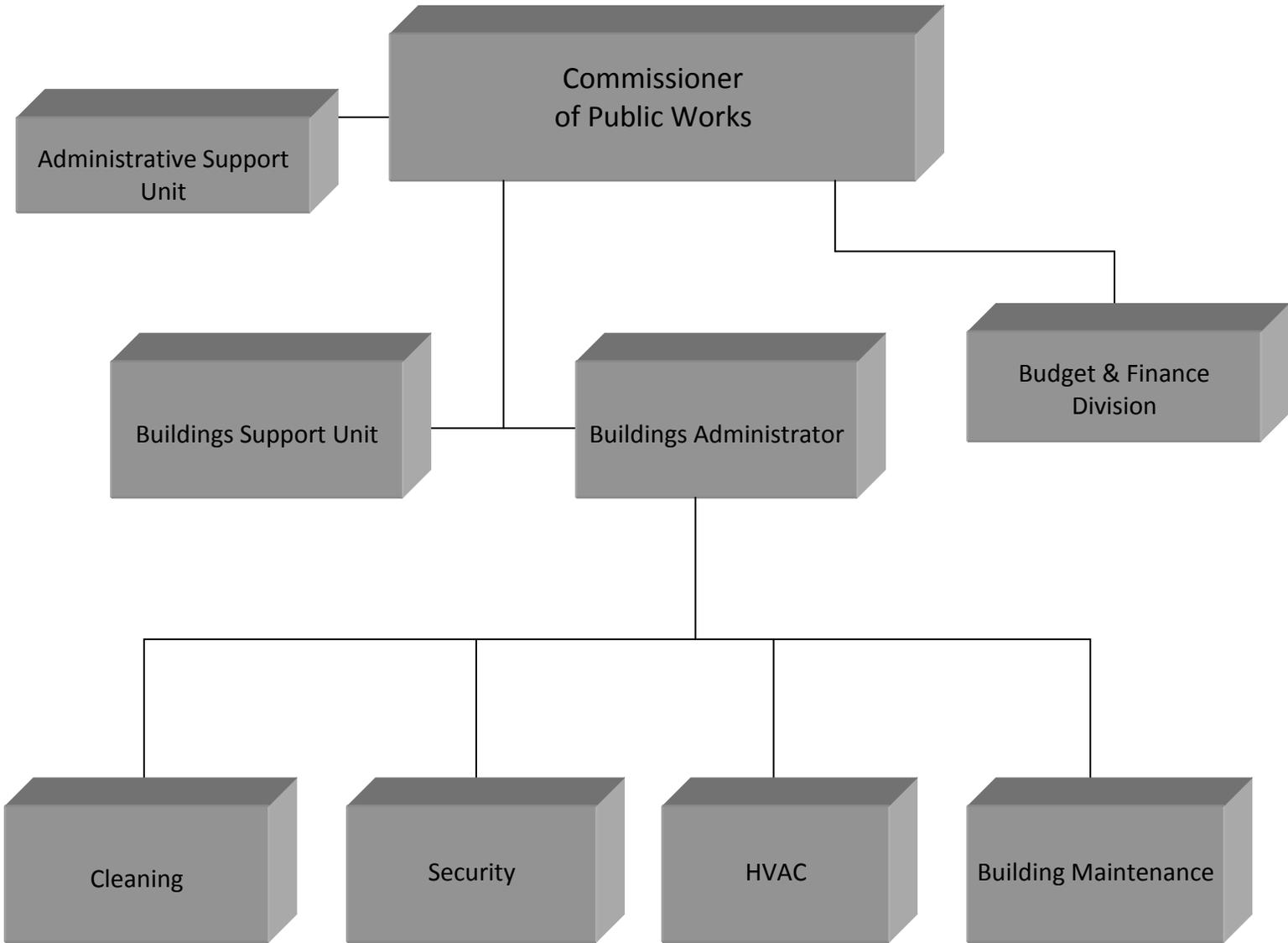
### 2016 Adopted Revenue



**Department of Public Works**  
**Administration & Buildings Management**  
**\*Budget Summary\***

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	1,978,372	2,153,777	2,269,806	2,182,069	(87,737)	-3.87%
Employee Benefits	1,088,585	1,117,142	1,103,643	1,106,118	2,475	0.22%
Personal Services	3,066,957	3,270,919	3,373,449	3,288,187	(85,262)	-2.53%
Employee Travel, Train & Educ	3,831	4,115	6,311	6,325	14	0.22%
Equipment	5,433	1,525	1,525	7,340	5,815	381.31%
Supplies	117,630	105,275	131,095	115,250	(15,845)	-12.09%
Utilities	942,599	1,276,080	1,170,874	1,038,355	(132,519)	-11.32%
Interdepartmental Prog & Srv	(391,807)	(456,543)	(455,604)	(447,166)	8,438	-1.85%
Contracted Services	95,209	64,250	141,400	109,250	(32,150)	-22.74%
Operations	1,593,122	1,472,000	1,480,701	1,510,210	29,509	1.99%
Total	5,432,975	5,737,621	5,849,751	5,627,751	(222,000)	-3.80%
OTPS	2,366,018	2,466,702	2,476,302	2,339,564	(136,738)	-5.52%
Departmental Income	42,138	3,000	3,000	3,000	-	0.00%
Use of Money and Property	18,000	266,558	266,558	220,000	(46,558)	-17.47%
Fines and Forfeitures	450	2,000	2,000	2,000	-	0.00%
Sale of Prop and Comp for Loss	20,857	200	200	200	-	0.00%
Misc. Local Sources	119,845	0	0	0	-	
State Aid	439,081	437,000	437,000	435,000	(2,000)	-0.46%
Total	640,371	708,758	708,758	660,200	(48,558)	-6.85%
Net County Cost	4,792,604	5,028,863	5,140,993	4,967,551	(173,442)	-3.37%

# Department of Public Works- Administration & Buildings Management Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>DPW Administration:</i></b>		
Commissioner of Public Works	MJ	1
Confidential Administrative Assistant	CI	<u>1</u>
Total:		2
<b><i>DPW Buildings Division:</i></b>		
Buildings Administrator	MF	1
Mechanical Engineer	19	1
Building Maintenance Supervisor	16	1
Heating and Ventilation Supervisor	16	1
Electrician II	15	1
Architectural Technician	14	1
Heating and Ventilation Technician	14	1
Senior Carpenter	14	1
Senior Plumber	14	1
Building Maintenance Mechanic III	13	3
Building Maintenance Mechanic III (HV)	13	2
Contract Specialist	13	1
Electrician I	13	1
Building Maintenance Mechanic II (HV)	12	1
Painter II	12	1
Principal Accounting Clerk	12	1
Building Maintenance Mechanic II	11	1
Building Maintenance Mechanic I	10	1
Building Maintenance Mechanic I (HV)	10	1
Secretary	10	1
Accounting Clerk	9	1
Building Maintenance Mechanic I	8	2
Head Cleaner	6	1
Security Guard - Hourly	4-8-H	0.6
Parking Lot Attendant	4	1
Security Guard	4	4
Cleaner	3	<u>4</u>
Total:		36.6
Total for Public Works Administration and Buildings:		38.6

# Contingency & Vacancy Factor

Contingency & Vacancy Factor						
*Budget Summary*						
Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	0	(1,600,000)	(1,600,000)	(1,600,000)	-	0.00%
Personal Services	0	(1,600,000)	(1,600,000)	(1,600,000)	-	0.00%
Contingency	0	1,500,000	40,200	1,500,000	1,459,800	3631.34%
Total	0	(100,000)	(1,559,800)	(100,000)	1,459,800	-93.59%
OTPS	0	1,500,000	40,200	1,500,000	1,459,800	3631.34%
Net to County Cost	0	(100,000)	(1,559,800)	(100,000)	1,459,800	-93.59%

## **KEY BUDGETARY ISSUES:**

- Vacancy factor is budgeted at (\$1.6) million.
- General Contingency is budgeted at \$1.5 million.

# Contribution to Enterprise Funds

Contribution to Enterprise Funds							
*Budget Summary*							
Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change	
Other	2,725,816	2,624,262	2,624,262	1,605,778	(1,018,484)	-38.81%	
Total	2,725,816	2,624,262	2,624,262	1,605,778	(1,018,484)	-38.81%	
Net to County Cost	2,725,816	2,624,262	2,624,262	1,605,778	(1,018,484)	-38.81%	

DPW Airport (EA Fund) and DPW Public Transit (ET Fund) operate as Enterprise funds. The difference between revenues and expenses in each fund is offset by a contribution from the General Fund known as the County subsidy.

- EA Fund Contribution is budgeted at \$219,685, which pays for Airport debt service – there is no longer an operating subsidy.
- ET Fund Contribution is budgeted at \$1,386,093. The 2016 budget also includes \$1,000,000 from ET fund balance to reduce the county subsidy.

# Interfund Transfers

Interfund Transfers							
*Budget Summary*							
Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change	
Other	1,790,736	250,000	1,091,706	750,000	(341,706)	-31.30%	
Total	1,790,736	250,000	1,091,706	750,000	(341,706)	-31.30%	
Net to County Cost	1,790,736	250,000	1,091,706	750,000	(341,706)	-31.30%	

The interfund transfer reflects the necessary transfer between funds for the Self Insured Workers Compensation Fund. In 2016, this area includes the interfund transfer of \$250,000 from the S fund to the General Fund (A) to reimburse Risk Management for salary and benefits for employees who administer Workers' Compensation and related safety programs, as well as \$500,000 for the reserve for claims.

# Property Taxes

## Functions

The 2016 proposed property tax levy of \$106,644,908 stays within the state imposed property tax cap and reflects the largest property tax levy decrease in over a decade.

Property Taxes *Budget Summary*						
Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Real Property Taxes (net)	106,111,199	106,646,818	106,646,818	105,644,908	(1,001,910)	-0.94%
Total	106,111,199	106,646,818	106,646,818	105,644,908	(1,001,910)	-0.94%
Net to County Cost	(106,111,199)	(106,646,818)	(106,646,818)	(105,644,908)	(1,001,910)	0.94%

Real Property Taxes include:

- \$95,783,643 – General Fund
- \$8,581,846 – Road Fund (D)
- \$2,279,419 – Machinery Fund (E)
- (\$200,000) – Provision for Uncollected Taxes
- (\$800,000) – Provision for Tax Refunds

# Appropriated Fund Balance



Appropriated Fund Balance						
*Budget Summary*						
Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Interfund Transfers	0	4,875,000	14,412,823	11,745,000	(2,667,823)	-18.51%
Total	0	4,875,000	14,412,823	11,745,000	(2,667,823)	-18.51%
Net to County Cost	-	(4,875,000)	(14,412,823)	(11,745,000)	2,667,823	18.51%

**KEY BUDGETARY ISSUES:**

The 2016 proposed budget includes the following modest appropriation of fund balance, demonstrating our goal to protect and rebuild fund balance.

- General Fund (A) \$9,500,000
- Road Fund (D) \$1,000,000
- Road Machinery fund (E) \$245,000
- Public Transit Fund (ET) \$1,000,000
- Total \$11,745,000

# Shared Revenue

## Functions

The Shared Revenue section of the budget includes: Sales Tax, Off-Track Betting, Hotel Tax and Pilot Payments.

Shared Revenue *Budget Summary*						
Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Sales Tax Revenue Sharing	26,820,577	26,458,947	26,458,947	26,970,000	511,053	1.93%
Total	26,820,577	26,458,947	26,458,947	26,970,000	511,053	1.93%
Real Property Tax Items	1,705,218	1,755,771	1,755,771	794,277	(961,494)	-54.76%
Non Property Tax Items	178,248,645	176,627,000	176,627,000	179,390,000	2,763,000	1.56%
Use of Money and Property	0	0	0	0	-	
Total	179,953,863	178,382,771	178,382,771	180,184,277	1,801,506	1.01%
Net to County Cost	(153,133,286)	(151,923,824)	(151,923,824)	(153,214,277)	(1,290,453)	0.85%

## KEY BUDGETARY ISSUES:

### Sales Tax

The projection for 2016 Sales tax is based on 1% projected economic growth from 2014 to 2015 and 1% growth between 2015 and 2016. To determine pure economic growth, the additional revenue that was received in 2014 from the sales tax on residential energy sources must be excluded. Any growth in the gross sales tax receipts between the 2012 base year and 2015 actual receipts will be shared with municipalities at a rate of 18.5% according to the sales tax contract.

<b>2014 Sales Tax*</b>	<b>\$173,442,007</b>
<b>2015 Projected with Growth of 1%</b>	<b>1,664,860</b>
<b>2016 Projected with Growth of 1%</b>	<b>1,751,133</b>
<b>Total 2016 Gross Sales Tax Projection</b>	<b>\$176,858,000</b>

\*Excluding the \$2.3 million collected from the Sales Tax on energy in effect from March 1 to May 31, 2014.

### Hotel Tax

The County's 4% hotel tax is estimated to generate approximately \$2.4 million in revenue in 2016 which is \$125,000 higher than the 2015 projection, and an increase of \$300,000 over the 2015 budget estimate of \$2.1 million.

# Fringe Benefits

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## Functions

The majority of Fringe Benefits are allocated to the individual departments, including:

- Retirement
- Social Security
- Long-term Disability
- Health Insurance
- Optical Insurance
- Dental Insurance
- Life Insurance & Accidental Death & Dismemberment

The “Fringe Benefits” area of the budget includes funding for:

- Workers’ Compensation
- Employee Fitness Program
- Unemployment Insurance

This area also includes funding for retirement and social security costs for temporary help, overtime and shift differential expenditures, and fringe benefit amounts to cover changes in staff and changes in health insurance coverage which occur throughout the year, along with the County’s share of retiree health insurance.

The budgeted pension expense for 2016 is \$18.3 million, approximately \$1.7 million less than the 2015 adopted pension expense of \$20 million. This is due primarily to lower pension rates set by NYS, which are decreasing from an average of 18.8% of payroll for 2015 to an average of 16.8% of payroll for 2016, or about 17%.

The actual pension expense for 2015, is expected to be \$19.1 million, \$800,000 less than the 2015 adopted budget. This difference is due in part to recently passed legislation, which requires the State to bill employees based on actual salaries rather than projected salaries, which will allow for improved budgeting and planning moving forward.

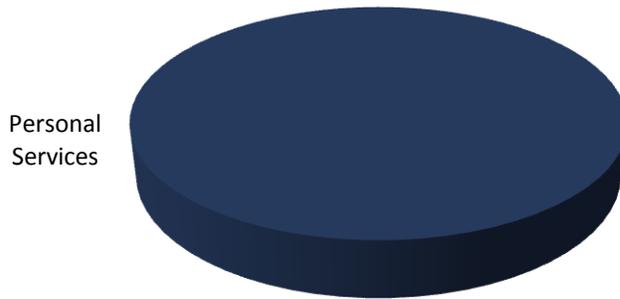
Health insurance rates are projected to increase by 8% in 2016. The County’s health insurance broker is currently reviewing our current health insurance plans, in order to provide recommendations for more cost efficient options.

# Fringe Benefits Fiscal Summary

## Budget Summary

	2015 Modified		2016 Adopted		% Change
Appropriations	\$	9,444,574	\$	10,744,319	14%
Revenues	\$	-	\$	-	
County Cost	\$	9,444,574	\$	10,744,319	14%

## 2016 Adopted Appropriations



## Fringe Benefits

### \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Employee Benefits	9,029,500	9,312,373	9,444,574	10,744,319	1,158,532	12.27%
Personal Services	9,029,500	9,312,373	9,444,574	10,744,319	1,158,532	12.27%
Total	9,029,500	9,312,373	9,444,574	10,744,319	1,158,532	12.27%
Misc. Local Sources	134,349	0	0	0	-	
Total	134,349	0	0	0	-	
Net County Cost	8,895,151	9,312,373	9,444,574	10,744,319	1,299,745	13.76%

# Education



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# Handicapped Parking Education Program

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## **Functions**

The Dutchess County Traffic Safety Board was charged with creating a Handicapped Parking Education Program, in response to Chapter 497 of the New York State Law of 1999 which requires every county to establish a separate handicapped parking and education program.

The purpose of this program is to provide education to increase the awareness of handicapped parking laws. The implementation of this plan is dependent upon revenue generated from a mandatory thirty-dollar handicapped parking fine surcharge. The program will use these funds for activities such as public service announcements, public education and awareness campaigns, distribution of literature and other activities with such purpose.

Dutchess County is committed to enhancing awareness relative to handicapped parking issues and enforcement of the laws pertaining to parking for individuals with disabilities.

The objective of this program is to be creative in finding ways to advocate for individuals with disabilities by making law enforcement agencies and the public conscious of the laws and penalties for violations.

The role of the Dutchess County Traffic Safety Board will be to educate the public to increase sensitivity and to deter potential violators from breaking the law. The primary responsibility will be to disseminate/share educational materials.

# Handicapped Parking Education Program



## Mission Statement

Purpose of the program is to provide education and advocacy to both the public and municipal authorities to increase awareness and sensitivity to handicapped parking laws as well as deter potential violators.

**Goal:** Enhance Municipal / Public Officials / Law Enforcement awareness, implementation and enforcement of established disability parking laws.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Educational Materials Distributed	600	550	400	(150)	-27.3%
Incorporate handicapped parking awareness/sensitivity training curriculum into Police Academy training - new recruits (# of classes)	1	1	1	-	0.0%

**Goal:** Assist with development of strategies to enhance the public's awareness and sensitivity of handicapped parking issues and the penalties for violators.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Issuance of PSA's / Press Releases	1	1	1	-	0.0%
Coordinate with local advocacy group to conduct awareness presentations and assist with development of media campaign, PI&E materials	-	-	1	1	100.0%
Media Campaign/ # radio spots	192	-	-	-	#DIV/0!
Public outreach through displays	8	13	13	-	0.0%

## 2015 Accomplishments

The operational plan and related programming for the Handicapped Parking Education Program is on target with the budget plan. Program activities and expenditures are limited due to diminished fine revenues.

## 2016 Initiatives

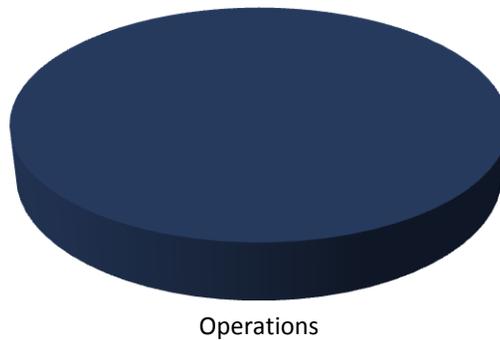
There are concerns with program sustainability as there are no new initiatives and severely limited programming identified in the 2016 budget plan. Community presentations and press releases are planned in the continued mission to promote and enhance public awareness.

# Handicapped Parking Education Program Fiscal Summary

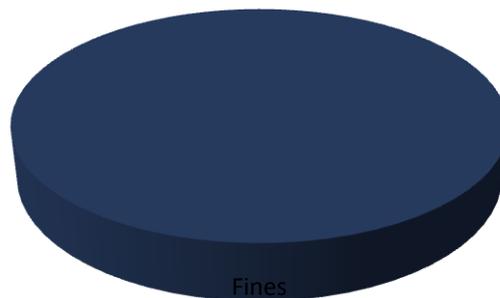
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 3,300	\$ 800	-76%
Revenues	\$ 1,500	\$ 800	-47%
County Cost	\$ 1,800	\$ -	100%

### 2016 Adopted Appropriations



### 2016 Adopted Revenue

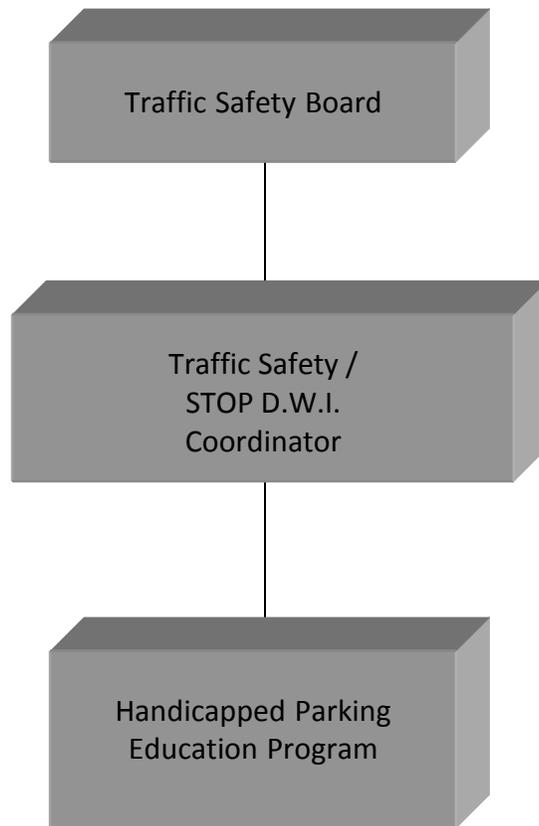


# Handicapped Parking Education Program

## \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Operations	3,300	3,300	3,300	800	(2,500)	-75.76%
Total	3,300	3,300	3,300	800	(2,500)	-75.76%
Fines and Forfeitures	1,100	1,500	1,500	800	(700)	-46.67%
Total	1,100	1,500	1,500	800	(700)	-46.67%
Net County Cost	2,200	1,800	1,800	-	(1,800)	-100.00%

# Handicapped Parking Education Program Organizational Structure



# Dutchess Community College

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## Functions

Dutchess Community College (the “College”), a unit of the State University of New York (SUNY), first offered classes in 1958. The College offers 58 programs of study leading to associate in science, associate in arts, and associate in applied science degrees, as well as career certificates.

Financing for community colleges is provided for under Art. 126, §6304 of the New York State Education Law. Capital costs for the College are shared by Dutchess County and the State of New York; operating costs are financed by student tuition and fees, State Aid and contributions from Dutchess County. The College is a component unit of Dutchess County and is discretely presented.

Under Art. 126, §6305 New York State Education Law, community colleges may admit non-county residents, including those from out of state. For students from outside the county but within New York State, the community colleges may charge to and collect an allocable portion of the operating costs and capital costs of such college from each county which has issued a certificate of residence to the non-resident student. The chief fiscal officer of Dutchess County is notified by the Chancellor of SUNY as to the approved annual operation and capital charge-back rate for each community college. The amounts payable to the community college are general county charges.

The amounts payable to the community colleges are general county charges and include:

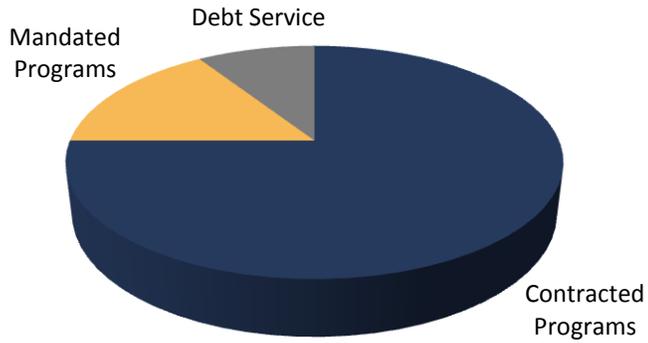
Operating Assistance:	\$12,187,898
Community College Chargebacks:	2,569,609
Debt Service:	<u>1,488,874</u>
	\$16,246,381

# Dutchess Community College Fiscal Summary

## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 14,994,234	\$ 16,246,381	8%
Revenues	\$ -	\$ -	
County Cost	\$ 14,994,234	\$ 16,246,381	8%

## 2016 Adopted Appropriations



## Dutchess Community College

### \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Contracted Services	10,837,898	10,837,898	10,837,898	12,187,898	1,350,000	12.46%
Mandated Programs	2,420,327	2,620,686	2,620,686	2,569,609	(51,077)	-1.95%
Debt Service	1,677,511	1,684,108	1,535,650	1,488,874	(46,776)	-3.05%
Total	14,935,737	15,142,692	14,994,234	16,246,381	1,252,147	8.35%
Misc Local Sources	2,704	0	0	0	-	
Total	2,704	0	0	0	-	
Net County Cost	14,933,033	15,142,692	14,994,234	16,246,381	1,252,147	8.35%

### **KEY BUDGETARY ISSUES:**

The 2016 tentative budget allocates \$12.2 million as its sponsor share to the college.

Debt service paid by County Government for the Community College is \$1,488,874 for 2016.

Tuition costs for Dutchess County residents attending community colleges outside Dutchess County are projected at \$2.6 million for 2016.

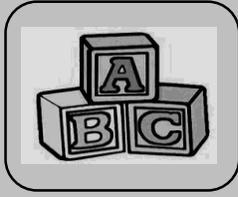
# Early Intervention & Pre-School Special Education

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## **Functions**

The Division provides oversight of the Early Intervention and Preschool Special Education Programs (located in the Education section of the budget). These programs work with families, medical providers, specialists and/or school districts to assure the earliest identification of eligible children to ensure that each child receives the necessary individualized assistance to maximize growth and development as well as to prepare them to enter the school system. Families with infants and toddlers ages 0-3 years who have special needs identified through NYS Bureau of Early Intervention evaluation criteria will receive Early Intervention Program services. The Preschool Special Education Program is intended for children 3-5 years of age who have continued needs transitioning from Early Intervention or have had needs identified through an NY State Education Department approved evaluator which was authorized through the CPSE chairperson in their designated school district.

# Early Intervention & Pre-School Special Education



## Mission Statement

The Early Intervention (ages 0-3) and Preschool Special Education (ages 3-5) programs mission is to identify and evaluate children who may have a developmental delay/disability, and if the children meet NYS eligibility standards, to provide services to remediate them.

**Goal & Objectives:** Appropriately identify and evaluate young children who may have a developmental delay or disability.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# children ages 0-3 referred for evaluation and number found eligible	449	450	440	(10)	-2.2%
# children ages 3-5 referred for evaluation and number found eligible*	631	670	730	60	9.0%

**Goal & Objectives:** Provide therapeutic services to eligible children to enhance their developmental status.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
percent of children ages 0-3 who received services within 30 days of authorization	95%	90%	90%	-	0.0%
# children ages 3-5 with a developmental delay who received services	1,428	1,450	1,450	-	0.0%

\* For ages 3-5, the year reflected is the school year (July 1st to June 30th)

## KEY BUDGETARY ISSUES:

### 2015 Accomplishments

The Early Intervention and Preschool Special Education programs continue to work with our service providers to offer the highest quality service and have successfully complied with ever changing State regulations while efficiently maintaining services for over 2,500 children.

Early Intervention reforms were enacted in the 2013-2014 State Budget that changed the administrative and fiscal roles of municipalities. NYS Bureau of Early Intervention (BEI) manages the fiscal responsibility incurred by the Counties through a pre-established Escrow Account while ensuring that maximum reimbursement is received through Medicaid and third party insurances. While we have seen a reduction in costs to the County, we continue to work with NYS Bureau of Early Intervention to address systemic issues and give support and guidance to the EI providers. The Department is responsible for: accepting/managing referrals to the EIP (Child Find), designating Initial Service Coordinators (Public Health Nurses assigned to EIP) and Early Intervention Official Designees (a dual role for the PHN's), as well as reviewing multi-disciplinary evaluations to determine eligibility.

Preschool Special Education program (PSE) participated in two successful preschool program audits by NY State Education Department (SED).

The PSE program monitoring efforts continue to result in cost savings and have improved the quality of services delivered to the children we serve. Our monitoring activities include:

- Review of all evaluations for use of appropriate assessment tools and SED required standards;
- Monthly review of Medicaid exclusion list and monitoring of Medicaid required documentation;
- 100% desk audit of session notes to ensure compliance with Individual Education Plans (IEP) and appropriate SED services tracking forms;
- Annual review of IEP's and SED services tracking forms; and
- Regular site visits to ensure quality services and compliance with SED regulations.

## **2016 Initiatives**

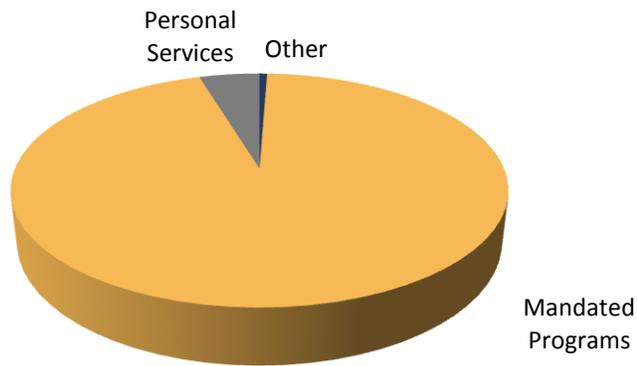
The Division will continue to identify eligible children for EI to ensure they receive appropriate evaluation for services and needed individualized services to address their needs in the most appropriate and cost effective way. Our focus for both EI and PSE this year will be to recruit needed therapists to the area to better meet the needs of our children in order to reduce wait times and receive necessary services in a timely manner. The Department will continue to provide regulatory guidance and support to EI and PSE provider agencies as well as to the CPSE chairpersons in our 16 school districts to ensure our children are receiving the most appropriate and effective services needed to improve their delay or disability.

# Early Intervention & Pre-School Special Education Fiscal Summary

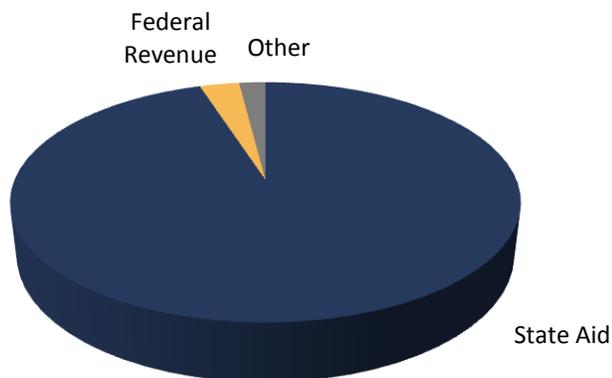
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 23,099,496	\$ 22,685,165	-2%
Revenues	\$ 11,953,201	\$ 12,544,085	5%
County Cost	\$ 11,146,295	\$ 10,141,080	-9%

## 2016 Adopted Appropriations



## 2016 Adopted Revenue

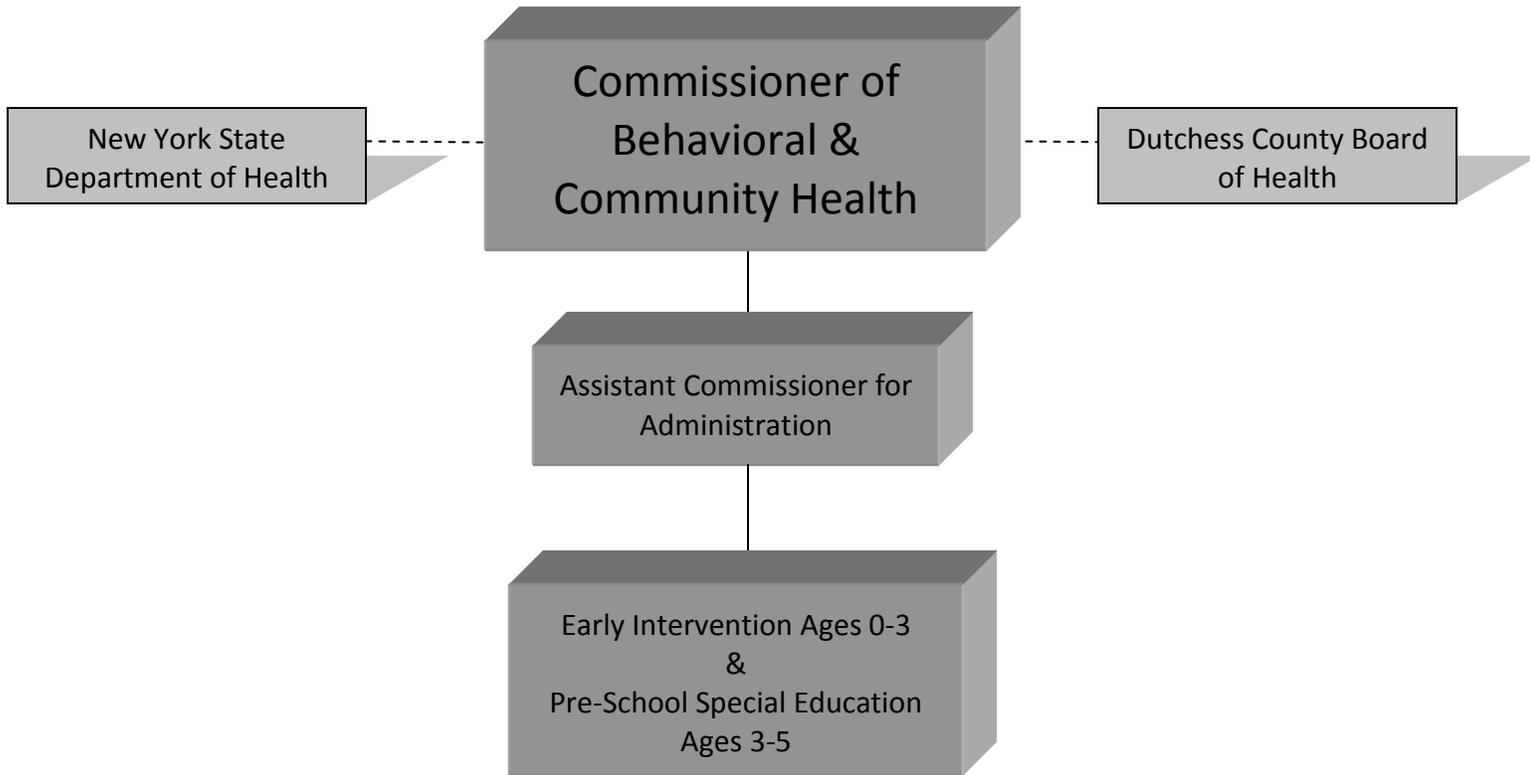


# Early Intervention & Pre-School Special Education

## \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	663,920	672,344	708,692	729,567	20,875	2.95%
Employee Benefits	326,463	322,389	327,914	333,457	5,543	1.69%
Personal Services	990,383	994,733	1,036,606	1,063,024	26,418	2.55%
Employee Travel, Train, & Educ	10,402	10,600	10,411	11,733	1,322	12.70%
Equipment	0	0	0	2,600	2,600	
Communication	1,368	1,375	1,375	1,375	-	0.00%
Supplies	7,635	4,850	3,744	4,100	356	9.51%
Interdepartmental Prog & Srv	204,113	362,550	362,542	12,316	(350,226)	-96.60%
Contracted Services	4,500	5,400	5,500	5,400	(100)	-1.82%
Mandated Programs	18,205,023	21,580,000	21,578,800	21,486,981	(91,819)	-0.43%
Operations	97,930	98,154	100,518	97,636	(2,882)	-2.87%
Total	19,521,354	23,057,662	23,099,496	22,685,165	(414,331)	-1.79%
OTPS	18,530,971	22,062,929	22,062,890	21,622,141	(440,749)	-2.00%
Departmental Income	272,506	445,000	445,000	250,000	(195,000)	-43.82%
Sale of Prop and Comp for Loss	0	0	0	0	-	
Misc. Local Sources	9,150	0	0	0	-	
State Aid	9,864,222	11,125,000	11,125,000	11,917,733	792,733	7.13%
Federal Aid	317,609	383,201	383,201	376,352	(6,849)	-1.79%
Total	10,463,486	11,953,201	11,953,201	12,544,085	590,884	4.94%
Net to County Cost	9,057,868	11,104,461	11,146,295	10,141,080	(1,005,215)	-9.02%

# Early Intervention & Pre-School Special Education Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Early Intervention &amp; Pre-School Special Education Program:</i></b>		
Coordinator Special Needs	19	1
Assistant Coordinator Special Needs	17	1
Public Health Nurse	15	4
Principal Accounting Clerk	12	1
Senior Program Assistant	10	1
Accounting Clerk	9	2
Program Assistant	8	1
Case Manager Aide	7	<u>1</u>
Total:		12

# Safety



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# District Attorney

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## **Functions**

The District Attorney prosecutes, or otherwise disposes of, all crimes committed in the County of Dutchess, including State institutions and correctional facilities for the People of the State of New York. These crimes include both felonies and misdemeanors.

The District Attorney is an independently-elected official. The District Attorney's Office, by law, is not a law enforcement agency. The District Attorney and Assistant District Attorneys are the only attorneys allowed to be present when a criminal case is presented to the Grand Jury for its consideration.

## **Grand Jury**

Before a crime can be prosecuted in the County Court of Dutchess County as a felony, the Grand Jury must review the facts of the case to determine if there is reasonable cause to believe the defendant has committed such crime.

The Grand Jury is composed of 23 people. A quorum of 16 is necessary to transact business and an affirmative vote of 12 is necessary in order to return an indictment.

The Grand Jury is staffed by two grand jury stenographers whose responsibility it is to take and transcribe all proceedings conducted before that body, as well as oversee the responsibility of running the grand jury on a day-to-day basis.

## **DWI**

The general purpose of the special DWI prosecutors, of which there are three, is to devote their time to the prosecution of DWI cases, both misdemeanor and felony, arising in Dutchess County. For the past four years these prosecutors have handled the prosecution of approximately 1,500 cases per year.

## **Drug Task Force**

The function of the Dutchess County Drug Task Force is to conduct drug investigations on a County-wide basis. The unit is comprised of manpower supplied by the Dutchess County Sheriff's Office, City of Poughkeepsie Police Department, the Town of Poughkeepsie Police Department, and the City of Beacon.

The Task Force conducts their drug investigations as an autonomous unit but, when necessary, interacts with all other police departments in Dutchess County as well as the Drug Enforcement Administration, Federal Bureau of Investigation and other law enforcement agencies investigating drug activities which may affect Dutchess County.

The objective of the Drug Task Force, through the use of undercover surveillance, undercover agents, search warrants, wiretaps and other investigative resources is to help eliminate the sale and possession of illegal drugs in Dutchess County.

## **Domestic Violence**

The District Attorney's Office oversees a Domestic Abuse Response Team (DART) in conjunction with Family Services and Grace Smith House as contracted and administered by the Department of Community & Family Services.

# District Attorney



## Mission Statement

The District Attorney's Office is committed to insuring the offenders are held accountable for their criminal conduct. The office is also assuring that the voices of the victims are heard and that their experiences with the criminal justice system are as safe and convenient as possible.

**Goal:** To prosecute crimes by way of insuring that offenders are held accountable for their criminal conduct within permissible legal standards.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Prosecutions (excluding investigations) - Cases	8,035	7,584	7,964	380	5.0%
Prosecutions (excluding investigations) - Charges	\$ 19,203	\$ 16,676	\$ 17,510	\$ 834	5.0%
Special Prosecutions (STOP DWI) - Cases	1,319	1,193	1,253	60	5.0%
Special Prosecutions (STOP DWI) - Charges	\$ 5,733	\$ 4,661	\$ 4,894	\$ 233	5.0%
Domestic Violence Related Crimes - Cases	1,038	989	1,039	50	5.1%
Domestic Violence Related Crimes - Charges	\$ 2,221	\$ 1,853	\$ 1,946	\$ 93	5.0%
County Court Felony Prosecutions - Cases	509	497	522	25	5.0%
Investigations - Cases	283	176	184	8	4.5%
<b>Total Prosecutions - Cases</b>	<b>8,318</b>	<b>7,844</b>	<b>8,236</b>	<b>392</b>	<b>5.0%</b>
<b>Total Prosecutions - Charges</b>	<b>\$ 19,204</b>	<b>\$ 16,676</b>	<b>\$ 17,510</b>	<b>\$ 834</b>	<b>5.0%</b>

## **KEY BUDGETARY ISSUES:**

### **2015 Accomplishments & 2016 Initiatives**

During 2015, and continuing into 2016, the Office of the District Attorney has enhanced the quality of prosecutorial services and at the same time addressed the underlying causes of crime by:

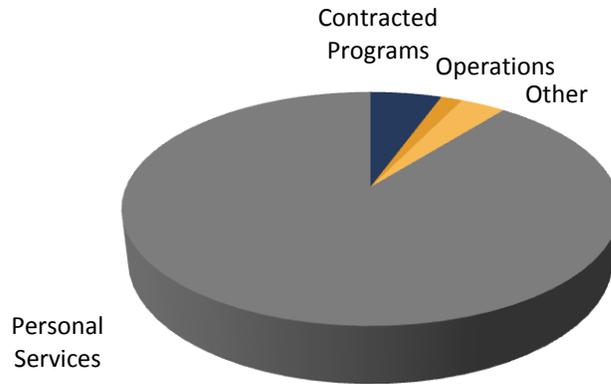
- Continuing, within the structure of the Special Victim's Bureau, to emphasize the prosecution of cases involving Domestic Violence, child and elder abuse, as well as facilitating the necessary support for the victims of these crimes with human care services;
- Continuing a comprehensive Sex Offender Monitoring Program, together with Dutchess County law enforcement agencies;
- Continuing to aggressively prosecute drug dealers and those who commit violent crime with special emphasis as a result of obtaining State grant monies, placed on gang-related violent crime and chronic offenders who commit crimes with guns; and
- Aggressively prosecuting DWI offenders while at the same time initiating programs with support agencies to aggressively address the problem of under-age drinking and the serious legal and health consequences associated with such conduct.
- The 2016 budget includes funding for a permanent Program Assistant. This position was placed in a temporary line in the 2015 budget with the expectation that it would become permanent in the 2016 budget.
- Addressing the problem of recidivism by joining with judges, defense attorney, alcohol and drug rehabilitative agencies, and mental health experts to more efficiently deal with the unique challenges associated with those non-violent offenders who have drug addition, alcohol dependency or mental health issues that led to their coming crimes.
- In 2015, the District Attorney's Office purchased a service dog, which represents a significant step forward in being able to better address the unique needs of crime victims. Unfortunately, they have seen victims who are further traumatized by having to discuss and possibly testify in court about what typically is a horrifying experience. The presence of a specially trained service dog with the victim during all stages of the criminal process and while testifying provides the necessary comfort to enable that person to testify.

# District Attorney Fiscal Summary

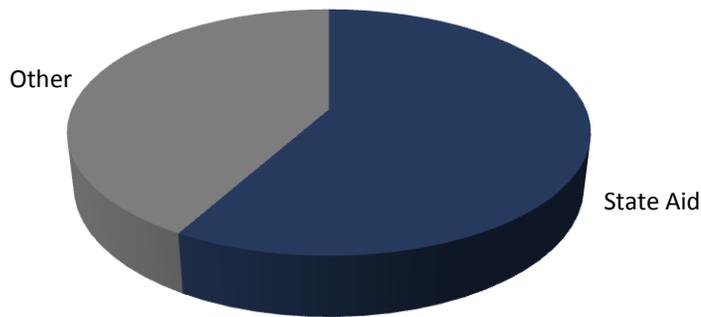
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 6,242,326	\$ 6,217,953	0%
Revenues	\$ 641,960	\$ 491,895	-23%
County Cost	\$ 5,600,366	\$ 5,726,058	2%

## 2016 Adopted Appropriations



## 2016 Adopted Revenue

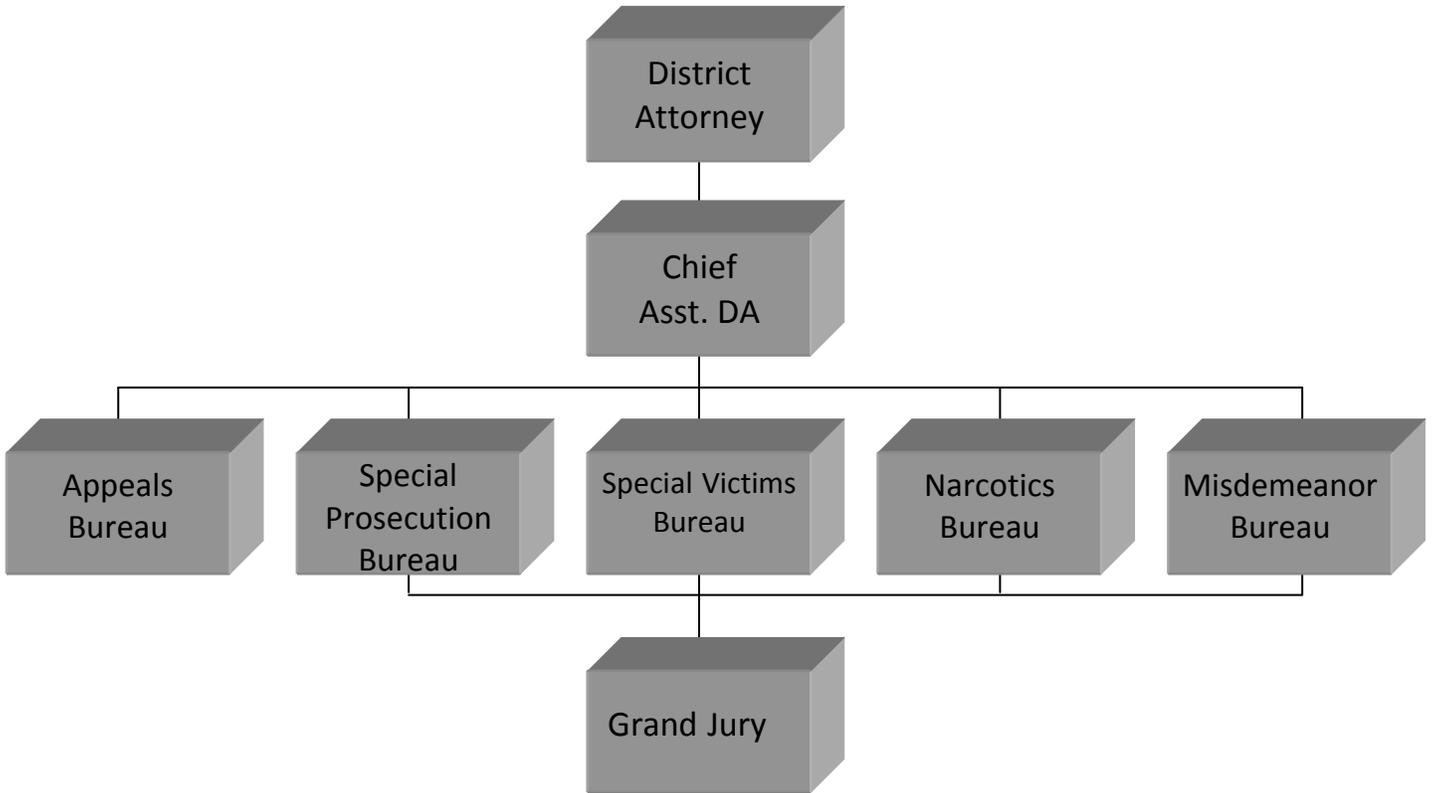


# District Attorney

## \*Budget Summary\*

Classification	2014 Expense	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	3,622,761	3,639,669	3,868,187	3,907,834	39,647	1.02%
Employee Benefits	1,587,342	1,611,894	1,650,523	1,642,906	(7,617)	-0.46%
Personal Services	5,210,104	5,251,563	5,518,710	5,550,740	32,030	0.58%
Employee Travel, Train & Educ	73,222	76,650	88,758	77,750	(11,008)	-12.40%
Equipment	8,060	0	24,585	6,300	(18,285)	-74.37%
Supplies	44,252	37,895	57,275	36,945	(20,330)	-35.50%
Interdepartmental Prog & Srv	92,227	104,496	104,496	96,641	(7,855)	-7.52%
Insurance	0	0	700	735	35	5.00%
Contracted Services	243,289	335,100	333,059	345,100	12,041	3.62%
Operations	110,311	106,356	114,743	103,742	(11,001)	-9.59%
Total	5,781,464	5,912,060	6,242,326	6,217,953	(24,373)	-0.39%
OTPS	571,360	660,497	723,616	667,213	(56,403)	-7.79%
Departmental Income	180,076	316,372	316,372	201,922	(114,450)	-36.18%
Fines and Forfeitures	59,997	0	0	0	-	
Sale of Prop and Comp for Loss	833	0	0	0	-	
Misc. Local Sources	30,117	4,000	4,000	4,000	-	0.00%
State Aid	299,613	251,592	251,592	285,973	34,381	13.67%
Federal Aid	71,976	69,996	69,996	0	(69,996)	-100.00%
Total	642,613	641,960	641,960	491,895	(150,065)	-23.38%
Net to County Cost	5,138,851	5,270,100	5,600,366	5,726,058	125,692	2.24%

# District Attorney Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>District Attorney:</i></b>		
District Attorney	E	1
District Attorney- Chief Assistant	MI	1
Bureau Chief	MH	4
Senior Assistant DA	MG	11
Assistant District Attorney	ME	1
Chief Investigator- DA	ME	1
Secretary to DA	MC	1
Law Enforcement Coordinator	17	1
Principle Accounting Clerk	12	1
Legal Secretary	11	6
Program Assistant	8	3
Receptionist	6	<u>1</u>
<b>Total:</b>		<b>32</b>

## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>DA STOP DWI:</i></b>		
Senior Assistant DA	MG	3
Legal Secretary	11	<u>1</u>
Total:		4
<b><i>District Attorney- Grand Jury:</i></b>		
Grand Jury Reporter	16	<u>2</u>
Total:		2
<b><i>Drug Task Force:</i></b>		
Senior Assistant DA	MG	1
Legal Secretary	11	<u>1</u>
Total:		2
<b><i>Domestic Violence Project:</i></b>		
Bureau Chief	MH	1
Senior Assistant DA	MG	3
Assistant District Attorney	ME	1
Domestic Violence Outreach Worker	12	2
Legal Secretary	11	<u>1</u>
Total:		8
Department Total:		48

# Emergency Response

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## Functions

The Department of Emergency Response is made up of five divisions.

- Administration
- Dispatch / Communication Systems
- Fire Coordination and Mutual Aid Operations
- Emergency Management
- Emergency Medical Services

The Administration oversees the day to day financial, inventory and human resources operations of the Department.

The Dispatch / Communication Systems division administers and manages the County-wide Enhanced 9-1-1 System. The 9-1-1 Dispatch Center provides emergency dispatch to 37 Fire Districts, five Ambulance Services, and 13 Police Agencies within Dutchess County. This enhanced 9-1-1 system is an integrated system utilizing the latest telecommunication technology. Police agencies are dispatched using the “Closest Car Concept”, allowing the law enforcement officer closest to the emergency to respond. The county-wide 9-1-1 system allows for all the emergency service agencies to communicate with each other in emergency situations. With a central dispatch operation, resources can be deployed more quickly allowing for a coordinated response.

The 9-1-1 Dispatchers are all trained to provide “Emergency Medical Dispatch” (EMD) service. The EMD service allows the caller to be given instructions over the telephone by a dispatcher to aid the victim until medical help arrives.

The Communications Systems oversees the radio/microwave communications network serving Dutchess County. The system is maintained and upgraded to insure the safety of personnel in the field, and provide swift and accurate exchange of information most vital during emergency incidents through the 9-1-1 Communications Center. This communications system provides necessary contact between all County Fire Departments, Rescue Squads, Police Agencies, area hospital emergency departments and neighboring county 9-1-1 Dispatch Centers.

A critical part of the Enhanced 9-1-1 System is the Address Database Management System. This data must be frequently updated to ensure that individual addresses, streets and mapping is accurate for dispatchers to direct emergency apparatus and police as efficiently as possible. Coordinated efforts must be maintained with the U.S. Postal Service, Telephone Companies, County’s Real Property Tax Services, Computer Assisted Dispatch System (CADS) Geo files and local municipality’s assessors.

The Fire Coordinator serves as the Regional Fire Administrator for the State of New York, is responsible for overseeing the operation of the Dutchess County Fire Mutual Aid Plan, as well as the County’s participation in the New York State Fire Mutual Aid Plan. The County’s volunteer staff of Deputy Fire Coordinators assist the Fire Coordinator with field tasks as well as assist the local Fire Chiefs at major fires and emergencies. The Fire Coordinator also oversees the County Fire Training Center which provides training opportunities to the

approximately 1,400 volunteer fire, 290 EMS, and 200 law enforcement personnel in Dutchess County. The Fire Training Facility is operated by the County offering a variety of fire, rescue, EMS and police courses and simulation exercises. This facility must be maintained in safe operational condition at all times. New York State Instructors, Dutchess County Fire Instructors and Fire Department instructors offer over 40 different NYS fire training courses, plus seminars and special training opportunities.

The primary function of the Emergency Management Office is to develop and maintain a comprehensive emergency management capability in cooperation with other governmental agencies and the private sector. The Emergency Management Coordinator also provides assistance to local municipalities on prevention and mitigation of natural and man-made disasters. The Emergency Management Office is responsible for reviewing the local Emergency Management Plans including those of schools and nursing homes and maintains an Emergency Operations Center (EOC) in state of readiness. The EOC serves as the central location for representatives of all emergency service agencies, county departments and support groups (i.e. Central Hudson, Verizon, etc.) to meet and coordinate responses to an emergency situation. The Department of Emergency Response is designated as the coordination point for the Dutchess County Local Emergency Planning Committee (LEPC). This requires the collection and maintenance of all LEPC SARA Title III records and files for distribution to requesting agencies and the public. The activities and demands of the Chemical Emergency Response System within Dutchess County, requires this office to fulfill its coordinating responsibilities in response to the Dutchess County Chemical Emergency Master Plan.

The EMS Coordinator serves the needs of EMS agencies and the Dutchess County Health Department. This full-time position is a shared position between the Department of Emergency Response and the Department of Health. The EMS Coordinator serves as the liaison between the County's Departments of Emergency Response and Health and the local career and volunteer rescue squads, the commercial EMS providers and Hospital Emergency Rooms. The EMS Coordinator also ensures the Health Department's Bio-Terrorism Plan is compatible with the Comprehensive Emergency Management Plan, which is an "all hazards plan". The Health Department maintains a level of training to ensure a rapid response if the plan is activated. The Volunteer Medical Reserve Corps with its Medical Reserve Corps Coordinator will be supervised by this position to ensure additional resources if needed at local disasters.

The duties and functions of the Department of Emergency Response fall under four state offices. Three of these fall under the Department of Homeland Security and Emergency Services (DHSES). These are the New York State Office of Emergency Management (NYSOEM), the New York State Office of Fire Prevention and Control (OFPC), and the Office of Interoperability and Emergency Communications (OIEC). The fourth is the Bureau of Emergency Medical Services (BEMS) through the New York State Department of Health.

Through NYSOEM the department receives federal funds for the programs from the Federal Emergency Management Agency (FEMA). This program follows the federal model, which is adopted nationwide and is the Integrated Emergency Management System (IEMS) which is FEMA's implementation of the Comprehensive Emergency Management concept. The capabilities are contained in several functional elements that are common to emergencies across the full spectrum, while at the same time reorganizing elements unique to specific types of emergencies. The New York State OFPC provides consultation and direct service such as training, HazMat assistance, and field support at large incidents. This component provides a greater resource to assist local communities. The BEMS provides training, regulatory assistance, and compliance for EMS agencies. The OIEC provides grant funding and sets regulatory standards for the 911 Communications Center.

This department provides the coordination of activity among various Fire and EMS resources in the County. The Commissioner, Deputy Commissioner, Coordinators, and Deputy Coordinators assist incident commanders

and municipal leaders at significant emergencies and assist them in responding to and recovering from significant disasters. The department provides a Fire Police Response Team, a Fire Prevention Task Force, a Hazardous Materials Response Team, a Fire Investigation Team, a Critical Incident Response Team, and the MRC is coordinated through the department. Deputy Coordinators are assigned to lead the HazMat and Fire Investigation Team. All of the Deputy Coordinators are volunteer staff who are provided with additional training, protective equipment and communication tools. Additional insurance and approved expense reimbursement is also provided to Deputy Coordinators and special team members. Volunteer resources are being strained due to lower numbers and increasing demands from the public. This causes a greater demand of the services provided via Emergency Response.

# Emergency Response



## Mission Statement

To assist the Emergency First Responders of Dutchess County and local municipalities to prepare and respond to natural and man-made emergencies in their communities.

**Goal:** To provide a Training Center/ instruction for all first responders.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Incidents	8,020	8,646	8,800	154	1.8%

**Goal:** To efficiently and effectively answer E-911 calls and dispatch the appropriate personnel.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Total Calls Received	255,803	260,000	275,000	15,000	5.8%
Total Incidents Dispatched	121,978	124,000	128,000	4,000	3.2%

**Goal:** Have specialized teams ready and able to respond to emergency incidents and / or events.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Haz Mat calls	9	9	10	1	11.1%
Critical Incident Responses	9	8	8	-	0.0%
Fire Investigations	53	55	57	2	3.6%
Medical Reserve Corp. recruits	397	345	370	25	7.2%
Fire Police Responses	4	6	6	-	0.0%

**Goal:** Provide Outreach Training Sessions to the public.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
County Fire Courses (# of students)	4,596	4,900	5,100	200	4.1%

## **KEY BUDGETARY ISSUES:**

The 2016 budget continues to include funding to allow the Department to meet the “Core Missions”. Among these are:

- Enhanced 9-1-1 Emergency Communication System
- Fire and EMS Coordination and Mutual Aid Operations
- Emergency Operations Center
- Equipped and functioning Training Facility for the County’s various Emergency Responders

The yearly Accomplishments and Initiatives revolved around the above Missions, as well as providing the Emergency Responders with additional assistance and support through their:

- Critical Incident Response Team
- Fire Police Response Team
- Hazardous Materials Response Team

## **2015 Accomplishments**

- In conjunction with New York State Office of Emergency Management, the NYS Tier III training for local elected officials and first responders was provided. This training provided the attendees with the basic principles of Emergency Management to assist their community in a large scale emergency.
- The Department of Emergency Response (DER) will begin a county wide Citizen Preparedness program. This program will provide residents with basic preparedness information as well as a preparedness kit. This project is funded through a Homeland Security Grant. Two are scheduled this year and it will continue through 2016.
- The Department continues to provide response training to first responders and the community. In the 1st and 2nd Quarter of 2015 DER offered ICS 300, an intermediate level command class, Homeland Security Exercise and Evaluation Program, to assist First Responders in Exercise development and participation. DER hosted an Incident Action Plan workshop; this program provides the knowledge for first responders to develop planning documents to support any response.
- Emergency Response initiated the County's Multi-Hazard Mitigation Planning effort. This effort includes every municipality in Dutchess County and is the largest effort of this type in the Department's history. Once completed in December of 2015, every municipality will have submitted for approval a complete Multi-Hazard Mitigation Plan. Once approved and adopted these plans will make each municipality eligible for mitigation funding.
- Emergency Response continues to provide planning assistance with partner agencies from both the public and private sectors. This year The Department provided guidance and in some cases led planning efforts for many large scale events, including K-Fest 2015, events at County parks, and the inaugural Walkway Marathon.
- The 911 Communications Center continues to provide excellent service to our community. In the fall of 2015 it began accepting Text to 9-1-1 service for Dutchess County. This vital service will improve connectivity for the hearing impaired and those callers who cannot communicate via voice. We are the first Mid-Hudson County to provide this service.
- Through a grant, the 911 Communications Center will begin transitioning to a new call taking processing system. The new enhanced system will provide better direction for both staff and 911 callers. For the first time Emergency Response will be able to provide direction and enhanced standard questioning for not only EMS, but for Fire and Police emergencies as well. The new product has been selected and implementation will begin in 2016.
- Through a grant, Emergency Response's Communications Division will hire a consulting firm to conduct a two way radio system survey. This survey/assessment will query all emergency service and public service entities in Dutchess County. Once complete there will be a clear assessment of current and future needs for all agencies, as well as, recommendations for improvements, sharing, and consolidation. The final stages of RFP are being written now. We will select a vendor this year, with the project planned for 2016.
- The EMS Division has established a training/education workgroup. The work group has both local first responders and hospitals working together to identify and fulfill training needs.

- The EMS Division also took delivery of 5 small, mobile Mass Casualty Incident Trailers. These trailers coupled with two others delivered last year will be deployed throughout the county. By deploying these assets within the 7 Fire Battalions in Dutchess County, the equipment will be readily available for use by the local first responders. By utilizing grant funding The Department was able to supplement local responders' resources. This level of commitment is unique to Dutchess County.
- Emergency Response, along with the Department of Health, was recognized regionally for their leadership and plan development regarding Ebola.
- The Fire Rescue Division is currently working with the Department of Public Works and members of the Fire service to develop a long-term solution for the burn building. The intent is to develop a solution that will protect the integrity of the structure while enhancing live training evolutions.
- Fire, EMS and 911 Communications have led an effort to develop a "River Response Plan". Traditionally, along the entire Hudson River, emergency responses are disjointed and unorganized. By utilizing GIS technologies and Dutchess County specific mapping, the 911 Center will be able to more precisely identify a caller's location and send the most appropriate resource to the scene. Dutchess is the first county along the Hudson River to develop such a solution. Once complete all contiguous counties will be developing a similar solution.
- In conjunction with Niagara University, Emergency Response's Fire Rescue Division will host a two day, *Train the Trainer*, program for first responders. The training is focused on recognizing and responding to residents with a variety of disabilities. This will allow the trainers to provide training at the local level for all first responders including Public Safety Dispatchers. This training will be complete in November of 2015.

## **2016 Initiatives**

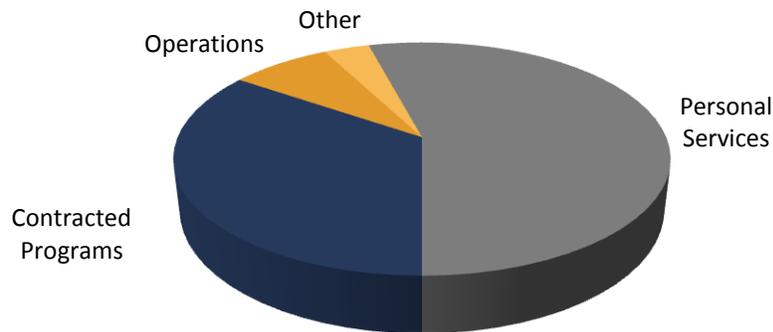
- Continue to enhance Emergency Response's relationship with local municipalities in regards to Emergency Management. This will be achieved through training, regularly scheduled communications and future planning efforts.
- Utilizing grant funding, The Department will work with other Dutchess County departments (Planning and Public Works) to develop a Debris Management Plan. This is a new requirement from FEMA and having a compliant plan in the event of a large scale emergency could determine whether or not we receive federal funding assistance during and after a disaster.
- Emergency Response also has three other grant funded planning efforts for 2016/2017. These include updating the County's Radiation Response Plan, developing a Special Needs Registry, and developing a Continuity of Government plan (COG). The COG project will include training for key county employees and in 2017 an exercise of the new plan.
- DER anticipates obtaining grant funding to continue and enhance the Citizen Preparedness Program which will focus on those residents with Special needs.

# Emergency Response Fiscal Summary

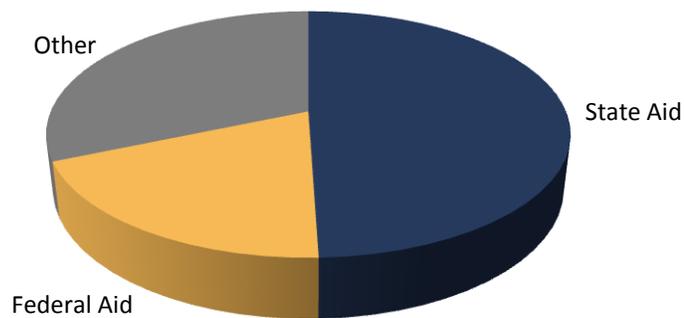
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 6,518,209	\$ 8,336,392	28%
Revenues	\$ 2,377,430	\$ 4,140,709	74%
County Cost	\$ 4,140,779	\$ 4,195,683	1%

## 2016 Adopted Appropriations



## 2016 Adopted Revenue

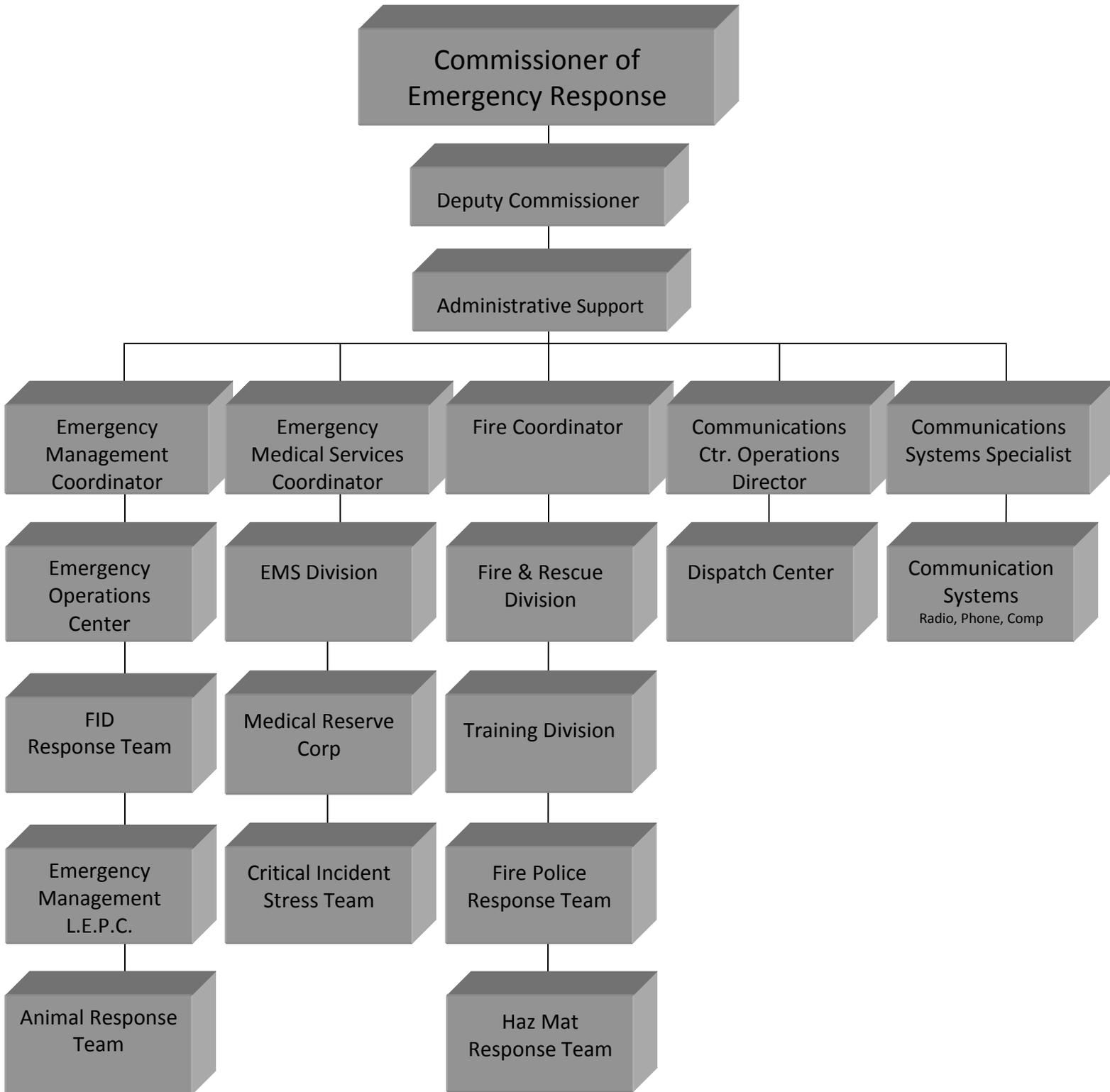


# Emergency Response

## \*Budget Summary\*

Classification	2014 Expense	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	2,815,768	2,867,046	3,034,760	3,137,581	102,821	3.39%
Employee Benefits	1,333,305	1,299,936	1,396,491	1,376,416	(20,075)	-1.44%
Personal Services	4,149,073	4,166,982	4,431,251	4,513,997	82,746	1.87%
Employee Travel, Train & Educ	22,767	36,843	36,678	31,126	(5,552)	-15.14%
Equipment	99,507	10,050	187,230	3,550	(183,680)	-98.10%
Communication	119,811	113,516	120,221	115,792	(4,429)	-3.68%
Supplies	97,431	31,820	105,668	28,800	(76,868)	-72.74%
Utilities	69,877	78,116	77,916	75,390	(2,526)	-3.24%
Interdepartmental Prog & Srv	39,812	40,390	40,390	40,123	(267)	-0.66%
Contracted Services	340,161	590,092	867,108	2,877,849	2,010,741	231.89%
Operations	847,881	654,471	651,747	649,765	(1,982)	-0.30%
Total	5,786,320	5,722,280	6,518,209	8,336,392	1,818,183	27.89%
OTPS	1,637,246	1,555,298	2,086,958	3,822,395	1,735,437	83.16%
Non Property Tax Items	1,249,157	1,250,000	1,250,000	1,300,000	50,000	4.00%
Departmental Income	14,837	0	0	0	-	
Sale of Prop and Comp for Loss	1,695	150	150	100	(50)	-33.33%
Misc. Local Sources	8,607	0	0	0	-	
State Aid	0	26,142	195,552	2,048,758	1,853,206	947.68%
Federal Aid	578,083	564,228	931,728	791,851	(139,877)	-15.01%
Total	1,852,379	1,840,520	2,377,430	4,140,709	1,763,279	74.17%
Net County Cost	3,933,941	3,881,760	4,140,779	4,195,683	54,904	1.33%

# Emergency Response Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Emergency Response:</i></b>		
Commissioner of Emergency Response	MG	1
Deputy Commissioner of Emergency Response	ME	1
Emergency Management Coordinator	17	1
Fire Coordinator	17	1
Building Maintenance Mechanic III	13	1
Fire Instructor (PT)	13-H	<u>1.35</u>
Total:		6.35
<b><i>Public Safety Communications System:</i></b>		
Business Manager	CL	1
Communications Systems Specialist	17	1
Dispatch Center Operations Director	17	1
Senior Public Safety Dispatcher	15	5
Public Safety Dispatcher II	15	1
Public Safety Dispatcher II	14	3
Public Safety Dispatcher I (Hourly)	13-8-H	0.91
Public Safety Dispatcher I	13	23
Public Safety Dispatcher (TR)	12	5
Public Safety Dispatcher (TR, Hourly)	12-8-H	0.26
Senior Program Assistant	10	1
Program Assistant	8	<u>1</u>
Total:		43.17
Department Total:		49.52

# Department of Probation & Community Corrections

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## **Functions**

The major goals of this agency include the protection of persons and property by the application of cost effective community based correctional interventions and assisting victims of crime. A variety of interventions are utilized to prevent recidivism by juvenile delinquents and adult offenders and to alleviate family dysfunction.

### **Preliminary Procedures for the Family Court**

This function, usually called intake, is a process in which Probation staff work with individuals and families whose problems may come under the jurisdiction of the Family Court. This function ranges from answering questions to the complex assessment and adjustment procedures outlined in Dutchess County's PINS Plan. The process is comprised of four basic steps (sift, screen, refer, adjust) and involves working closely with a wide variety of community resources. Both PINS (Persons in Need of Supervision) and Juvenile Delinquency cases are screened and adjusted in this process.

Cases deemed unsuitable or ineligible for diversion services may be forwarded to Family Court. These cases may be returned to Probation for "formal" supervision. A juvenile pretrial release program was created in 2009 to provide the Family Court with alternatives to detention/placement.

### **Investigation**

The investigation function responds to the need, usually mandated by law, for information by all criminal courts, the Family Court and Supreme Court in Dutchess County and any other court outside Dutchess County when the defendant or one of the litigants resides herein. Staff interviews the defendant or respondents, verify the data received, check sources for additional data, contact and assist victims, frequently visit the home of the defendant or litigants and submit a written report to the Court with an evaluation and a recommendation for judicial action. Enhanced investigations on sex offenders are a mandate.

### **Pretrial Release (Release on Recognizance/Supervision)**

This is a twofold function-investigation and monitoring of un-sentenced adult defendants is available to all remanding courts in the county. Each day, all new un-sentenced inmates are interviewed in the field prior to arraignment or at the Dutchess County Jail. Using a validated risk assessment tool, the Probation Officer recommends to the Judge whether or not the defendant should be released on a pretrial supervision program. If released into a pretrial program by the court, probation officers monitor the defendant until disposition of the case.

### **Supervision**

This is the most widely known function of the agency. Its activities include using "best practice" intervention strategies to target criminal thinking and behavior so as to prevent further unlawful behavior. Probation Officers must facilitate compliance with court orders. Program objectives include preparing the probationer (and family) for independent, law abiding living through the identification, utilization and creation of community resources to fulfill probationers' program needs; providing restitution to victims and community service are also high priority activities. In all areas, Probation Officers rely on chemical and breath testing for illegal substances and alcohol. Special interventions are designed and used to maximize effectiveness with

certain offender populations, i.e. Intensive Supervision Program, DWI program, the Domestic Violence Program, the Intensive Treatment Alternative Program, the Sex Offender Program, and the Juvenile Electronic Monitoring Program.

The agency puts a high priority on jail population management. A range of alternatives and interventions have been developed to address the issue of jail overcrowding. Using a graduated alternatives model, the department applies cost effective interventions designed to meet both offenders' needs and promote community safety.

- The Day Reporting Center, known as Community Transition Center (CTC) provides educational, vocational, and life skills programs;
- The Community Residence, a 38 bed facility, is a highly structured alternative to incarceration for individuals attending the Intensive Treatment Alternative Program (ITAP) or awaiting a bed in an inpatient treatment program; and
- Electronic Monitoring allows individuals to remain in the community under intensive supervision.

The agency is also focused on placement prevention for juveniles as reflected in mandatory PINS Diversion, J-RISC and Functional Family Therapy. The Department is assisted in its work by community volunteers and student interns.

In addition to "Probation" work, the agency provides research and support to the Criminal Justice Council. New laws have provided stricter rules and guidelines for the supervision of sex offenders. New legislation mandating the installation of an ignition interlock device for all offenders convicted of misdemeanor or felony DWI's will have a significant impact as well.

The agency provides pretrial screening and supervision to the Drug Court, the Integrated Domestic Violence Court and the felony Drug/Diversion Court. The agency is also a member of the Family Court Drug Treatment Team, which focuses on parents with substance abuse problems. In 2002, the agency began a major initiative to obtain risk/assessment tools for all functions. This enables staff to assess for risk, needs, and protective factors and to ensure progress towards goals. It also provides outcome data for both case management and research purposes. All functions now use actuarial tools for assessment and case management.

The above services and programs are all expressions of the agency's four main functions: Family Court Intake, Pretrial, Investigation, and Supervision.

# Probation & Community Corrections



## Mission Statement

The Mission of the Dutchess County Office of Probation and Community Corrections is to protect the community through intervention in the lives of those under supervision by facilitating compliance with court orders and serving as a catalyst for positive change. We operate in collaboration with our criminal justice partners and the community. We provide services to courts, help strengthen families and give victims a voice in the justice system. We provide leadership and services in a cost effective community based setting.

**Goal:** Assess risks and needs using actuarial assessments. Apply effective supervision practices to reduce unnecessary detention and placement and promote public safety by reducing recidivism and promoting positive outcomes. *Indicator:* 75% of mandated preventive cases will close successfully and not result in placement. *Outcome:* 95% of mandated preventive cases did not require placement. *Strategy:* Continue evidence based practices.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Family Court Diversion/ Supervision cases received	668	700	700	-	0.0%

**Goal:** Provide a timely and accurate legal and social report to courts in Dutchess County. *Indicator:* All investigations will contain mandated information and risk assessment. *Outcome:* All cases met standards. *Strategy:* Monitor through quality assurance.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Investigations received (Juvenile and Adult) **	1,731	1,735	1,735	-	0.0%

**Goal:** Provide pretrial release investigations and recommendations to courts and supervise individuals released to pretrial programs for compliance with court orders. *Indicator:* 75% of cases will close successfully. *Outcome:* 78% of cases were successfully closed. *Strategy:* Continue evidence based pretrial practices.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Pretrial Investigations Completed	2,458	2,500	2,500	-	0.0%
Pretrial Cases Received	1,013	1,020	1,020	-	0.0%

**Goal:** Supervise adults sentenced to probation according to criminogenic risks and needs in order to promote public safety and reduce recidivism. *Indicator:* 80% of cases will not be re-arrested for a felony within 1 year of completing probation. <sup>1</sup>*Outcome:* 88% of probationers were not arrested for a felony within 1 year of sentence. *Strategy:* Continue to apply evidence based practices. <sup>1</sup>2011 data.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Probation Supervision Cases Received (Adult)	938	1,000	1,000	-	0.0%

\*\* Note: Adult investigations increased; juveniles decreased. Successful diversion initiatives appear to have reduced investigation requests.

# Probation & Community Corrections

Goal: Collect the maximum amount of restitution possible as ordered by the courts in order to make victims whole. Note: Collections depend on amount ordered by the court.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Restitution Collected	\$272,385	\$300,000	\$300,000	-	0.0%
Fees Collected	\$65,928	\$70,000	\$70,000	-	0.0%

## **KEY BUDGETARY ISSUES:**

The department has been following new supervision rules that were implemented in mid-2013. The new supervision rules require more contacts with higher risk probationers as determined by an actuarial assessment. The rules are founded on sound evidence-based principles, but are more labor intensive. In addition, there have been modifications to “Leandra’s Law” that expands the potential supervision population and makes it more difficult for defendants to avoid installing the ignition interlock device. These changes increase our need for overtime to perform enhanced duties, accomplish the required community contacts and to make these contacts during “non-traditional” days and hours.

The Governor has indicated that legislation to raise the age of criminal responsibility from the current 16 years of age to 18 will be pursued in the coming year. Although it is not known what form these changes will ultimately take, if passed, this legislation will likely have a major effect on the workload of the department, significantly increasing the number of youths requiring Intake and Diversion services.

Evidence-based programming will continue to be provided both through the department and through contract agencies. Now that inmates have returned to our jail, there will be efforts made to partner with correctional staff to ensure a seamless transition from incarceration back to the community.

## **2015 Accomplishments**

- Implemented the practice of systematically reviewing probation supervision cases after approximately one year of supervision as a means of ensuring that department resources are being expended appropriately based on the risk and needs of the probationer.
- Continued participation in the gender-responsive pre-trial strategy implemented through a technical assistance grant from the Center for Effective Public Policy/National Resource Center on Justice Involved Women. The strategy involved using a standardized women’s pre-trial questionnaire known as the ION (Inventory of Needs) to identify and better address the needs of this population. The final phase of the project will involve the Center for Effective Public Policy’s analysis of the data obtained from the questionnaires. Findings have been publicized nationally through a webinar and at the American Probation and Parole Association’s conference held in Los Angeles.
- Continued a partnership with Project MORE’s Women’s Center for female defendants/probationers in need of various support services. This initiative has benefitted from the gender-responsive pre-trial strategy outlined above. Many of the needs identified using the ION are addressed at this setting.

- The Proxy risk instrument has continued to be used for pretrial screening as well as at the investigation stage. This instrument is useful for individual case decision-making as well as for research purposes.
- The J-RISC program, which incorporates a nationally recognized blue print program, Functional Family Therapy, entered its seventh year. This is a grant funded project used to prevent unnecessary detention and placement of youth. Staff trained in this model offers the program to higher-risk youth and families.
- In partnership with other agencies, continued implementation of the new Detention Risk Assessment Instrument (DRAI) required by state legislation. This evidence-based instrument is being used to assist Family Court in making detention decisions for youth.
- As the lead agency in the county, coordinated various activities of the Regional Youth Justice Team.
- Initiated an Empathy Group for juvenile delinquents using an evidence-based curriculum.
- Offered cognitive behavioral groups, an evidence-based practice, such as “Ready, Set, Work” to probationers. In 2015 a new program, Teen Intervene, was offered to juvenile probationers.
- Along with Ulster County Probation, they are working with Columbia University to analyze the impact of providing more assistance to youth in making community-based linkages.
- Probation continues to increase the utilization of CE Check-in, a web-based program that allows probationers to communicate with probation officers using technology. This program enables probation officers to use their time more efficiently, allowing them to concentrate their efforts on higher risk probationers.

## **2016 Initiatives**

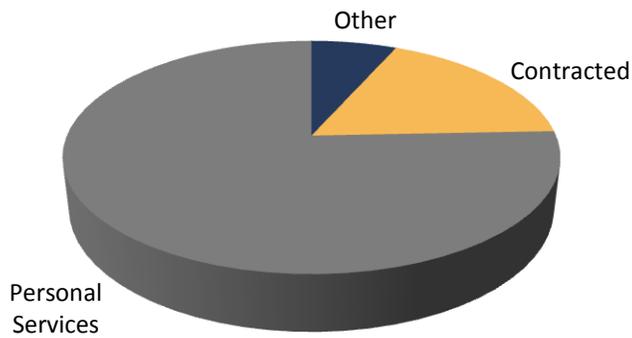
- Continuation of the above programs and projects.
- Continue to explore ways to implement evidence-based practices through collaborative work with the Criminal Justice Council.
- Continue to work with the NYS Office of Probation and Correctional Alternatives to identify and access data needed for planning, research and operational purposes.
- Work with the Criminal Justice Council in research and planning efforts.
- Explore opportunities for technical assistance and grant funding.
- Assist with the implementation of RESTART Program at the County Jail.
- Institute Field Operations Mentoring Program as an addition to the orientation program.
- Create interagency workgroup to implement recommended steps for NACOS Stepping Up initiative.

# Probation & Community Corrections Fiscal Summary

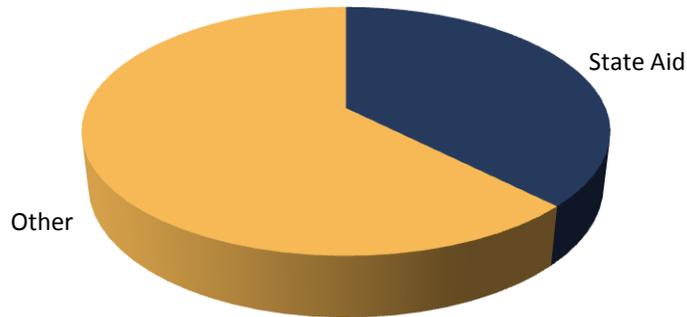
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 14,348,099	\$ 14,929,342	4%
Revenues	\$ 4,368,858	\$ 4,437,744	2%
County Cost	\$ 9,979,241	\$ 10,491,598	5%

### 2016 Adopted Appropriations



### 2016 Adopted Revenue

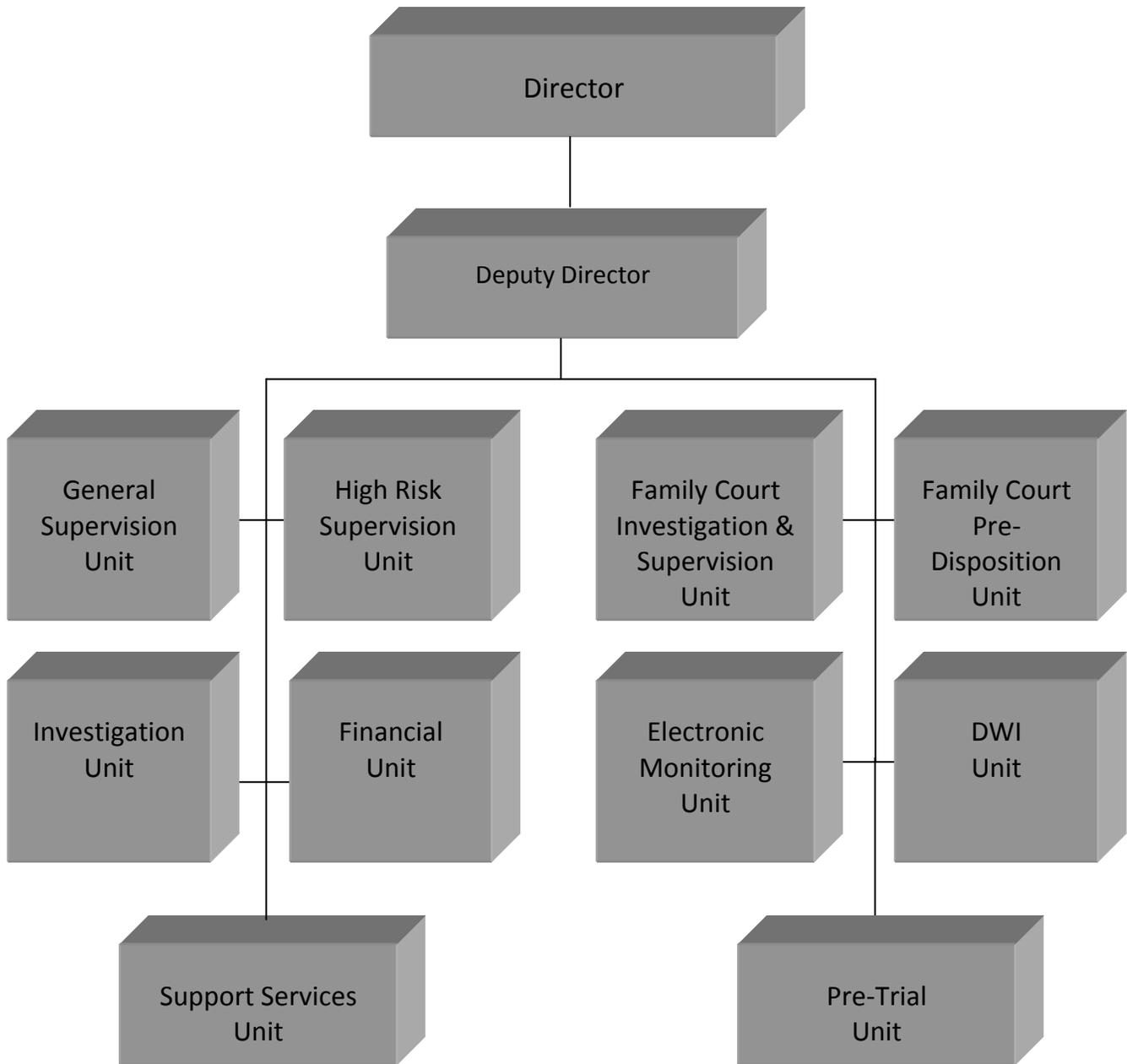


# Probation & Community Corrections

## \*Budget Summary\*

Classification	2014 Expense	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	7,166,977	7,147,352	7,620,875	7,849,727	228,852	3.00%
Employee Benefits	3,376,792	3,337,301	3,370,171	3,441,918	71,747	2.13%
Personal Services	10,543,769	10,484,653	10,991,046	11,291,645	300,599	2.73%
Employee Travel, Train & Educ	22,011	34,875	47,175	35,625	(11,550)	-24.48%
Equipment	13,269	3,300	3,300	0	(3,300)	-100.00%
Communication	15,836	16,064	16,064	16,064	-	0.00%
Supplies	42,293	55,015	61,300	62,865	1,565	2.55%
Interdepartmental Prog & Srv	496,742	581,063	581,063	654,550	73,487	12.65%
Contracted Services	2,225,322	2,522,064	2,450,579	2,645,805	195,226	7.97%
Operations	145,952	218,732	197,572	222,788	25,216	12.76%
Total	13,505,193	13,915,766	14,348,099	14,929,342	581,243	4.05%
OTPS	2,961,424	3,431,113	3,357,053	3,637,697	280,644	8.36%
Departmental Income	2,059,755	2,702,060	2,702,060	2,770,946	68,886	2.55%
Sale of Prop and Comp for Loss.	2,836	0	0	0	-	
Misc. Local Sources	7,579	0	0	0	-	
State Aid	1,647,488	1,666,798	1,666,798	1,666,798	-	0.00%
Federal Aid	0	0	0	0	-	
Total	3,717,658	4,368,858	4,368,858	4,437,744	68,886	1.58%
Net to County Cost	9,787,535	9,546,908	9,979,241	10,491,598	512,357	5.13%

# Probation & Community Corrections Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Probation &amp; Community Corrections:</i></b>		
Director Probation & Community Correction	MI	1
Deputy Director Probation & Comm Corr	MG	1
Principal Probation Officer	MF	1
Director of Budget & Finance	ME	1
Confidential Administrative Assistant	CI	1
Probation Unit Administrator	18	8
Probation Officer II	16	13
Probation Officer II- ATI	16	2
Probation Officer II- PINS	16	1
Probation Officer I	15	52
Probation Officer I (55)	15	1
Probation Officer I- DWI	15	1
Probation Officer I- PINS	15	1
Probation Officer I- Sp Spk	15	3
Support Services Assistant	12	1
Probation Intake Worker	11	2
Senior Program Assistant	10	1
Program Assistant - EA	10	1
Accounting Clerk	9	2
Program Assistant	8	5
Senior Office Assistant	8	1
Case Manager Aide	7	5
Office Assistant	6	4
Receptionist	6	<u>3</u>
<b>Total:</b>		<b>112</b>

# Public Defender

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## **Functions**

The Public Defender represents persons accused of a crime or any offense by which the person may be subject to a jail sentence and the said person cannot afford to retain private legal counsel. The United States Constitution and the New York State Constitution as well as New York State Law mandate the right to legal counsel in criminal proceedings. The right to counsel has also been extended to ancillary proceedings such as extradition proceedings, probation violation proceedings, sex offender classification proceedings as well as other types of proceedings. The duties of the Dutchess County Public Defender are directed and authorized by County Law.

The Public Defender Office is charged with competently representing those who qualify for its services at every stage of the legal proceedings. Bail reductions are frequently sought and when granted, the cost of housing an incarcerated person is reduced.

The Public Defender provides around the clock arraignment services in the following jurisdictions: County Court, City of Poughkeepsie, City of Beacon, Town of Hyde Park, Town of Poughkeepsie, Town of Pleasant Valley, Town of LaGrange, Town of Wappinger, Village of Wappingers Falls, Town of Fishkill and Town of East Fishkill.

In 2012, the Public Defender commenced the provision of legal representation to adults in Family Court. Public Defender continues to handle, among other matters, family offense, neglect, abuse, custody and child support matters. The Public Defender now provides this in all parts of the Family Court.

The Public Defender Office also handles appeals to the Appellate Term of the Supreme Court, the Appellate Division and to the New York State Court of Appeals. The New York State Court of Appeals is the highest Court in the state.

The Dutchess County Public Defender Office services all the Town and Village Justice Courts, City Courts and County Courts in Dutchess County. Dutchess County has twenty (20) towns and eight (8) villages. In cases where conflicts occur the courts have a duty to assign private counsel.

The Public Defender provides representation in Ulster County to criminal defendants and adult litigants that the Ulster County Public Defender is conflicted from doing so.

# Public Defender



## Mission Statement

The Dutchess County Public Defender's Office provides zealous legal representation to indigent criminal defendants in Criminal Court, as well as indigent adult litigants in Family Court.

### **Dutchess County Criminal Court Unit**

**Goal:** To provide quality legal representation.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Acquired Caseload	7,013	6,824	6,824	-	0.0%
Dispositions	6,894	6,654	6,654	-	0.0%
Hearings	637	608	608	-	0.0%
Trials	92	108	108	-	0.0%
Rejected / Non-Indigent Applications	58	46	46	-	0.0%

**Goal:** Dutchess County will come into compliance with 18-B of the County Law in order to qualify for additional reimbursement from New York State.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Conflict Cases/Assigned Counsel	526	526	514	(12)	-2.3%

**Goal:** Increase client involvement in A.T.I. Programs

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Judicial Diversion	30	30	30	-	0.0%
Drug Court	6	6	6	-	0.0%

### **Dutchess County Family Court Unit**

**Goal:** Family Court staff will provide quality legal representation

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Acquired Caseload	1,903	2,218	2,218	-	0.0%
Dispositions	1,625	1,872	1,872	-	0.0%
Hearings	329	366	366	-	0.0%
Trials	164	332	332	-	0.0%

**Goal:** Family Court staff will assist adults incarcerated for failure to pay child support and seek their release from jail and/or minimize their length of stay in jail.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Clients Assisted with Child Support Proceedings	288	282	282	-	100.0%

## **KEY BUDGETARY ISSUES:**

New York State's funding for indigent legal representation continues to evolve, with additional funds becoming available through a grant application process rather than a reimbursement formula. Dutchess County has responded to this change and at the state's direction, now provides legal representation to indigent adults in Family Court. The Public Defender's office plans to apply for additional grants and use them to further enhance the quality of indigent legal services in Dutchess County.

### **2015 Accomplishments**

- Competently and professionally expect to represent over 7,500 people;
- Successfully expanded the Family Court unit;
- Obtained grant funding to hire 2 Bureau Chiefs and 1 Program Assistant; and
- The Public Defender's Office supported an application from Westchester County for regional attorneys who specialize in immigration law.

### **2016 Initiatives**

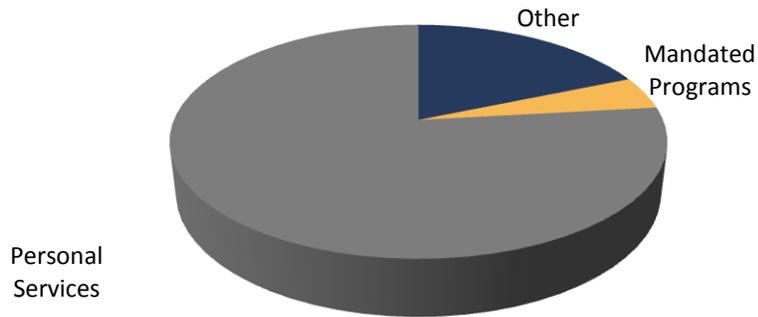
- Monitor the counsel at arraignment programs and expand to other jurisdictions;
- Continue to provide of services to adult litigants in Family Court;
- Come into compliance with Article 18-B of the County Law and any other standards promulgated by the Office of Indigent Legal Service;
- Explore expansion of the conflict defender shared service program with Ulster County; and
- Provide legal services to indigent clients who have had their parole revoked or have been denied release on parole.

# Public Defender Fiscal Summary

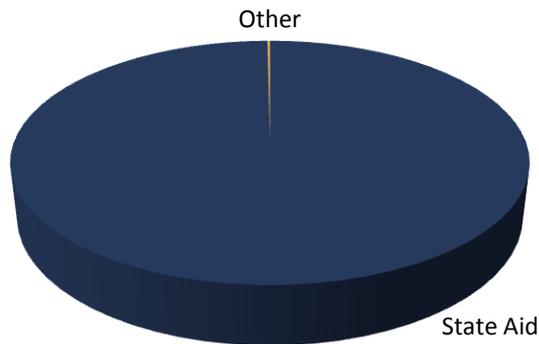
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 5,463,602	\$ 5,951,391	9%
Revenues	\$ 1,673,167	\$ 2,268,264	36%
County Cost	\$ 3,790,435	\$ 3,683,127	-3%

## 2016 Adopted Appropriations



## 2016 Adopted Revenue

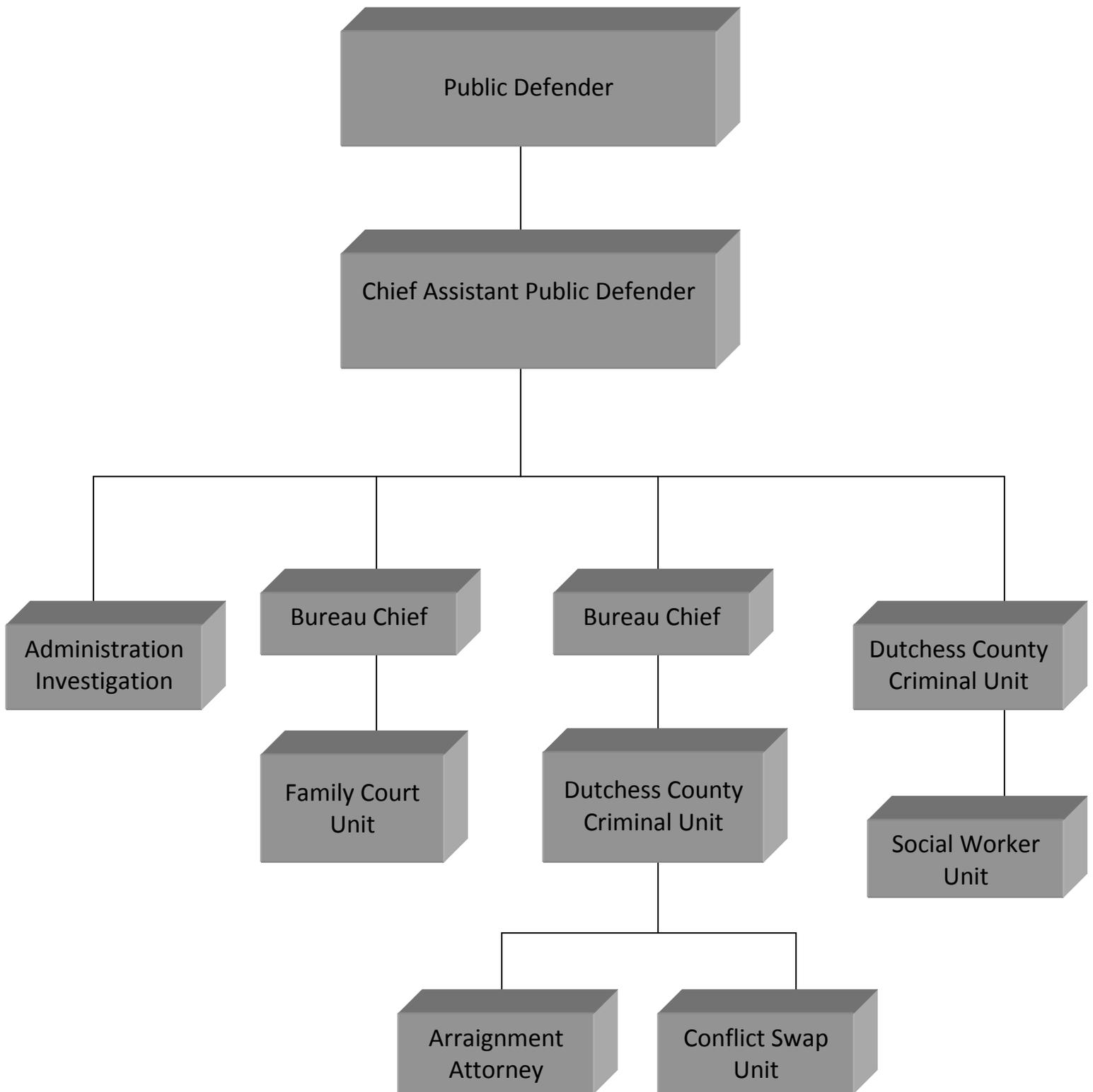


# Public Defender

## \*Budget Summary\*

Classification	2014 Expense	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	2,788,711	2,833,596	2,973,926	3,175,046	201,120	6.76%
Employee Benefits	1,288,727	1,348,454	1,340,682	1,394,384	53,702	4.01%
Personal Services	4,077,438	4,182,050	4,314,608	4,569,430	254,822	5.91%
Employee Travel, Training, & Educator	53,004	61,000	61,729	61,700	(29)	-0.05%
Supplies	13,223	14,200	17,300	16,000	(1,300)	-7.51%
Interdepartmental Prog & Srv	26,689	82,791	82,791	27,949	(54,842)	-66.24%
Contracted Services	167,072	259,326	658,125	981,598	323,473	49.15%
Mandated Programs	273,640	275,000	273,550	270,000	(3,550)	-1.30%
Operations	22,064	54,722	55,499	24,714	(30,785)	-55.47%
<b>Total</b>	<b>4,633,130</b>	<b>4,929,089</b>	<b>5,463,602</b>	<b>5,951,391</b>	<b>487,789</b>	<b>8.93%</b>
OTPS	555,692	747,039	1,148,994	1,381,961	232,967	20.28%
Departmental Income	200	0	0	0	-	
Misc. Local Sources	7,314	4,000	4,000	4,000	-	0.00%
State Aid	1,222,890	1,197,442	1,669,167	2,264,264	595,097	35.65%
<b>Total</b>	<b>1,230,404</b>	<b>1,201,442</b>	<b>1,673,167</b>	<b>2,268,264</b>	<b>595,097</b>	<b>35.57%</b>
<b>Net to County Cost</b>	<b>3,402,726</b>	<b>3,727,647</b>	<b>3,790,435</b>	<b>3,683,127</b>	<b>(107,308)</b>	<b>-2.83%</b>

# Public Defender Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Public Defender:</i></b>		
Public Defender	MI	1
Bureau Chief	MH	1
Chief Assistant Public Defender	MH	1
Chief Investigator- Public Defender	ME	1
Legal Administrative Assistant	MC	1
Senior Assistant Public Defender	AG	10
Assistant Public Defender	AE	2
Alternatives to Incarceration (ATI ) Worker	17	2
Senior Accountant	17	1
Investigator- Public Defender	16	2
Criminal Justice Intake Spec.	11	1
Criminal Justice Intake Spec. SP SPK	11	1
Legal Secretary	11	5
Program Assistant	8	1
Office Assistant	6	1
Receptionist	6	<u>1</u>
Total		32
<b><i>Family Court Unit:</i></b>		
Bureau Chief	MH	1
Senior Assistant Public Defender	AG	3
Assistant Public Defender	AE	3
Legal Secretary	11	2
Program Assistant	8	<u>1</u>
Total		10
<b><i>Conflict Defender SWAP Program:</i></b>		
Senior Assistant Public Defender	AG	<u>1</u>
Total		1
<b><i>Arraignment Defense:</i></b>		
Arraignment Attorney	AD	<u>2</u>
Total		2
Department Total		45

# Sheriff & Jail

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## **Functions**

The Sheriff is an independently elected official, elected by the people he protects and serves. The Sheriff carries out his duties through Deputies who are required to live in the county in which they serve. The Sheriff is the first line of defense to protect citizens of his County from predators, attack and disaster, man-made or natural. The Sheriff is the Chief Law Enforcement Officer of the County and works with federal and state agencies on matters that affect his county and will support police departments within his jurisdiction.

The core missions of the Sheriff's Office include law enforcement, judicial enforcement (service of civil process) and corrections (county jail), among other priority tasks:

### **Law Enforcement**

Carried out by way of a uniformed patrol force, detective bureau, juvenile aid bureau, records and training department, civilian business staff, communications support and specialized response units.

### **Judicial Enforcement**

The enforcement of any judgments handed down by a court. Typically these matters are carried out through civil process such as the service of summons, levy's, evictions, financial executions, garnishments and seizures. These judicial orders are carried out by uniformed and plain clothes Deputies appointed by the Sheriff.

### **Corrections**

The Jail is run by a Corrections Lt Colonel appointed by the Sheriff. The Jail maintains in a safe and secure manner any person sentenced to incarceration for up to one year and also houses any inmate awaiting transfer to state prison, and inmates awaiting trial who have not yet made bail. The Sheriff also insures safe and secure transport of every inmate to court appointments to any jurisdiction in the county.

### **Other Units**

Additionally, the Sheriff maintains specialized units made up of regular law enforcement deputies and detectives. These members support the Sheriff's mission or other agencies that request support from the Sheriff. These units can operate special equipment like motorcycles, ATV's, boats, and bicycles. Special operations can include police canines, underwater search and recovery, crash and crime scene investigation, emergency services unit (special weapons and tactics), crimes against children, computer crimes and recording or storing any type of image.

Another major function that the Sheriff provides to the County is the maintenance of all records generated and the issuance of pistol permits within the County. Records are maintained and provided to the public. Pistol permits are applied for and issued after background investigations.

All aspects of the Sheriff's Office are maintained and monitored through strict auditing of a New York State accreditation program.

# Sheriff & Jail



## Mission Statement

It is the mission of the Dutchess County Sheriffs Office to be a champion of Public Safety and Law Enforcement throughout Dutchess County. To maintain a safe and crime free environment to the community at large. To enforce laws and provide security through a staff of well trained and well equipped personnel that are prepared to respond to the ever increasing calls for police services and emergencies.

**Goal:** Increase response and investigations by availability in communities and visible presence to residents. This proactive approach will hopefully curtail further incidences of crime.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
<b>Complaints (Investigations/Response)</b>	43,102	46,658	47,000	342	0.7%

**Goal:** Increased visibility on the roads and highways of Dutchess County to discourage traffic infractions before they occur. Continued proactive law enforcement increased response, investigation and arrests.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
<b>Traffic Summonses issued</b>	3,113	2,500	2,600	100	4.0%
<b>Total Arrests</b>	1,768	1,442	1,600	158	11.0%
<b># of Civil Actions</b>	3,997	3,700	3,900	200	5.4%

**Goal:** Continued proactive law enforcement efforts resulting in the recovery of more stolen property and the deterrent of more crime.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
<b>Property Stolen</b>	\$ 865,680	\$ 715,100	\$ 750,000	\$ 34,900	4.9%
<b>Property Recovered</b>	\$ 33,760	\$ 68,600	\$ 70,000	\$ 1,400	2.0%

**Goal:** Maintain a system of transport that is safe, efficient and effective.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
<b>Inmates Housed Out (inmate days)</b>	81,259	31,296	10,950	(20,346)	-65.0%
<b>Average Daily Population</b>	474	458	465	7	1.5%

## Sheriff

### KEY BUDGETARY ISSUES:

#### 2015 Accomplishments

- Extended contracts between the County and the School Districts that continues the School Resource Officers (SRO) through June 2016. The anticipated revenue is \$655,000 for 2015.
- Installation of Multiplexer ROIP equipment and lines to replace Verizon radio lines will be completed. It is more reliable and will cause less of an issue with the Sheriff's existing radio and phone lines. E911 is currently using a ROIP system.

- An additional Deputy Sheriff added to the DCFS/County Office Complex making the total members assigned 2 Deputies and 1 Supervisor. The request for extra staffing was requested to assist in the incidences of workplace violence and to monitor the Market and Main Street corridor.
- The Sheriff's Office continues to handle the security at Dutchess Stadium.
- Community Foundations of the Hudson Valley awarded The Sheriff's Office the John T. Sloper Grant in the amount of \$1,885, which purchased pocket masks for Deputy Sheriffs.
- The County settled the Labor Agreement with the Dutchess County Deputy Sheriffs PBA and the Labor Agreement with the Dutchess County Sheriff's Employees Association.

## **2016 Initiatives**

- The Sheriff's electronic fingerprint/mug shot system LiveScan will be upgraded with new hardware and software.
- A Legislative Grant in the amount of \$8,500 will be received in 2016 for Presumptive Drug Testing & Training.
- Due to the new Labor Agreement, there is an increase in salary and overtime rates, which has inflated the Sheriff's overtime appropriation. They will continue to monitor their overtime spending and cut costs when possible.
- Expenses are limited to essential purchases for day-to-day operations, as well as, officer and public safety.
- Priority will be given to trainings that enhance officer and public safety.
- The Sheriff's Office will continue to strive to secure whatever grant funding is available to further enhance law enforcement by providing modern tools and technology. The budget provides for the SRO contract renewals with participating school districts for the 2<sup>nd</sup> half of the year.

## **Jail**

### **KEY BUDGETARY ISSUES:**

The Dutchess County Jail's primary budgetary issues for 2016 are comprised of five measureable matrixes:

- The ability to hire twenty part-time experienced Corrections Officers to work shifts for a maximum of 20 hours per week for 52 weeks each. The budget also includes 3 reclassifications to provide the level of supervision required at the Jail by the Commission of Corrections (1 Lieutenant and 2 Sergeants).
- With the Pods populated, the Jail's need to incur overtime, transporting inmates out of County has been greatly reduced. Since they track overtime by specific category, this matrix (Transport out of County) can

be compared to the prior year's actual Out of County Transportation costs to determine the realized savings of approximately \$700,000.

- The budget provides funding for a significantly reduced number of inmates that will be housed out in other institutions. The 2016 budget is based on 30 inmates housed out per day x \$85.00 /day for 365 days. The Jail will monitor and track the number of housed out inmates on daily /weekly basis.
- The Jail has entered into a new contract with CMC to incorporate the additional medical services costs required for the potential 200 inmates who will be populating the Pods. Diligent monitoring of the contract regarding staffing levels, shortages and credits will assure they will stay within their budget.

## **2015 Accomplishments**

2015 saw the successful installation and population of the Pods. The Jail has been able to increase its inmate bed capacity by 200 which represent an increase of 80% (based on an avg. inmate population of 250). They have also contracted with Hudson Valley Mental Health and Project More, Inc. to provide the inmates with behavioral and transitional programming. The addition of the Pods also reduces the hardship to the inmate families since they can visit their loved one more easily if they remain in the County. There is a strong correlation between inmate visitation and the inmates overall sense of well being while incarcerated.

The Pods have also provided the County with permanent cost efficiencies by improving the Inmate to Correction Officer Ratio. Transportation outside the County has also been greatly reduced. This not only provides a direct cost savings in overtime, but also reduces the risk of incident, accident and injury associated anytime the Jail transports inmates outside of the County. Lastly, by housing an additional 200 inmates in County as opposed to out of County, helps expedite the legal process by facilitating the interactions between inmates and their legal representatives locally.

## **2016 Initiatives**

The Jail is working on multiple strategies to reduce the cost to the County, increase operational efficiencies and improve inmate programming. The strategies used to continue to drive down operational costs include hiring 20 part-time experienced Corrections Officers which will help reduce over time and provide support to the full time staff. Additionally the Jail will continue to find efficiencies within the Pod operations to drive down cost while adhering to the NYS minimum standards for county jails.

The Jail is also working with Hudson Valley Mental Health and Project More, Inc. to bring in more targeted behavioral and transitional training for the inmates in order to help the discharged inmate to successfully re-integrate into the community.

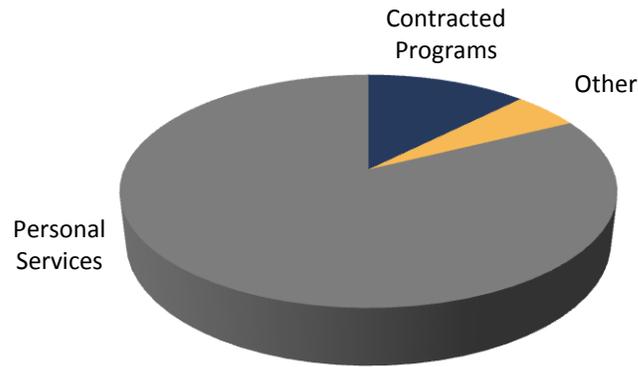
The Administration is also working with Ricci Greene and Associates to design the new Dutchess County Justice and Transition Center. The goal is to have construction documents finalized this year so an RPF can be prepared. The Administration is also diligently working on an on-going basis with the Commission of Corrections to maintain the proper variance documentation and provide feedback to Ricci Greene Associates regarding Commission of Corrections recommendations.

# Sheriff & Jail Fiscal Summary

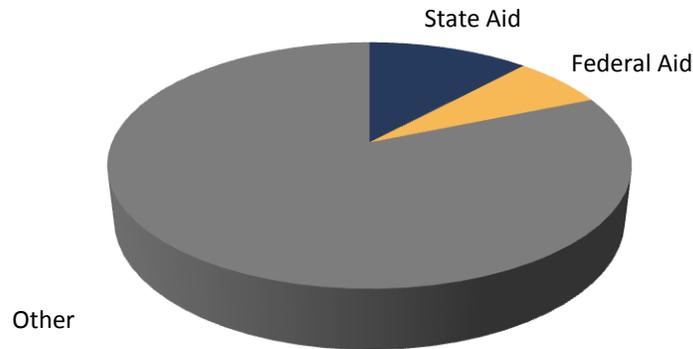
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 57,852,726	\$ 56,151,156	-3%
Revenues	\$ 3,494,444	\$ 3,714,389	6%
County Cost	\$ 54,358,282	\$ 52,436,767	-4%

## 2016 Adopted Appropriations



## 2016 Adopted Revenue

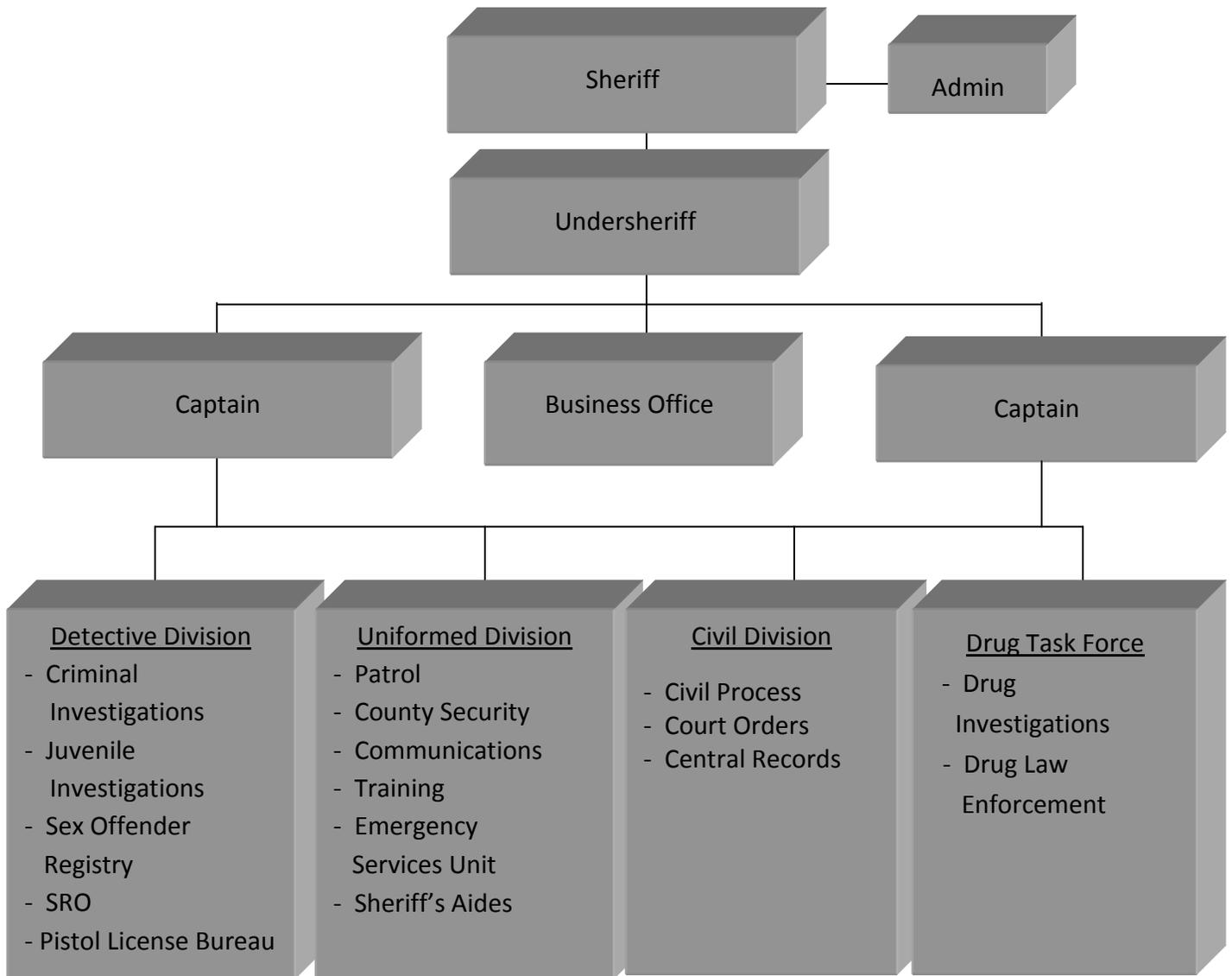


## Sheriff & Jail

### \*Budget Summary\*

Classification	2014 Expense	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	29,971,008	31,216,695	33,344,276	33,112,549	(231,727)	-0.69%
Employee Benefits	13,070,685	12,568,799	13,732,606	13,139,064	(593,542)	-4.32%
Personal Services	43,041,693	43,785,494	47,076,882	46,251,613	(825,269)	-1.75%
Employee Travel, Train & Educ	73,901	87,779	88,779	188,690	99,911	112.54%
Equipment	149,637	51,900	81,467	138,345	56,878	69.82%
Communication	56,925	67,250	68,970	64,700	(4,270)	-6.19%
Supplies	522,734	696,977	733,894	744,338	10,444	1.42%
Utilities	483,080	737,870	731,870	680,649	(51,221)	-7.00%
Interdepartmental Prog & Srv	113,484	116,938	116,938	121,914	4,976	4.26%
Insurance	0	0	0	0	-	
Contracted Services	10,153,366	7,737,913	7,993,791	6,987,586	(1,006,205)	-12.59%
Operations	760,358	997,031	960,135	973,321	13,186	1.37%
Debt Service	0	0	0	0	-	
Total	55,355,177	54,279,152	57,852,726	56,151,156	(1,701,570)	-2.94%
OTPS	12,313,484	10,493,658	10,775,844	9,899,543	(876,301)	-8.13%
Departmental Income	2,306,496	2,336,804	2,336,804	2,508,038	171,234	7.33%
Intergovernmental Charges	3,135	3,250	3,250	3,500	250	7.69%
Use of Money and Property	176,230	260,000	260,000	260,000	-	0.00%
Licenses and Permits	35,858	30,000	30,000	32,000	2,000	6.67%
Fines and Forfeitures	14,967	0	0	0	-	
Sale of Prop and Comp for Loss	333,992	210,000	210,000	215,000	5,000	2.38%
Misc. Local Sources	200,805	0	0	0	-	
State Aid	1,003,826	45,000	395,000	441,751	46,751	11.84%
Federal Aid	(17,606)	259,390	259,390	254,100	(5,290)	-2.04%
Total	4,057,704	3,144,444	3,494,444	3,714,389	219,945	6.29%
Net to County Cost	51,297,473	51,134,708	54,358,282	52,436,767	(1,921,515)	-3.53%

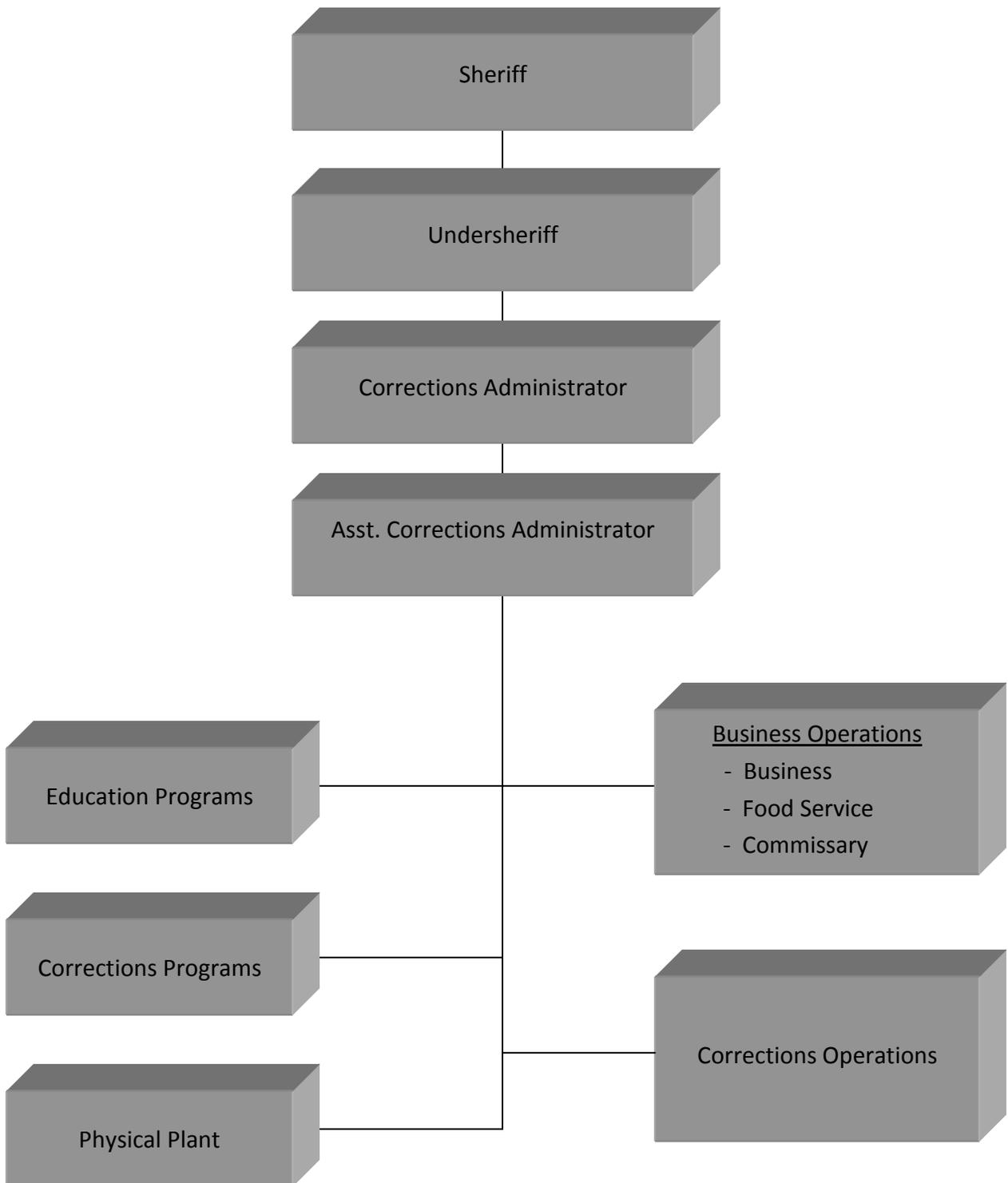
# Sheriff Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Sheriff:</i></b>		
Sheriff	E	1
Undersheriff	MH	1
Deputy Sheriff Captain	MF	2
Confidential Secretary to the Sheriff	MA	1
Deputy Sheriff Lieutenant	SQ	4
Deputy Sheriff Lieutenant (DD)	SQ	1
Deputy Sheriff Sergeant	SP	9
Deputy Sheriff Sergeant (DD)	SP	2
Deputy Sheriff	SN	69
Deputy Sheriff (DD)	SN	16
Business Manager (SH)	NN	1
Sheriff Aide	NK	8
Senior Program Assistant (SH)	NJ	4
Accounting Clerk (SH)	NI	2
Program Assistant (SH)	NH	2
Senior Office Assistant (SH)	NH	1
Head Cleaner (SH)	NF	1
Office Assistant (SH)	NF	1
Clerk (SH)	ND	<u>1</u>
Total:		127

# Jail Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<i>Jail:</i>		
Correction Lieutenant Colonel	MG	1
Correction Major	MF	1
Correction Captain	ME	1
Director of Budget and Finance	ME	1
Buildings Maintenance Supervisor (CF)	NP	1
Heating & Ventilation Technician (SH)	NN	1
Electrician I (SH)	NM	1
Carpenter (SH)	NM	1
Building Maintenance Mechanic III (SH)	NM	2
Principal Program Assistant (SH)	NL	1
Administrative Assistant (SH)	NL	1
Accounting Clerk (SH)-EA	NK	1
Senior Program Assistant (SH)	NJ	1
Accounting Clerk (SH)	NI	1
Office Assistant (SH)	NF	1
Correction Lieutenant	JP	6
Correction Sergeant	JO	20
Correction Officer	JM	181
Correction Officer	JL	24
Chaplain- PT		<u>3</u>
Total:		250
Total Sheriff & Jail:		377

# Traffic Safety & STOP DWI

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## **Functions**

### **Traffic Safety**

The Traffic Safety Board is a coalition of law enforcement, education, health and human service agencies and individuals committed to ensuring that our streets, sidewalks and residents remain safe and secure. The major activities of the Traffic Safety Board include:

- Educate the public about safe driving, bicycling and walking habits. Programs focus on aggressive driving, the special needs of older/mature drivers, proper bicycle and pedestrian behaviors relating to injury prevention, school bus safety, and motorcycle safety awareness.
- Distribute educational information and safety equipment (e.g. bicycle helmets, child safety seats) to County residents in support of on-going education/awareness programs.
- Support local law enforcement efforts to increase compliance with state safety belt laws and reduce the number of crashes related to aggressive driving behaviors and excessive speed as part of the statewide Police Traffic Services (PTS) grant project.
- Educate public about aggressive driving issues in Dutchess County by highlighting enforcement efforts, targeted behaviors and individual driver responsibility.
- Support the efforts of local law enforcement agencies, community groups and schools in Bicycle Safety Rodeos and helmet safety presentations to raise awareness and reduce bicycle crashes and related injuries throughout the County.
- Coordinate Child Passenger Safety seat check events/activities/training(s) countywide through support of the Dutchess County Child Passenger Safety Coalition.
- Manage the organization and dissemination of traffic and crash statistics/data from law enforcement agencies throughout the county.

### **STOP D.W.I.**

The STOP-DWI Program is funded from the fines collected from individuals who have been found guilty of Driving While Intoxicated violations within Dutchess County. Programs are administered internally in the Departments of the Sheriff, District Attorney, and Probation and externally through contracts with Lexington Center for Recovery, The Council on Addiction Prevention and Education of Dutchess County, and with various municipal police departments. The STOP-DWI Program also supports educational programs and special projects to deter drinking and driving by providing information to the general public and community groups to reduce the prevalence of related crashes and injuries.

# Traffic Safety / STOP D.W.I.



## Mission Statement

To support effective Traffic Safety and Injury Prevention Programming that targets reductions in the numbers of injuries, fatalities, and related economic issues for all Dutchess County roadway users. Additionally Traffic Safety / Stop DWI aims to deter alcohol / drug impaired driving through enhanced enforcement, prosecution, rehabilitation, and education services.

## TRAFFIC SAFETY

Goal:

Educating the public about safe driving, bicycling and walking habits. Programming focused on aggressive driving, the special needs of mature/older drivers, and proper bicycling and pedestrian behaviors.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
<b>Training Programs:</b>					
Number of Training Programs (Includes Helmet/Older Driver/Motorcycle)	2	4	4	-	0%
Number of Participants	88	110	110	-	0%
Community Events/Displays	27	24	24	-	0%
<b>Bicycle Safety Rodeos:</b>					
Number of Rodeos	7	8	8	-	0%
Number of Participants	415	190	190	-	0%
# of Education Materials Distributed	40,000	43,000	44,000	1,000	2.3%
<b>Child Passenger Safety Training Programs:</b>					
Number of Training Programs	-	1	1	-	0%
Number of Participants	-	20	20	-	0%

Goal:

Provide training opportunities in proper child passenger safety seat installations and seat check events throughout the county in an effort to improve the safety of your youngest residents.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
<b>Child Passenger Safety Checks:</b>					
Number of Events	5	3	3	-	0%
Number of Participants	69	75	75	-	0%
Number of Child Safety Seats Distributed	123	130	130	-	0.0%

Goal:

Manage the organization and dissemination of traffic and crash statistics from police agencies throughout the county.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Number of Crash Records Processed	2,800	2,700	2,700	-	0.0%
Number of Information Requests (Government and Public)	11	15	15	-	0.0%

# Traffic Safety / STOP D.W.I.

## TRAFFIC SAFETY (continued)

Goal: Support of local law enforcement agencies to reduce the number of crashes related to aggressive driving and excessive speed. Also support local law enforcement to reduce the number of injuries and fatalities related to lack of seat belt usage. BUNY is a high visibility compliance program.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
<b>POLICE TRAFFIC SERVICES GRANT</b>					
Local Law Enforcement Participation (Number of Agencies)					
Aggressive Driving Enforcement	10	10	10	-	0.0%
Occupant Restraint Compliance Enforcement	10	10	10	-	0.0%
Number of Seat Belt Violation Citations Issued (during funded patrols)	440	405	400	(5)	-1.2%
Aggressive Driving Citations Issued	1,574	1,600	1,600	-	0.0%
TOTAL Other Citations Issued	622	600	600	-	0.0%

## STOP DWI

Goal: Reduce the rate of alcohol and other drug-related injuries and fatalities through the support of these program components: enforcement, prosecution, probation, rehabilitation, public information and education.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Number of STOP supported arrests					
Overtime Patrols	298	300	305	5	1.7%
Sobriety Checkpoints	32	30	35	5	16.7%
Number of Sobriety Checkpoints Funded	10	10	10	-	0%
Number of Alcohol Related Crashes*	180	170	165	(5)	-2.9%
Number of Alcohol Related Fatalities*	6	5	4	(1)	-20.0%
Number of Information Requests	120	110	120	10	9.1%

*\*Data compiled by the Institute for Traffic Safety Management & Research with data from T/SLED.*

## **2015 Accomplishments**

The operational plans, grant activity and related programming for both the Traffic Safety and STOP-DWI Programs are on target with the budget plan.

In an ongoing proactive effort to combat impaired driving and the growing prescription drug abuse epidemic, the STOP-DWI assisted in the establishment of eight permanent drug collection sites in law enforcement agencies throughout the County facilitating the safe disposal of unused/expired medications. Also, in

partnership with The Dutchess County Sheriff's Office and The Office for the Aging, STOP-DWI has coordinated unused medication/prescription drug collection events at each of the 12 senior picnics scheduled throughout the County.

## **2016 Initiatives**

The 2016 budget plan for Traffic Safety (A3310) includes participation in three grant programs.

Although reduced, STOP-DWI (A3315) programming in 2016 includes continued appropriations in three program areas funded in 2015; there are no new initiatives/programs in this budget cycle.

### **Continued Programming**

#### **DC Community Corrections/ Probation Enhanced Supervision Project:**

The DC Department of Probation & Community Corrections project supports limited overtime for probation officers to affect enhanced supervision (after hour home/work visits) on high risk offenders in an effort to increase surveillance and compliance with court orders.

#### **Drug Recognition Expert (DRE) Call Out Reimbursement Initiative:**

Funding in the 2016 budget will again facilitate the utilization of DREs with a countywide call out procedure. The STOP program has established policy/procedures where reimbursement will be provided to the respective law enforcement agency if a DRE was called to assist with drug recognition based on established protocol.

#### **Support of the Annual Regional (Mid-Hudson) STOP-DWI Conference:**

Dutchess STOP-DWI will support/sponsor the 33<sup>rd</sup> annual Regional STOP DWI Enforcement/Prosecution conference with the other 8 counties in the region. DC STOP-DWI will support law enforcement officers or Assistant District Attorneys (ADAs) and other community partners by extending the opportunity to attend the conference and related training workshops at no cost to their respective departments.

#### **Crack Down Enforcement Grant:**

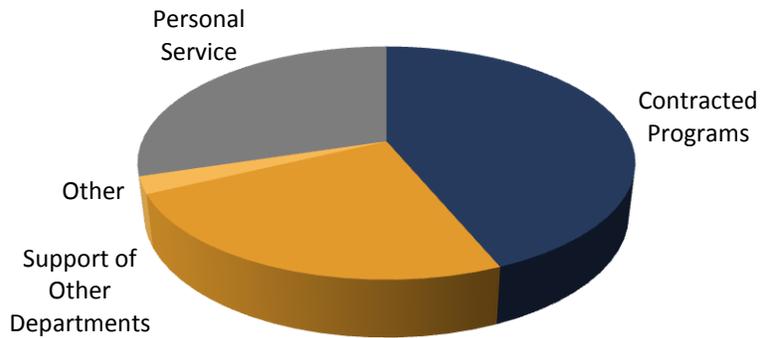
As part of a NYS STOP-DWI Foundation grant project through the NYS Governor's Traffic Safety Committee, the Dutchess County STOP-DWI Program has been awarded a grant of \$119,210 to administer a "Crackdown Enforcement Grant" for the 2015-2016 federal fiscal-cycle (October, 1st 2015 to September 30th 2016). This will provide funding to participating law enforcement agencies for their cooperative involvement to revitalize and enhance the visibility of the STOP-DWI Program through coordinated impaired driving enforcement targeting identified statewide crackdown periods. These details shall include local, county, and state agencies.

# Traffic Safety & STOP DWI Fiscal Summary

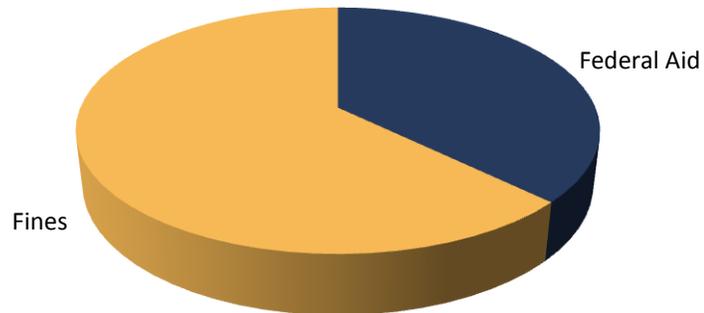
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 711,108	\$ 711,424	0%
Revenues	\$ 686,985	\$ 697,817	2%
County Cost	\$ 24,123	\$ 13,607	-44%

## 2016 Adopted Appropriations



## 2016 Adopted Revenue

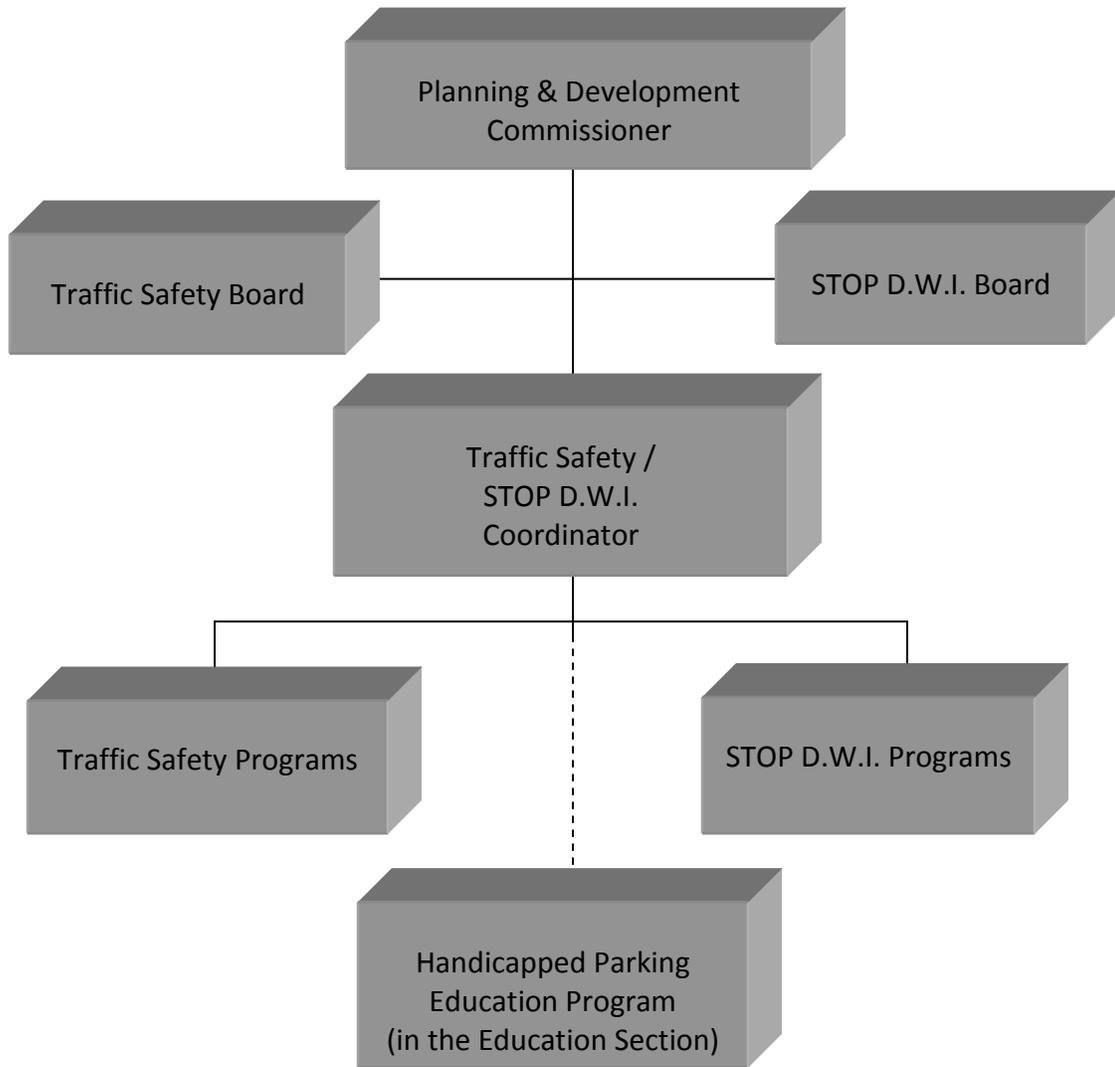


## Traffic Safety & STOP DWI

### \*Budget Summary\*

Classification	2014 Expense	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	20,503	135,782	143,226	148,000	4,774	3.33%
Employee Benefits	10,566	62,483	62,944	63,733	789	1.25%
Personal Services	31,069	198,265	206,170	211,733	5,563	2.70%
Employee Travel, Train & Educ	9,404	11,170	11,056	9,316	(1,740)	-15.74%
Supplies	4,257	7,320	6,600	6,875	275	4.17%
Interdepartmental Prog & Srv	372,809	171,479	185,893	171,779	(14,114)	-7.59%
Contracted Services	341,774	279,149	299,899	311,051	11,152	3.72%
Operations	1,793	770	1,490	670	(820)	-55.03%
Total	761,108	668,153	711,108	711,424	316	0.04%
OTPS	730,038	469,888	504,938	499,691	(5,247)	-1.04%
Fines and Forfeitures	473,264	415,132	415,132	438,290	23,158	5.58%
Sale of Prop and Comp for Loss	25	15	15	15	-	0.00%
Misc. Local Sources	212	0	0	0	-	
Federal Aid	305,018	236,838	271,838	259,512	(12,326)	-4.53%
Total	778,519	651,985	686,985	697,817	10,832	1.58%
Net County Cost	(17,411)	16,168	24,123	13,607	(10,516)	-43.59%

# Traffic Safety & STOP DWI Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b>Traffic Safety:</b>		
STOP-DWI Traffic Safety Administrator	15	0.25
Program Assistant PT	8-H	<u>0.5</u>
Total:		0.75
<b>STOP-DWI:</b>		
STOP-DWI Traffic Safety Administrator	15	0.75
Principal Program Assistant	12	<u>1</u>
Total:		1.75
Department Total		2.5

# Juvenile Detention

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## **Functions**

Detention regulations are part of the Family Court Juvenile Act #304 and Social Services Law #462(2). Social Services' Law mandates the local Department of Community & Family Services pay temporary juvenile detention until a Family Court ruling can be made.

The Juvenile Detention division provides temporary housing for juvenile delinquents in a hold-over facility or in a non-secure detention facility, depending on the juvenile's offense. The temporary placement remains until the Family Court makes a decision on the case. Transportation is also required and is provided by the Dutchess County Sheriff's Department to transport the juveniles to and from these placements to court appearances as ordered by Family Court.

# Juvenile Detention



## Mission Statement

To ensure that youth and families are provided with a safe environment and that community safety is enhanced.

**Goal:** Provide secure facilities to house youth who have been charged with serious crimes while they are awaiting court disposition and provide secure transportation for detained youth to and from court appearances.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Sheriff's transports to and from detention facilities	210	210	210	-	0.0%
# of youth housed in secure detention (unduplicated)	23	23	23	-	0.0%

**Goal:** Provide non-secure facilities to house youth who are charged with less serious crime, and who are deemed at risk of not appearing in court, to ensure that they appear in court.

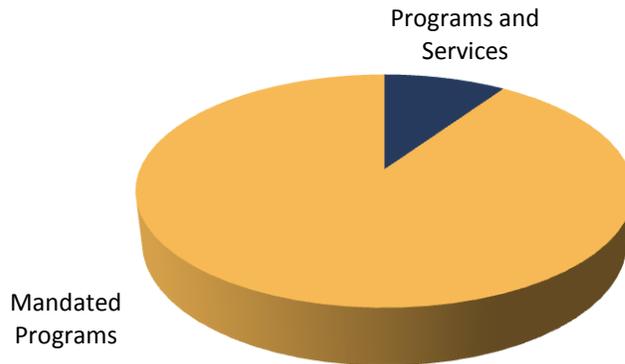
Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of youth housed in non-secure detention (unduplicated)	99	110	110	-	0.0%
# of non-secure care days	3,182	3,300	3,500	200	6.1%

# Juvenile Detention Fiscal Summary

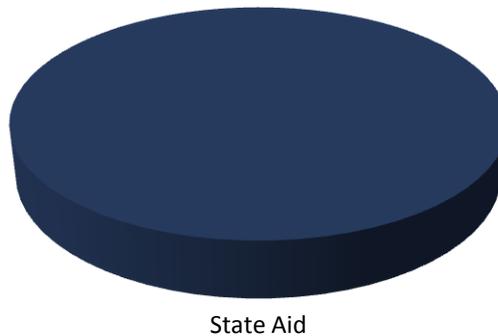
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 1,207,939	\$ 1,105,000	-9%
Revenues	\$ 595,350	\$ 541,450	-9%
County Cost	\$ 612,589	\$ 563,550	-8%

## 2016 Adopted Appropriations



## 2016 Adopted Revenue

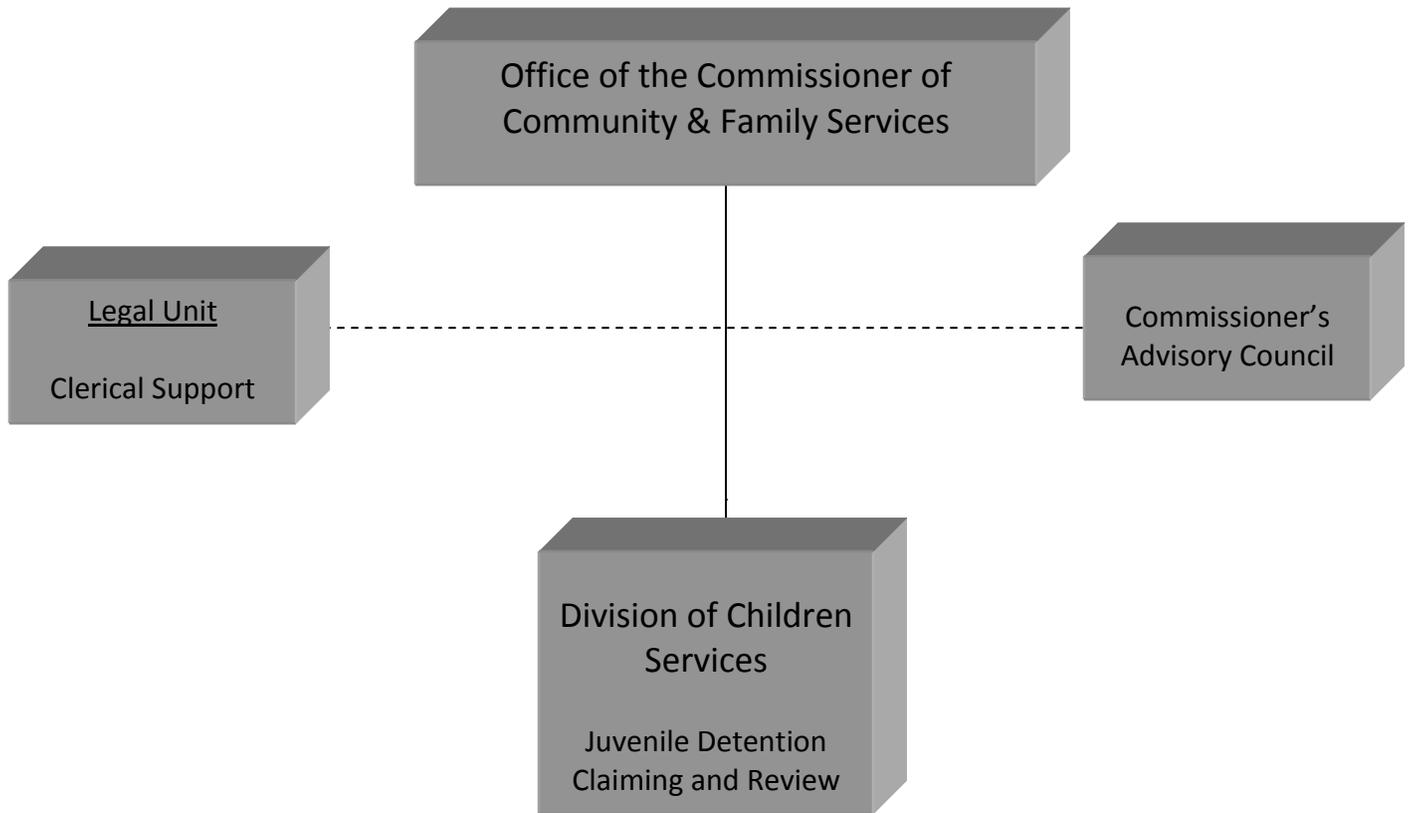


## Juvenile Detention

### \*Budget Summary\*

Classification	2014 Expense	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Interdepart Prog & Srv	84,619	115,000	107,939	105,000	(2,939)	-3%
Mandated Programs	973,749	1,100,000	1,100,000	1,000,000	(100,000)	-9%
Total	1,058,368	1,215,000	1,207,939	1,105,000	(102,939)	-9%
OTPS	1,058,368	1,215,000	1,207,939	1,105,000	(102,939)	-9%
State Aid	597,627	595,350	595,350	541,450	(53,900)	-9%
Total	597,627	595,350	595,350	541,450	(53,900)	-9%
Net to County Cost	460,741	619,650	612,589	563,550	(49,039)	-8%

# Juvenile Detention Organizational Structure



# Criminal Justice Council

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## Functions

The Criminal Justice Council (CJC) was established by local law in 1993. The criminal justice council worked hard to increase the capacity of the Alternatives to Incarceration (ATI) programs including Intensive Treatment Alternatives Program (ITAP), Transitional Housing, and Electronic Monitoring. As outlined in the local law, the CJC advises the County Government and may assist in the development of ways to relieve jail overcrowding, improve case processing and dispositions, and encourage and monitor ATIs. However, the CJC does not oversee the internal operation of any agency. Specific duties include, but are not limited to:

- Promote cooperation among criminal justice stakeholders;
- Establish committees or special task groups to advance the goals of the criminal justice system;
- Develop and recommend policies, as appropriate, to achieve improved management of the criminal justice system;
- Act as a planning group for relief of jail overcrowding;
- Research, develop and recommend new programs or initiatives based on evidence based practices;
- Review and comment on program initiatives;
- Advise and assist with the development and administration of the Criminal Justice Management Information Systems;
- Provide statistical analysis and evaluation of data to enhance the criminal justice system's effectiveness;
- Measure the criminal justice system's effectiveness through evaluation of internal processes and outcomes;
- Communicate findings to involved agencies and the public;
- Determine and recommend priorities for resource allocation;
- Identify funding and service opportunities among non-government entities to advance effectiveness of the criminal justice system;
- Develop and recommend its annual budget to the lead county department;
- Approve the County's ATI Service Plan; and
- Convene meetings and workshops to further the goals of the Council.

# Criminal Justice Council

## Mission Statement

**Vision Statement** - The vision of the Criminal Justice Council is a fair, and effective Criminal Justice System.

**Mission Statement** - The Criminal Justice Council engages in a collaborative process of information sharing to maximize resources resulting in an enhanced Criminal Justice process. This work is done through utilizing research based practices to ensure community safety, through the promotion and support of intervention for at risk youth and adults; addressing victims' needs; and reduction of recidivism.

**Goal:** Promote cooperation and collaboration among criminal justice stakeholders.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Council Members	32	32	32	-	0.0%
Full Council Meetings	6	6	6	-	0.0%
Executive Committee Meetings	12	11	11	-	0.0%

## KEY BUDGETARY ISSUES:

The Criminal Justice Council, with the assistance of its consultant, will continue to review and evaluate the criminal justice system and to promote efficiencies that will alleviate jail population stresses at the jail and reduce recidivism through effective jail programming, ATIs and pretrial programs.

## 2015 Accomplishments

- Oversaw the work of the seven committees of the CJC;
- Continued planning and research initiatives with data furnished by the consultant in order to promote efficiencies and best practices in the criminal justice system with special attention to the average length of stay (ALOS) at the jail;
- Through its Special Populations Committee, the Council developed an in-jail program for higher risk/needs inmates (RESTART) that is designed to help them successfully transition back to the community;
- Continued research to address the population in the jail, ATIs and transitional needs;
- Through its Diversion Committee, created plans for a Crisis Stabilization Center to divert appropriate individuals with mental health, chemical dependency or co-occurring needs from the jail or hospitalization;
- The Diversion Committee also arranged for Crisis Intervention Training for law enforcement agencies;
- The Juvenile Justice Committee developed and coordinated a Juvenile Firesetters Program; and

- The re-entry initiative was approved for another year of funding with Exodus Transitional Community as the provider.

## **2016 Initiatives**

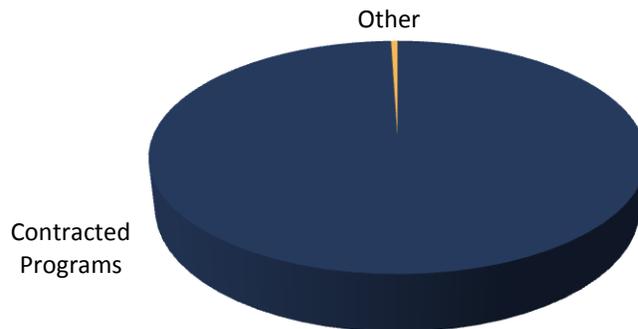
- Much of the work in 2016 will be a continuation of 2015's initiatives;
- Apply for continued funding to support re-entry programming;
- Review opportunities for technical assistance and grant funding;
- Opening of the Crisis Stabilization Center;
- Continuation of CIT classes;
- Continuation of criminal justice research and planning;
- Review of RESTART program; and
- The Victims Committee is planning educational programs for the community.

# Criminal Justice Council Fiscal Summary

## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 65,325	\$ 65,325	0%
Revenues	\$ -	\$ -	
County Cost	\$ 65,325	\$ 65,325	0%

## 2016 Adopted Appropriations

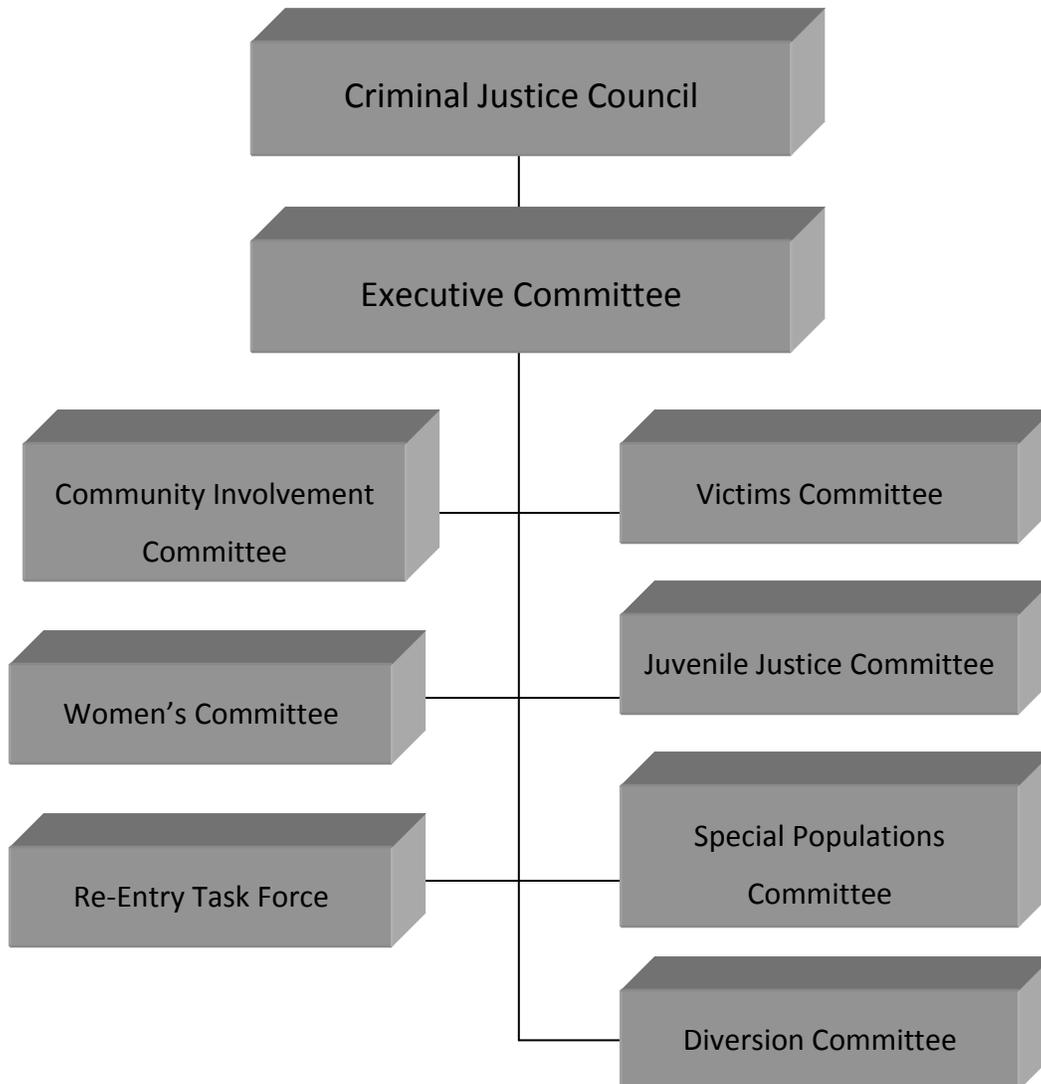


# Criminal Justice Council

## \*Budget Summary\*

Classification	2014 Expense	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Supplies	0	250	250	250	-	0.00%
Interdepartmental Prog & Srv	0	75	75	75	-	0.00%
Contracted Services	65,000	65,000	65,000	65,000	-	0.00%
Total	65,000	65,325	65,325	65,325	-	0.00%
OTPS	65,000	65,325	65,325	65,325	-	0.00%
Misc. Local Source	0	0	0	0	-	
State Aid	0	0	0	0	-	
Total	0	0	0	0	-	
Net to County Cost	65,000	65,325	65,325	65,325	-	0.00%

## Criminal Justice Council Organizational Structure



# Behavioral and Community Health



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# Department of Behavioral and Community Health

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## **Functions**

As of January 1, 2016, the Departments of Health and Mental Hygiene will cease to exist as separate entities and transition to the newly merged Department of Behavioral and Community Health (DBCH). This accomplishment was the result of a comprehensive study completed by The Center for Government Research (CGR) which recommends merging the two departments. The County Executive and community providers concur a full merger of both departments will best serve the behavioral and physical health needs of our residents, particularly in view of the changing landscape of healthcare nationally and in New York State. The merger is the result of a two year planning process and a tribute to the efforts of the many internal transition team and external advisory team stakeholders who made it happen. Merging behavioral, physical, and public health into a single holistic community health oversight agency highlights the County's commitment to improve health care delivery, maximize efficiencies, and is aligned with the NYS Medicaid Redesign initiative and the NYS Department of Health's 2013-2017 Prevention Agenda.

## **Vision/Mission Statements:**

- *Vision:* Dutchess County will be the healthiest county in New York State.
- *Mission:* The Dutchess County Department of Behavioral and Community Health will assess and protect the community from health risks, assure access to high quality services, and promote holistic care that integrates physical and behavioral health outcomes.

The Department of Behavioral and Community Health (DBCH) will fulfill the core functions of public health, as mandated by Public Health Law, and fulfill its responsibility for the provision of behavioral health services. DBCH will be reporting to the following governing agencies: the NYS Department of Health (NYSDOH), the New York State Office of Mental Health (OMH), the Office of People with Developmental Disabilities (OPWDD), and the NYS Office of Alcohol and Substance Abuse Services (OASAS). Current licenses to operate as an Article 28 Diagnostic and Treatment Center, a Licensed Home Care Services Agency (LHCSA), a Partial Hospitalization Program and Outpatient Chemical Dependency Clinic and Day Rehabilitation program will be updated to reflect the new Department name once authorizations from all governing agencies have been confirmed. DBCH will continue to report to two distinct boards: the Board of Health and the Department of Mental Hygiene Advisory Board. Although Board members will have the opportunity to attend both Board meetings, the two Boards have different mandates and will remain separate entities.

## **Organizational Structure:**

The new Department's interim organizational chart features both shared and specialized services and highlights the role existing divisions will play at DBCH and how they will interact. Divisions providing shared support services to all departmental divisions and units and who will report directly to the Commissioner include Administrative Operations, the Office of Quality Improvement and Workforce Development, and the Division of Health Planning, Education & Preparedness. Divisions dedicated to the provision of specialized services include Behavioral Health, Public Health, and Veterans' Services, each reporting to their respective Deputy Commissioner. The Medical Examiner's Office while aligned with DBCH officially, reports directly to the County Executive per Section 30.01 of the County Charter.

## **Shared Support Services:**

### **Administrative Operations**

The Division is responsible for the day-to-day management of the fiscal and administrative operations of the Department. It provides timely and accurate accounting for revenues and expenditures, billing, contract management, personnel and grant administration. It is also responsible for facility/building maintenance and personnel management.

### **Public Health Planning, Education and Preparedness**

The mission of the Division is to disseminate to the community continuous, accurate, timely and meaningful information designed to reduce health risks, promote better health, and to provide the DBCH workforce with reliable access to high quality information resources. The Division is responsible for the planning, development, implementation, and evaluation of long and short-term goals (strategic planning), engages in an ongoing integrated community health assessment process, and coordinates the development and implementation of the state mandated Community Health Improvement Plan (CHIP). Through partnerships with local health and mental health providers, educational institutions and human services agencies, the Division conducts public awareness programs and educational forums, coordinates media and public outreach efforts, and supports local collaborative initiatives.

Additionally, the Division oversees the Department's Emergency Response Plan and is responsible for the administration and management of the Emergency Public Health Preparedness grant. The assigned staff acts as liaison between the Departments of Behavioral and Community Health and Emergency Response, local volunteer rescue squads and hospital emergency rooms, and ensures that the Department's Emergency Preparedness plan is compatible with the Comprehensive Emergency Management Plan, embracing an "all hazards" approach. The EMS Coordinator is also responsible for the Department's Strategic National Stock Pile (SNS). The Volunteer Medical Reserve Corps with its Medical Reserve Corps Coordinator ensures that competent supplemental workforce resources are available when needed.

### **Quality Improvement and Workforce Development**

A full time QI coordinator has been hired to oversee QI and workforce development functions for all services provided under Behavioral Health and to ensure the newly merged Department of Behavioral and Community Health is in compliance with required mandates. The coordinator will also be assessing future QI needs for public health core services and recommending how to most effectively meet these needs and satisfy requirements established by the Public Health Accreditation Board. In 2016, the new commissioner will determine the future direction of this division.

## **Programs and Activities:**

### **Clinical Behavioral Health Services**

The Division is responsible for the planning, oversight, development, and provision of comprehensive community-based prevention, treatment, and recovery services and programs for people who are mentally ill, intellectually/developmentally disabled and/or chemically dependent. These services are provided directly by DBCH behavioral health services divisions, contract agencies and other community-based service agencies.

The Division consists of all outpatient mental health, chemical dependency and intellectual/developmental disability services provided. Those clinical programs directly operated are as follows:

- Partial Hospital Program
- Intensive Treatment Alternative Program
- Jail-Based Mental Hygiene Program
- Forensic Evaluation

The Partial Hospitalization Program provides services five days a week for patients 18 years of age and over who require daily structured treatment. The program functions both as an alternative to full-time psychiatric hospitalization for those who have supportive living arrangements and as a step-down for those patients discharged from a psychiatric inpatient unit.

The Intensive Treatment Alternatives Program (ITAP) provides day rehabilitation for chemically dependent persons who require more intensive care than can be provided in a clinic, serves as an alternative-to-incarceration and provides chemical dependency evaluation and case management support to chemically dependent Public Assistance recipients, probationers, and others served by the criminal justice system.

In cooperation with the Dutchess County Jail and Correctional Medical Care, Inc., the Jail-Based Mental Hygiene Program identifies inmates in need of mental health and/or chemical dependency treatment within the Jail who will be returning to the community, identify services needed and linked these individuals to services upon release.

### **Office of Community Services**

This Office of Community Services provides services in the community to individuals, families and groups who are in acute distress. The programs are all operated by DMH and are as follows:

- HELPLINE
- Mobile Crisis Intervention Team
- Trauma Team

HELPLINE provides telephone and texting counseling, crisis intervention, information and referral and operates 24 hours a day.

The Mobile Crisis Intervention Team is dispatched by HELPLINE, is available seven days a week, interfaces with police and other county agencies and intervenes with children and adults countywide.

The Trauma Team consists of seasoned clinical administrators who have the flexibility and experience to respond to an unexpected death (i.e. suicide), serious accident, hostage situation, or any other personal or public event that is likely to result in emotional distress or trauma to victims, family members or witnesses.

### ***Office of Psychiatric Coordination***

The Office of Psychiatric Coordination, under the guidance of the Medical Director, is responsible for the management and supervision of all psychiatric and nursing services in behavioral health. In addition, the Office is responsible for oversight of the Clinical Incidents, Court Evaluations, Medical Direction, medication Assistance program and Pharmacy and Therapeutics.

### ***Coordinated Services***

Coordinated Services are those functions that provide monitoring and oversight of a variety of behavioral health community support services such as Housing Coordination, Assisted Outpatient Services Coordination, Single Point of Access Coordination, Children’s Services Coordination, Prevention Services Coordination, and

Family Court Evaluation coordination. Each area is headed by a Coordinator who works to identify needs in the respective areas for services in the community and works with the community based programs to develop services.

### ***Contracted Services***

In 2015, contracted services under the Division's auspices and oversight are provided by Abilities First, Inc.; Astor Services for Children & Families; ARC; Dutchess County Council on Addiction Prevention & Education, Inc.; Gateway Community Industries, Inc.; Hudson River Housing; Hudson Valley Mental Health, Inc.; Lexington Center for Recovery, Inc.; Mental Health America of Dutchess County, Inc.; Mid-Hudson Addiction Recovery Centers; MHRH; Access: Supports for Living, Inc.; PEOPLE, Inc.; Rehabilitation Support Services, Inc.; and Taconic Resources for Independence, Inc.

### **Core Public Health Services**

Public Health is a dynamic field that encompasses a broad range of services designed to assess, protect, and promote the health of our communities and our environment through the fulfillment of the core functions of public health: assessment, policy development, and assurance/enforcement. Core public health functions are evolving due to an increase in the burden of chronic disease and to a heightened risk for infectious disease pandemics and mass casualty events. Meanwhile, the clinical health care environment is changing in an effort to improve quality of care, improve population health and reduce costs. Over the next few years, we will be challenged by radical changes in the health care delivery system, and we will continue to see a shift away from clinical services to population-based activities.

### **Public Health Nursing (PHN)**

The Division provides home visiting and case management services to pregnant and parenting families to ensure they are engaged in primary and preventive health services. Public Health Nurses conduct health education and counseling on infant care and positive parenting skills to reduce childhood abuse and neglect; promote injury prevention including safe sleep and prevention of shaken baby syndrome; provide domestic violence screening, identification and referral services; offer preconception counseling and family planning education, as well as post partum depression screening and referral services.

The Division oversees the chronic disease prevention program, now a core public health mandate due to the increasing chronic disease burden in the community at large. Staff collaborates with health care providers and other community stakeholders to promote awareness and prevention, self-management, access to care, and behavioral change. Merging Public Health and Behavioral Health will help focus on chronic disease prevention in individuals with mental health and substance abuse co morbidities that are at increased risk and require more holistic care delivery services.

The Division also oversees the Childhood Lead Poisoning Prevention Program, the Newborn Metabolic and Hearing Screening Program, and the Children with Special Health Care Needs Grant and Physically Handicapped Children Program which provides education, outreach, referral services and reimbursement to families with special needs children.

### **Communicable Disease Control (CDC)**

The Division offers services for the prevention and control of communicable disease including Tuberculosis, Arthropod-borne Diseases including Lyme, and Sexually Transmitted Diseases (STD). Programs include the HIV/AIDS Prevention and Control and Partner Notification Program, the Tuberculosis Control Program, and related screening and treatment clinics for STDs. In addition, the Division oversees the immunization program

and coordinates Childhood and Adult Immunization Clinics, International Travel Immunization Clinics, Influenza and Pneumococcal Immunization Clinics, and Rabies Post Exposure. The Division is on the front-line for prevention and control of communicable diseases and disease outbreak investigations and is integral to the department's public health preparedness program.

### **Environmental Health Services (EHS)**

Environmental Health activities include regulatory services carried out in accordance with the provisions of the Sanitary Code and the State Public Health Law. The Division permits and inspects food service facilities, tobacco retailers, children's camps, hotels, motels, campsites, parks, temporary residences, mobile home parks, public functions, swimming pools, bathing beaches, migrant labor camps, daycares and nursery schools. The Division investigates complaints regarding food-borne illnesses, rental dwellings, sewage failures, vermin infestations, offensive materials, and reports of animal bites and human contact with suspect rabid animals.

The Engineering section is responsible for the review and approval of plans for sewage collection, treatment and disposal systems, realty subdivisions, bathing beaches, residential and commercial sewage disposal systems, individual and public water supplies. Inspection activities include sewage collection, treatment and disposal systems, public water supplies and bottled and bulk water. Educational activities include the teaching of courses for the certification of water treatment plant operators.

The Environmental Health Assessment Program conducts investigations and provides technical assistance regarding radon, radiation and chemical emergency response plans, occupational health, hazardous and medical waste disposal sites, indoor air quality, environmental lead assessments and potential exposure to chemicals and hazardous substances.

### **Children with Special Needs (Early Intervention and Preschool Special Education Programs)**

The Division oversees the Early Intervention and the Preschool Special Education Programs (located in the Education section of the budget). These programs work with families, medical providers, specialists and/or school districts to assure the earliest identification of eligible children, to ensure that each child receives the necessary individual assistance to maximize growth and development, and to get them ready to enter the school system. Families with infants and toddlers ages 0-3 who have certain special needs established by NYS criteria receive Early Intervention Program services, while the Preschool Special Education Program targets children 3 to 5 years of age.

### **Other Services:**

#### **Medical Examiner's Office (DCME)**

The Office is mandated by law to investigate any sudden, unexpected, violent or suspicious death within the County, in order to determine cause and manner of death. The Office also administers the SAFE program and provides clinical forensic expertise to victims of sexual assault and survivors of violence and abuse. The DCME serves law enforcement, public health and safety, the New York Organ Donor Network, State and County agencies, and all County residents.

#### **Veterans Services (VS)**

The mission of the Division is to promote the interests and welfare of our veterans, their dependents and survivors. The Division aims to enhance their quality of life through counseling, claims assistance, education, and advocacy in obtaining federal, state and local benefits which may be available to them. Staff provides comprehensive services including assistance with burial and survivor benefits, filing of discharge papers with the County Clerk, applying for the F.A.V.O.R. Discount Card, replacing lost Military Records, upgrading or correcting military discharges, applying for medals, and referrals to other benefit agencies. In depth

counseling and follow-up service on all claims for benefits are available to all veterans and their dependents/survivors.

**Weights & Measures (W&M)**

The Division is responsible for ensuring that commercial products are marketed fairly and competitively. Responsibilities include the inspection of all scales and measuring devices in commercial establishments to ensure accuracy; testing of petroleum products for quality (octane, ethanol content and Clean Air Act Requirements); inspection of retail price scanner accuracy; weights of all commodities; and precious metal licensing. In addition, the Division is responsible for enforcing the Department of Energy Conservation regulations as it pertains to gasoline storage at retail gas stations.

Inspection procedures are carried out in accordance with the NYS Agriculture and Markets law. The National Bureau of Standards Codes and Specifications forms the basis for the major portion of the NYS laws.

# Department of Behavioral and Community Health



## Mission Statement

The Dutchess County Department of Behavioral and Community Health will assess and protect the community from health risks, assure access to high quality services, and promote holistic care that integrates physical and behavioral health outcomes.

## **DIVISION OF CLINICAL SERVICES**

### **MENTAL HEALTH SERVICES**

#### **HELPLINE**

**Goal:** To provide telephone counseling, crisis intervention, information and referral services, 24 hours a day, 7 days a week.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Identified (unduplicated)	5,773	6,300	6,300	-	0.0%
Volume of Service	23,649	29,875	29,875	-	0.0%
Testing Contacts	3,652	2,520	2,520	-	0.0%

#### **Mobile Crisis Intervention Team<sup>1</sup>**

**Goal:** To provide short-term interventions stabilization for individuals in acute psychological distress in an effort to avoid emergency department visits and/or psychiatric hospitalization.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	1,175	1,600	1,600	-	0.0%
Volume of Service	9,552	23,300	23,300	-	0.0%

#### **Partial Hospitalization**

**Goal:** A five day a week intensive treatment program to stabilize individuals in an effort to prevent psychiatric hospitalizations or to gradually phase individuals back into the community after a psychiatric hospitalization.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	405	400	400	-	0.0%
Volume of Service	4,277	4,265	4,265	-	0.0%

#### **HVMH Outpatient Clinic Services**

**Goal:** To provide adults with clinic treatment to enhance their mental health, quality of life and independence.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	3,753	3,925	3,925	-	0.0%
Volume of Service	44,559	43,015	43,015	-	0.0%

#### **Occupations, Inc. Personalized Recovery Oriented Services (PROS)**

**Goal:** To provide adults with PROS treatment services to enhance their mental health, quality of life and independence.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	652	700	700	-	0.0%
Volume of Service	88,184	82,980	82,980	-	0.0%

# Department of Behavioral and Community Health

## Case Management (ICM, SCM, BCM and Generic CM Services) & MHA Beacon PROS

Goal: To provide linking and coordinating services that assist mentally ill individuals to live as independently as possible, through accessing treatment services and medical, housing and vocational supports.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	4,691	5,750	5,750	-	0.0%
Volume of Service	51,539	45,360	45,360	-	0.0%

## Children's Services

Goal: To provide children and their families with clinic treatment, day treatment, home-based crisis intervention, case management and partial hospitalization services to enhance their mental health, functionality at home and at school, and quality of life.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	2,879	2,610	2,610	-	0.0%
Volume of Service	56,395	59,400	59,400	-	0.0%

## Mental Health Services Total

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	19,328	21,285	21,285	-	0.0%
Volume of Service	281,807	290,715	290,715	-	0.0%

## CHEMICAL DEPENDENCY SERVICES

### Outpatient Clinic Services

Goal: To provide adults/adolescents and their families with treatment to promote recovery from chemical dependence/addiction and improve their quality of life.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	56	60	60	-	0.0%
Volume of Service	688	650	650	-	0.0%

### Outpatient Rehabilitation Services (ITAP)

Goal: To provide chemically dependent adults with a highly structured, intensive, five day per week program with the goal of developing and maintaining a program of recovery.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	125	130	130	-	0.0%
Volume of Service	11,794	12,800	12,800	-	0.0%

### Methadone Services

Goal: To offer methadone maintenance and treatment to individuals addicted to heroin and certain prescription drugs.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	287	295	295	-	0.0%
Volume of Service	40,001	38,810	38,810	-	0.0%

### Lexington Center for Recovery, Inc. Outpatient Clinic Services

Goal: To provide adults/adolescents and their families with treatment to promote recovery from chemical dependence/addiction and improve their quality of life.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	1,582	2,315	2,315	-	0.0%
Volume of Service	40,903	39,600	39,600	-	0.0%

# Department of Behavioral and Community Health

## Chemical Dependency Crisis Center

Goal: To offer 24 hour medically monitored withdrawal services for persons who are intoxicated by alcohol and/or other substances.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	393	440	440	-	0.0%
Volume of Service	4,105	3,675	3,675	-	0.0%

## Chemical Dependency Services Total

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	2,443	3,240	3,240	-	0.0%
Volume of Service	97,491	95,535	95,535	-	0.0%

## COORDINATED SERVICES

### Forensic Services

Goal: To provide a comprehensive chemical dependency/mental health/criminal justice assessment with appropriate behavioral healthcare treatment recommendations to the courts as an alternative to incarceration.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	213	130	130	-	0.0%
Volume of Service	430	265	265	-	0.0%

### Jail-Based Behavioral Health Services

Goal: To provide mental health/chemical dependency services to individuals incarcerated in the DC Jail and link these individuals to appropriate behavioral healthcare services upon their release into the community.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	191	210	210	-	0.0%
Volume of Service	4,662	2,400	2,400	-	0.0%

### Case Management, Vocational, and Assessment Services

Goal: To provide planning, linking, monitoring and advocacy to individuals to assist in engaging them in treatment and remaining in treatment with the goal of reducing the Medicaid cost for CD Treatment.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	651	350	650	300	85.7%
Volume of Service	1,421	900	1,341	441	49.0%

### Court Evaluations

Goal: To assist the Dutchess County criminal justice system by providing the courts with pre-trial psychiatric evaluations of defendant's competency to understand at trial the charges brought against them and their ability to participate in their own defense.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	63	70	70	-	0.0%
Volume of Service	154	155	155	-	0.0%

### Psychiatric Emergency Department

Goal: To evaluate individuals in acute psychological distress for medication and possible hospitalization.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served					
Volume of Service	5,986	6,060	5,660	(400)	-6.6%

# Department of Behavioral and Community Health

## **Inpatient**

**Goal:** To provide psychiatric inpatient treatment for individuals suffering from acute mental illness who require supervision 24 hours a day and cannot be maintained in the community.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	1,042	970	970	-	0.0%
Volume of Service	14,007	13,440	13,440	-	0.0%

## **Crisis Residence (RPC Crisis Residence)**

**Goal:** To provide short-term respite and stabilization for individuals in acute psychological distress in an effort to avoid hospitalization.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	237	230	230	-	0.0%
Volume of Service	3,945	3,625	3,625	-	0.0%

## **Coordinated Services Total**

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	2,397	1,960	2,260	300	15.3%
Volume of Service	30,605	26,845	26,886	41	0.2%

## **Developmental Disabilities Services**

### **Habilitation, Training, and Vocational Services**

**Goal:** To enhance the functionality and quality of life of people who are developmentally disabled and their families residing in Dutchess County.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	828	820	820	-	0.0%
Volume of Service	122,272	112,685	112,685	-	0.0%

### **Developmental Disabilities Services Total**

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	828	820	820	-	0.0%
Volume of Service	122,272	112,685	112,685	-	0.0%

## **CLINICAL SERVICES TOTAL**

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Persons Served	24,996	27,305	27,605	300	1.1%
Volume of Service	532,175	525,780	525,821	41	0.0%

<sup>1</sup> MCIT is one of the Diversion Programs – effective second quarter 2012. An additional 5028 collateral recipients were seen in 2014.

# Department of Behavioral and Community Health

## Medical Examiner

**Goal:** The medical examiner is mandated, in the interests of justice, public health and public safety, to investigate sudden, suspicious and violent deaths within his/her jurisdiction and to evaluate, and document injuries in live victims of abuse. Objectives: To respond to and investigate all reportable deaths, in order to determine which cases fall under the jurisdiction of the medical examiner. Act as an expert witness in criminal and civil cases involving deaths due to violence and live victims of violence and abuse; and investigate unresolved old cases.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Total Caseload	830	740	800	60	8.1%
Death Scene Visits	350	320	330	10	3.1%
Autopsies	208	214	220	6	2.8%
External Examination/Certification	82	80	80	-	0.0%
Court Testimony	15	15	15	-	0.0%
Consultation/Live Victims & Old Cases	14	20	20	-	0.0%

## Public Health Nursing: Health Guidance and Immunization Clinics

**Goal:** Link people to personal health services and assure the provision of services when otherwise unavailable. Objectives: Promote the health of mothers, infants and children through home visits to ensure engagement in primary care and preventive health services and to provide health guidance as needed. Provide immunization to the public, in particular to high risk individuals.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Health guidance visits	604	520	620	100	19.2%
Individuals who received influenza vaccines at CDC clinics	187	200	200	-	0.0%
% of children seen at DBCH clinics who are fully immunized at age 2	45%	50%	50%	-	0.0%

## Communicable Disease Control Clinics

**Goal:** Prevent and control infectious disease in Dutchess County through timely investigation of reportable communicable disease and prompt response. Objectives: Provision of free and confidential diagnosis and treatment at the TB, HIV and STD clinics.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Clinic Visits (TB, HIV, STD)	2,747	2,700	2,700	-	0.0%

## Tuberculosis Control Program

**Goal:** Prevent, control and reduce incidence and health effects of Tuberculosis (TB). Objectives: Provide outreach, education, screening testing and treatment for persons infected and affected by TB. Ensure early identification of TB cases and prompt investigation of potential contacts in the community setting.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
TB - Total number of cases	8	10	10	-	0.0%
TB - Total number of individuals screened	377	250	225	(25)	-10.0%

# Department of Behavioral and Community Health

## Environmental Health: Community Sanitation Services

**Goal:** To protect the health and well-being of Dutchess County residents and others receiving services through the administration and enforcement of environmental health regulations and services. Objectives: Inspect permitted facilities and investigate complaints.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Inspections of camps and recreational facilities	775	800	825	25	3.1%
Inspections of temporary residences (Hotels / Motels)	238	225	230	5	2.2%

## Rabies Program

**Goal:** Prevent, control and reduce the health effects of rabies: humans, animals, etc. Objectives: Decrease the number of humans receiving post-exposure treatment in Dutchess County by increasing the number of pets (dogs, cats, domestic ferrets) vaccinated at rabies clinics sponsored by DCBCH and community partners.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Total # of contacts that received post exposure treatment	61	65	70	5	7.7%
# of Pets vaccinated - 3 Clinics	647	700	750	50	7.1%

## Arthropod-borne Disease Program

**Goal:** Prevent and reduce the risk of human disease that is attributed to arthropod vectors. Objectives: Maintain ongoing surveillance activities and epidemiological status of reportable conditions caused by arthropod vectors, primarily ticks and mosquitoes. Develop and implement prevention education for residents. Update healthcare providers on emergent arthropod-borne disease issues, advising on approved treatments, and understanding current laboratory tools used for diagnosis.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Total number of lab reports (ECLRS) to include all arthropod diseases	2,301	2,500	3,000	500	20.0%
Total number of confirmed and probable cases based on NYSDOH data*	783	800	1,000	200	25.0%

\* Sentinel surveillance means we investigate a randomized sample of 20% of reportable positives for Lyme disease; NYSDOH subsequently applies a statistical formula and provides an estimate of the actual number of positive cases.

## Weights & Measures Division

**Goal:** Inspections of all retail gasoline pumps and scales used in commercial transactions to ensure that the correct amounts are received by the consumer. Gasoline samples are tested for chemical content to ensure that it is within specifications.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Weights & Measuring Devices Inspected	4,865	4,870	4,870	-	0.0%
Gasoline Samples Tested	311	325	325	-	0.0%

# Department of Behavioral and Community Health

## Weights & Measures Division (cont.)

Goal: Protect consumers through the enforcement of local and state laws designed to maintain equity in retail transactions.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Inspection of item pricing	3	58	58	-	0.0%
Inspection of scanner accuracy	67	70	70	-	0.0%

## Division of Veteran Services

Goal: Provide outreach and education to veterans and families regarding services and entitlements available from federal, state and local governments.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Total Services Rendered	25,858	25,000	25,000	-	0.0%
Education and Vocational Rehab	444	488	488	-	0.0%
Pension	1,487	1,636	1,636	-	0.0%
Burial / Insurance	1,367	1,503	1,503	-	0.0%
Compensation	1,919	2,110	2,110	-	0.0%
Discharge Papers, Military Records	1,273	1,400	1,400	-	0.0%
Blind Annuity	87	95	95	-	0.0%
Loan	333	366	366	-	0.0%
Medical Assistance	1,241	1,365	1,365	-	0.0%
Total # of Contacts	15,959	16,756	16,756	-	0.0%

## KEY BUDGETARY ISSUES:

### 2015 Accomplishments:

#### Merger Transition

- The Merger Transition Team meets regularly to facilitate the continued integration of programs and services to ensure that DBCH satisfies NYS health and mental health regulatory agency requirements and is fully operational as of January 1, 2016. The team is working with Human Resources to expedite the recruitment process for the new Commissioner and initiate a comprehensive review of DOH and DMH positions for possible realignment of tasks and reclassifications.
- In March 2015, Administrative Operations from both Departments of Health and Mental Hygiene were integrated and co-located at the Poughkeepsie Journal Building. The merging of administrative functions was made possible thanks to the efforts of several workgroups tasked with assessing needs, making recommendations for a standardized approach, and evaluating progress. The Administrative Operations Division (Admin Ops) currently provides administrative support, billing, accounting and contract services.
- In May 2015, Department of Mental Hygiene Information Technology (IT) staff was transferred to the Dutchess County Office of Computer Information Services (OCIS) to oversee and streamline information technology supported services for the new Department. The transfer of DMH users and Helpline to the County domain, email encryption, and the conversion of the DOH clinic billing to the Cerner billing system are ongoing.

- In June 2015, senior staff from the Departments of Health and Mental Hygiene formed an Interim Executive Team that meets weekly to address strategic short and long-term administrative and operational planning initiatives, publish a joint internal quarterly newsletter, and discuss ongoing collaborative efforts and potential synergies. Concurrently, key DOH and DMH staff continues to work together to integrate workforce development and training, communications planning, information sharing, public outreach activities and website development. As education and communication are integral to this process, representative DOH and DMH staff are invited to give presentations to their colleagues at DMH Executive Council and DOH Senior Staff meetings on a regular basis and spend time shadowing their peers at their respective work places; members of the Board of Health and Mental Health Advisory Board have been attending each other's regularly scheduled meetings.

### **Health Planning, Education and Emergency Preparedness**

- In view of the upcoming merger, DOH/DMH websites will need to be updated, restructured and integrated. In 2015, the Website Transition Team began meeting to establish priorities and discuss next steps; the new DBCH website is expected to be up and running as of January 1, 2016.
- Meanwhile, current DOH webpages continue to be updated and redesigned. Two new portals providing 24 hour access to forms and services have already been launched: the Early Intervention & Preschool Services portal and the Children's Camps portal. Four (4) new portals will be launched in 2015: Immunizations; Chronic Disease/ Healthy Living; Information for Healthcare Providers; and Medical Reserve Corps.
- The division participated in the planning and implementation of the Mobile Food truck project with Poughkeepsie Plenty and is developing GIS mapping for the project.
- A Tick Borne Disease Frequently Asked Questions document was developed in collaboration with the Institute of Ecosystem Studies, and several educational seminars were conducted for medical providers and the general public. A Tick Survey was developed for health care providers to identify gaps in knowledge and standards of care; results were published on the County website and will serve to develop more focused educational programs and improve medical practice.
- The County's Opioid Overdose Prevention Program continues to provide narcan training to any individual likely to encounter an overdose victim. From January through June 2015, roughly more than 250 narcan kits were distributed to 200 law enforcement officers and 122 community members. During the 6 month period, there have been 15 reversals (lives saved) reported. The Departments of Health and Mental Hygiene are working together with the Dutchess County Health and Human Services Cabinet to strengthen prevention initiatives, improve provider education, reduce stigma, and facilitate the safe disposal of outdated/ unused medications.
- The Department of Health collaborated with Emergency Response, Emergency Medical Services and local hospitals in a coordinated response to the Ebola Virus threat. This multiagency collaboration established an efficient communications networking process and laid the foundations for a strong partnership in all-hazards emergency response. The same team was again brought together to develop and exercise the medical plan for the first Dutchess County Walkway Marathon, thereby strengthening the County's ability to respond to a potential infectious disease pandemic or mass casualty incident. On June 24, 2015, the Departments of Health and Emergency Response were jointly recognized at an EMS awards ceremony by the Regional EMS Council.

- With Dutchess County designated a jurisdiction within the Centers for Disease Control & Prevention's City Readiness Initiative (CRI), Public Health Emergency preparedness activities will undergo an Operational Readiness Review, as well as several trainings and drills, including a Medical Countermeasure Material Management Distribution and Dispensing training on August 12. The upcoming Readiness Review is focused on how the County's plans are translated into drills, exercises and real world events.

## **Behavioral Health Services**

### **Local Government Unit**

- Fulfilled statutory role as the Local Governmental Unit.
- Held four public forums during March, April and May in preparation for the submission to the State of DMH's Mental Hygiene Services Plan for 2016.

### **Programming**

- In collaboration with all community-based providers, developed a proposal for a Crisis Stabilization & Wellness Center. The proposal was submitted to Westchester Medical Center's Performing Provider System for consideration as a local Delivery Service Report Incentive Program (DSRIP) project and accepted. Current efforts are with the NYS Office of Mental Health (OMH) and the NYS Office of Alcoholism & Substance Abuse Services (OASAS) for regulatory relief.
- Developed Vivitrol protocols for opiate using persons about to be released from the Dutchess County Jail and/or receiving treatment in DMH's Intensive Treatment Alternatives Program (ITAP). DMH has requested from the OASAS one-time funding for the startup of this program. It is anticipated the program will begin in the 4th quarter of 2015.
- The Mobile Crisis Intervention Team (MCIT) began the process of staffing for 24 hours following the contract completion with MidHudson Regional Hospital (MHRH). This is an exciting expansion of the team. Staff will be imbedded in the Emergency Department (ED) of MHRH 24/7. The expansion is being carried out as a collaborative effort. Dutchess County is the lead/supervisory agency and the additional staff is being hired by Lexington Center for Recovery, Inc. and by Mental Health America of Dutchess County. We began covering shifts in mid-March, with a rolling interview and hiring process. To date, we have worked with 415 youth and adults and have done 166 diversions from hospital admission.
- HELPLINE – In May, DMH migrated from the National Crisis Text Line to a new platform called iCarol. The new platform allows for the collection of data points that have been identified as essential. For the period of 1/1 through 5/30/2015, HELPLINE participated in 1, 255 texting conversations.
- The Trauma Team continues to respond to untoward events in both the community and individual events within Dutchess County. Follow-up was done after the police shooting in Beacon, a suicide in LaGrange, and many other events.
- RESTART Program - In collaboration with the Criminal Justice Council, DMH provided consultation into the development of the intensive jail-based program for high risk offenders.
- Collaborated with community-based providers to ensure that the curriculum used in the Restart Program will be offered in the community for consistency in the continuum of care.

- Collaborated with MHRH and PEOPLE, Inc. and incorporated Peer Advocates into the ED and psychiatric inpatient units.

## **Housing**

- In January, opened Highridge Gardens, a new 50-bed CR-SRO (Community Residence-Single Room Occupancy) at 131 Hudson Avenue, Poughkeepsie. This facility offers private, affordable, studio apartments with 24-hour security and staff support to individuals 18 and older who want access to rehabilitative services. Residents have the independence of living in their own apartment, while being connected to the services and resources they need to thrive. All 50 beds are filled at this time.
- DMH awarded seven supported housing units, which are all filled at this time, to Hudson River Housing for individuals with serious mental illness who meet at least one of the following high need eligibility criteria:
  - Individuals with a serious mental illness who are patients of OMH psychiatric centers or residents of OMH-operated residential programs. This is the priority population for which these housing resources are targeted; or
  - Individuals with a serious mental illness who are being discharged from an Article 28 hospital or Article 31 hospital and in need of Supported Housing or for whom housing would assist in a state hospital diversion.

## **Prevention**

- Continued the Department's county-wide comprehensive Prevention Program to reduce the incidence of mental illness and chemical dependence among children, youth and adults with an emphasis on education, early identification of high risk individuals and referral to treatment of those persons in need.
- In June, DMH, in collaboration with the Dutchess County Sheriff's Department and community partners, began Crisis Intervention Training (CIT). This is a local initiative designed to improve the way law enforcement and other sectors of the public safety community respond to people experiencing mental health crises. Thirty-eight law enforcement officers graduated. A second CIT training is being scheduled for the fall. Work is ongoing with our partners to develop a Brief Crisis Intervention Training (BCIT) course, which will roll out in the fall.
- January – June trained forty professionals from a wide variety of treatment and legal settings in Screening, Brief Intervention, and Referral to Treatment (SBIRT). SBIRT is a treatment model to identify individuals with mild to moderate substance abuse and to provide brief treatment and/or referral to treatment.
- January – June trained 17 professionals in Teen Intervene which is a youth version of SBIRT.
- January – June trained 346 people in Mental Health First Aid.
- January – June participated in ten forums with the Council on Addiction Prevention and Education, provided to over 1,000 high school students, discussing the dangers of underage drinking, marijuana and heroin.
- Updated the Dutchess HELPLINE Suicide Prevention, Education and Awareness app to reflect the change in the texting number.

- Provided approximately 50 outreaches at various events to promote Dutchess Texts and the HELPLINE app.
- Held public forums on drug abuse awareness and prevention.
- Worked with the Health & Human Services Cabinet Subcommittee on substance abuse prevention to enhance the County's response to the drug addiction epidemic in our communities.
- As part of the Enhanced Coordinated Children's Services Initiative, updated the Dutchess County Helping our Families Guide 2015.
- Worked with schools to implement Second Step, a social/emotional skills training program which is evidence-based and helps promote mental health and reduce substance abuse. Arlington schools are interested in implementing this curriculum in the fall.
- Sat on the Poughkeepsie City School District Parent and Community Task Force, which helped to plan their Parent University, Middle School Health Fair, and S.W.A.G. (Societies at war against illegal guns) week.

### **Training**

- DMH became an approved NYS Training Provider for Social Worker continuing education credits. In 2015, NYS made continuing education credits mandatory for social workers to renew their licenses.
- Developed a contract with Relias Learning, an online learning community. The goal of joining Relias is to address some of the upcoming training needs of staff related to the DSM-V and other relevant material. The content of the learning community varies and allows staff access to learning across the disability spectrum. Trainings on the system are approved for continuing education credits for social workers.
- In the Spring 2015, provided training on the Fundamentals of Cognitive Behavioral Therapy (CBT) for Substance Abuse; Fundamentals of CBT for Schizophrenia and Severe Mental Illness; and Predatory Nature of Sexual Violence; to name a few.
- Provided a presentation to members of the Sheriff's Department on suicide prevention.
- Participated in a panel presentation, at Marist College, talking about Teens as Parents and Depression.
- On 5/12, DMH co-hosted, along with the Coalition Against Sexual Assault and Domestic Abuse (CASADA), a conference on "Poly-Victimization and Sexual Abuse in a Developmental Perspective" and "Hope and Healing: Recovery and Resilience in Treatment of Interpersonal Trauma". There were 124 participants. This was the first training since DMH received NYS approval to give training credits to social workers.
- On 8/18, DMH and Hudson Valley Mental Health (HVMH) are offering half-day training on how to use the Columbia Suicide Assessment and Prevention Scale.
- On 10/1, DMH will co-host, along with CASADA, Dr. David Lisak, presenting on the "Neuro-Biology of Trauma"

- On 11/5 & 11/6, DMH will be co-hosting, along with HVMH, a two-day conference on Dialectical Behavioral Therapy.

### **Information Technology**

- DMH continues to work with the Office of Central & Information Services to encrypt DMH's emails to better secure their content; upgraded the Cerner Community Behavioral Health (CCBH) software to add ICD-10 and DSM-V functionality; and migrated Hudson Valley Mental Health from DMH's IT services to its own IT service provider.
- Implemented Cerner Behavioral Health's Ultra-Sensitive Exchange program which will allow DMH's licensed prescribers to prescribe controlled substances electronically, transmit patient Continuity of Care Documents electronically to other health providers and to provide patients with access to some of their electronic health records via a patient portal.
- Purchased and implemented the Doctors Homepage module of CCBH for the Partial Hospital Program and ITAP, allowing staff to record medications, lab results and other physical health information in DMH's Electronic Health Record and allowing licensed prescribers to write prescriptions electronically and have them sent to the patients' pharmacy of choice.

### **Core Public Health Patient Care Services**

- Breastfeeding education and support services were established at DOH Clinics.
- The Public Health Nursing Division continues to participate in the Million Hearts NY State Learning Collaborative in expanded efforts to control hypertension and diabetes.
- The CDC division is participating in a new grant funded "Expanded Partner Services" initiative to reduce HIV transmission and mortality by identifying and linking previously known HIV positive persons to care.
- In collaboration with Health Quest, the chronic disease team has established a chronic disease prevention network to promote diabetes self management and obesity prevention by coordinating training, screening, diagnosis and treatment programs for health care providers, and providing education and outreach throughout the community.
- The Department of Health currently has a signed agreement with THINCNY, a health information organization now serving the Mid-Hudson region and scheduled to link up to all other New York State Regional Health Information organizations (RHIOs) by the end of July 2015. Our Communications Disease Control Staff is presently undergoing training to access the medical record portal, generate reports, and manage consent documents for clinic patients. Ready access to electronic medical records will greatly facilitate communicable disease investigations, chronic disease surveillance and epidemiological research, save time, and improve staff performance.

### **Environmental Health Services**

- The Environmental Health Services Engineering Section is reviewing the Design and Construction Standards for waste water treatment based on revisions established in 2012 by the NYS Department of Health and more recently by the NYS Department of Environmental Conservation in response to emerging water treatment technologies.

- The Division is also conducting a review of water usage design standards in Dutchess County to determine whether these standards can be lowered for local residential development projects.
- A new collaborative initiative has emerged between the Environmental Health Services division of DBCH, Dutchess County Planning and the Department of Public Works, to provide business owners with a coordinated response to new development projects throughout the County so as to streamline permit applications, facilitate the process, and encourage new business ventures.

### **Medical Examiner**

- The Medical Examiner's Office has been approached by Health Quest to provide autopsy services for medical cases, and by Marist College to develop a formal forensic educational curriculum for the future Physician's Assistant program. We are hoping to have signed contractual agreements by the end of the year.
- The Sexual Assault Forensic Examiner (SAFE) coordinator is now certified and qualified to train other SAFE nurses. Our goal is to actively recruit competent staff in an effort to improve coverage and provide a more comprehensive service to crime victims. The clinical forensic program is currently training two nurses to meet their competency requirements. We now have a signed contractual agreement with Vassar Brothers Medical Center/Health Quest to provide sexual assault examinations, emergency department staff trainings and quality improvement assessments, in partnership with crime victims' advocates. An MOU, (memo of understanding), with Mid-Hudson Regional Hospital should be in place by year end, as well.

### **2016 Initiatives:**

- Review, restructure, relocate and realign DBCH staff, programs and strategic initiatives as per the recommendations of the new Commissioner. Where possible, strive to fully integrate programs, staff training, communications, webpage development, emergency preparedness deliverables, and Quality Assurance oversight.
- Clarify the role of DBCH in the DSRIP process, through participation in a number of projects including tobacco cessation, quality assurance, data sharing, chronic disease prevention, and integrating primary care and behavioral health.
- Continue to collaborate with the Substance Abuse Task Force and community stakeholders to address the opioid addiction epidemic through prevention and education; work with Primary Care Physicians around Prescribing Practices of Opiates for Pain Management to optimize prescribing practices. New initiatives to promote medication assisted treatment and support alternative physician prescribing practices are in development.
- Promote smoking cessation and pre-diabetes screening in the behavioral health practice setting; Integrate obesity and chronic disease prevention into select behavioral health activities and engage mental health providers together with community health partners; develop and implement a Chronic Disease Management Project for the Mental Health Population.
- Expand the implementation of SBIRT (Screening, Brief Intervention and Referral to Treatment) in the HIV/STD clinics and support its implementation in community hospital and primary care settings. SBIRT is an evidence based model used to identify, reduce, and prevent problematic alcohol and substance use in

a variety of healthcare settings. Beyond connecting individuals with substance abuse dependence to treatment and health services, SBIRT is an early intervention which can reduce risky alcohol and drug use before it leads to more severe consequences.

- Participate in the Dutchess County Sexual Assault Response Team (SART) and work with other county and community agencies on harm reduction initiatives that address domestic violence, adverse childhood experiences, child trafficking, and elderly abuse.
- Maintain the Department's statutory role as the Local Governmental Unit as spelled out in Article 41 of the NYS Mental Hygiene Law, overseeing, monitoring, planning and contracting for publicly funded services for mentally ill, chemically dependent and/or developmentally disabled persons in Dutchess County.
- Continue the development of a Crisis Stabilization Center and explore ways in which public health nursing can be integrated into the programs.
- Actively plan for the development of adolescent inpatient psychiatric beds with Mid-Hudson Regional Hospital
- Increase staffing at Astor Family Court by .4 FTE, bringing total FTEs to 2.0 (psychologists) and Train Astor Family Court psychologists in the Evidence-Based Training for Youth Who Cause Sexual Harm
- The following clinical services continue to be provided directly by DBCH:
  - ITAP (Intensive Treatment Alternatives Program)
    - A day rehabilitation program for recovering persons, which, as an alternative to incarceration, has become a vital component in the County's criminal justice system
  - The Diversion Program, which includes:
    - HELPLINE- Providing crisis counseling, information and referral by phone and by text 24 hours a day;
    - Mobile Crisis Intervention Team- Integrate three Astor staff into DMH's Mobile Team, expanding coverage and providing services to children, youth and adults 24/7/365; and
    - 5-day Partial Hospital Program (PHP), an alternative to or point of re-entry from inpatient psychiatric care.
  - Jail-Based Mental Health Services
    - Providing motivational counseling and referral five days a week in the County's Jail
- Dispatch Trauma Team, as needed, to provide response to untoward events in the community, and help individuals, families and agencies process unexpected/crisis events.
- Continue to promote services of HELPLINE, including the texting program (new text number) and the Dutchess County HELPLINE app. Explore the expansion of "chatting" for HELPLINE, as the iCarol platform has this capability.
- Decrease the number of Dutchess County residents requiring psychiatric inpatient care and decrease the number presenting at the MHRH ED.

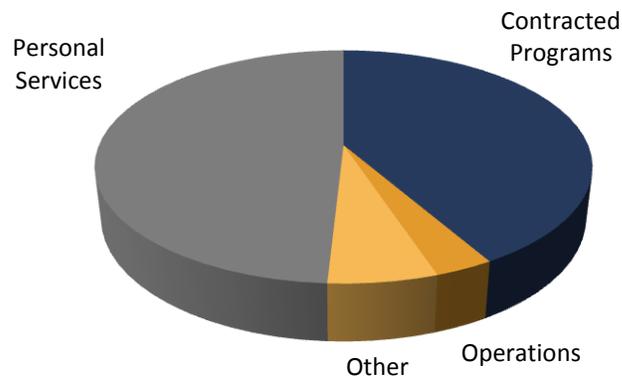
- MCIT will pilot with community partners to provide after-hour and weekend coverage for individuals identified as high-risk and who are heavy users of the ED and inpatient beds to decrease identified risk factors.
- Obtain more supported beds with fewer restrictions in an effort to house the severe and persistent mentally ill being released from the Dutchess County Jail and discharged from the inpatient hospitals.
- Obtain more respite beds for adults and children.
- Continue to roll out training and implementation of Screening Brief Intervention Referral to Treatment (SBIRT) and Teen Intervene.
- Continue to assist schools in implementation of Second Step curriculum. Encourage more schools to take advantage of this curriculum.
- Maintain NYS-certification as an approved provider for continuing education credits for social workers.
- Continue to plan for and provide best practice/evidence-based practice training opportunities for providers across the public mental hygiene system of services in Dutchess County.

# Department of Behavioral and Community Health Fiscal Summary

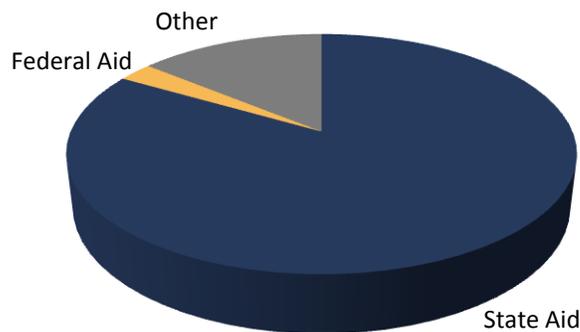
## Budget Summary

		2015 Modified		2016 Adopted	% Change
Appropriations	\$	39,920,044	\$	40,116,522	0%
Revenues	\$	25,577,448	\$	26,196,342	2%
County Cost	\$	14,342,596	\$	13,920,180	-3%

### 2016 Adopted Appropriations



### 2016 Adopted Revenue

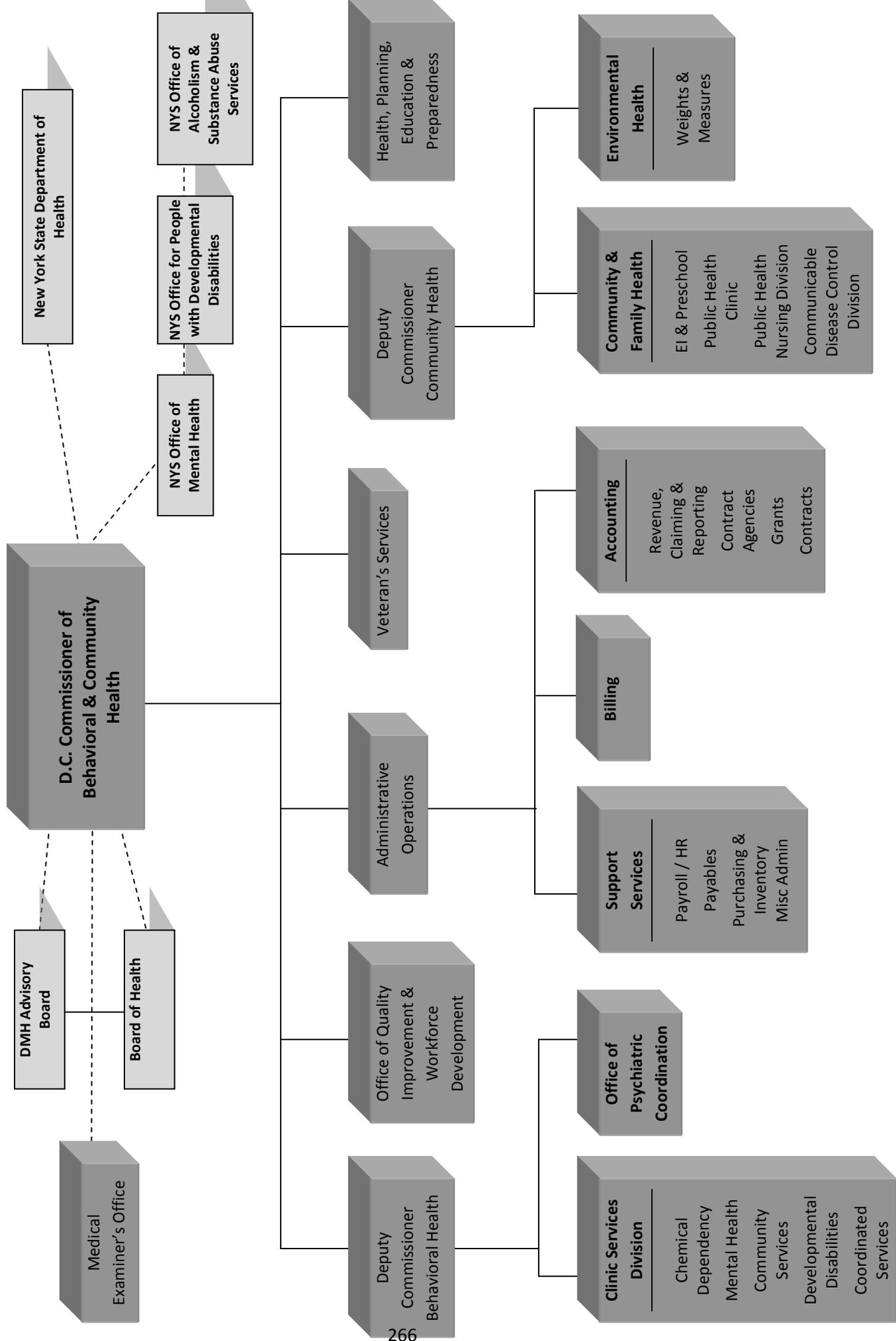


# Department of Behavioral and Community Health

## \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	12,518,309	13,120,234	13,797,464	13,949,330	151,866	1.10%
Employee Benefits	6,056,787	5,942,623	5,993,219	5,762,597	(230,622)	-3.85%
Personal Services	18,575,096	19,062,857	19,790,683	19,711,927	(78,756)	-0.40%
Employee Travel, Train & Educ	148,490	168,334	186,870	191,171	4,301	2.30%
Equipment	52,397	112,200	105,065	74,900	(30,165)	-28.71%
Communication	57,748	59,489	59,519	59,084	(435)	-0.73%
Supplies	271,136	338,121	331,938	301,542	(30,396)	-9.16%
Utilities	21,349	2,000	3,007	3,481	474	15.76%
Interdepartmental Prog & Srv	599,475	752,649	764,375	841,498	77,123	10.09%
Insurance	110,339	97,890	97,890	110,115	12,225	12.49%
Contracted Services	14,663,625	15,815,625	16,479,606	16,712,283	232,677	1.41%
Mandated Programs	764,021	816,000	819,500	816,000	(3,500)	-0.43%
Operations	1,182,826	1,217,445	1,281,591	1,294,521	12,930	1.01%
Total	36,446,503	38,442,610	39,920,044	40,116,522	196,478	0.49%
OTPS	17,871,407	19,379,753	20,129,361	20,404,595	275,234	1.37%
Departmental Income	2,145,028	2,242,602	2,768,122	2,946,501	178,379	6.44%
Intergovernmental Charges	20,000	15,000	15,000	15,000	-	0.00%
Use of Money and Property	308,046	0	0	0	-	
Licenses and Permits	760,526	628,600	628,600	642,500	13,900	2.21%
Fines and Forfeitures	116,502	65,000	65,000	65,000	-	0.00%
Sale of Prop and Comp for Loss	6,957	0	0	0	-	
Misc. Local Sources	532,856	1,250	1,250	1,250	-	0.00%
State Aid	19,697,650	21,426,802	21,390,095	21,826,351	436,256	2.04%
Federal Aid	487,774	698,107	709,381	681,640	(27,741)	-3.91%
Interfund Transfer	0	0	0	18,100	18,100	
Total	24,075,339	25,077,361	25,577,448	26,196,342	618,894	2.42%
Net to County Cost	12,371,164	13,365,249	14,342,596	13,920,180	(422,416)	-2.95%

# Department of Behavioral & Community Health



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Medical Examiners:</i></b>		
Chief Medical Examiner Forensic Path	F	1
Deputy Medical Examiner	F	1
Chief Medical Investigator (Forensic)	17	1
Principal Program Assistant	12	1
Mortuary Technician	11	<u>1</u>
Total:		5
<b><i>Behavioral &amp; Community Health Administration:</i></b>		
Behavioral and Community Health Commissioner	F	1
Assistant Commissioner	MH	1
Chief Division of Administrative Operations	MG	0.5
Support Services Manager	MC	0.5
Confidential Administrative Assistant	CI	1
Senior Accountant	17	0.5
Accountant	16	1.5
Administrative Assistant	12	1
Principal Program Assistant	12	2
Senior Program Assistant	10	1
Accounting Clerk	9	3
Program Assistant	8	<u>1</u>
Total:		14
<b><i>Behavioral &amp; Community Health Information Planning &amp; Education:</i></b>		
Emergency Preparedness Bioterrorism Coordinator	19	1
Emergency Medical Services Coordinator	17	1
Epidemiologist	17	1
Biostatistician	16	1
Senior Public Health Education Coordinator	16	1
Public Health Nurse	15	1
Public Health Education Coordinator	15	1
Public Health Education Coordinator - Hourly	15-H	0.75
Medical Reserve Corps Coordinator	14	1
GIS Technician	12	<u>1</u>
Total:		9.75
<b><i>Weights &amp; Measures</i></b>		
Director of Weights & Measures B	15	1
Consumer Services Inspectioner I	12	2
Secretary	10	<u>1</u>
Total:		4

## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Behavioral &amp; Community Health Environmental Health:</i></b>		
Director of Environmental Health Services	MG	1
Supervising Public Health Engineer	20	1
Associate Public Health Sanitarian	19	2
Senior Public Health Engineer	19	5
Senior Public Health Sanitarian	17	5
Public Health Engineer	17	3
Public Health Sanitarian	14	14
Public Health Engineer Technician	13	6
Administrative Assistant	12	1
Program Assistant	8	3
Senior Office Assistant	8	2
Office Assistant	6	2
Receptionist	6	<u>1</u>
Total:		46
<b><i>Behavioral &amp; Community Health Public Health Nursing:</i></b>		
Director of Public Health Nursing	MG	1
Assistant Director of Public Health Nursing	19	1
Supervising Public Health Nurse	17	2
Public Health Nutrition Coordinator -EA	17	1
Public Health Nurse	15	3
Principal Program Assistant	12	1
Program Assistant	8	1
Senior Office Assistant	8	1
Case Manager Aide	7	<u>1</u>
Total:		12
<b><i>Behavioral &amp; Community Health Communicable Disease:</i></b>		
Nurse Practitioner	21	1
Director Communicable Disease Control	19	1
Supervising Public Health Nurse	17	1
Senior Public Health Advisor	16	1
Public Health Advisor	15	3
Public Health Nurse	15	1
Community Health Nurse	14	3
Program Assistant	8	2
Senior Office Assistant	8	1
Case Manager Aide	7	<u>2</u>
Total:		16

## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Veterans Services</i></b>		
Director of Veterans Affairs	MD	1
Veterans Counselor	12	2
Secretary	10	<u>1</u>
Total:		4
<b><i>Behavioral &amp; Community Health Mental Hygiene Administration</i></b>		
Clinical Division Chief	MH	1
Chief Division of Administrative Operations	MG	0.5
Director of Consultation and Education	MG	1
Support Services Manager	MC	0.5
Supervising Psych / Medical Director	F	1
Confidential Administrative Assistant	CI	1
Support Services Assistant	CH	3
Secretary	CD	1
Nursing Supervisor	17	0.2
Senior Accountant	17	0.5
Quality Improvement Coordinator	17	1
Accountant	16	0.5
Research Assistant	15	2
Billing Manager	14	1
Community Mental Health Nurse	14	0.5
Principal Accounting Clerk	12	2
Principal Program Assistant	12	1
Senior Program Assistant	10	1
Office Assistant	6	<u>3</u>
Total:		21.7
<b><i>Behavioral &amp; Community Health Partial Hospitalization:</i></b>		
Nurse Practitioner - Hourly	21-H	0.3
Psychologist II	20	2
Nursing Supervisor	17	0.8
Social Worker III	17	2
Chemical Dependency Counselor	14	1
Community Mental Health Aide	12	1
Principal Accounting Clerk	12	1
Activity Therapy Aide	6	1
Office Assistant	6	<u>1</u>
Total:		10.1

## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Behavioral &amp; Community Health HELPLINE:</i></b>		
Clinical Unit Administrator	21	1
Supervising Social Worker	18	1
Social Worker III	17	1
Community Mental Health Counselor- PT-EA	16-H	0.42
Community Mental Health Nurse	14	1
Community Mental Health Aide (Sp Spk)	12	1
Office Assistant	6	<u>0.5</u>
Total:		5.92
<b><i>Behavioral &amp; Community Health Diversion Program</i></b>		
Supervising Social Worker	18	2
Community Mental Health Counselor	15	1
Social Worker I	15	1
Community Mental Health Nurse	14	2
Community Mental Health Aide	12	3
Office Assistant	6	<u>0.5</u>
Total:		9.5
<b><i>Behavioral &amp; Community Health Coordinated Services</i></b>		
Clinical Unit Administrator	21	2
Psychologist III	21	1
Supervising Social Worker	18	2
Social Worker III	17	2
Social Worker I - EA	16	1
Social Worker I	15	3
Chemical Dependency Counselor	14	3
Principal Program Assistant	12	1
Senior Program Assistant	10	2
Activity Therapy Aide	6	1
Office Assistant	6	<u>1</u>
Total:		19
<b><i>Behavioral &amp; Community Health Alcohol Addiction Control</i></b>		
Clinical Unit Administrator	21	1
Nurse Practitioner - Hourly	21-H	0.3
Psychologist II	20	2
Social Worker III	17	3
Chemical Dependency Counselor	14	2
Community Mental Health Nurse	14	1.5
Office Assistant	6	<u>2</u>
Total:		11.8
Department Total:		188.77

# Transportation



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# Public Works - Public Transit

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## **Functions**

The Department of Public Transit provides public transportation service to Dutchess County through two modes of service: 1) fixed route service (known as Dutchess County Public Transit and RailLink), and 2) demand response service (known as Dial-A-Ride, Flex, and ADA Complementary Paratransit) for participating municipalities in Dutchess County. The primary objective is to provide Dutchess County with a safe, efficient, accessible, and reliable public transportation system. Management, operations, and maintenance staff is provided through a private management contract with First Transit. The Dutchess County Transit Administrator oversees the management company as the County representative. The current fleet consists of nine (9) heavy duty diesel buses, thirty-four (34) medium duty diesel buses, two (2) heavy duty hybrid electric buses, and two (2) medium duty hybrid electric buses.

The County will continue to use federal capital funds (5307) to cover the cost of eligible preventive maintenance, project administration, and operating assistance. Preventive maintenance and project administration are reimbursable at 80% federal, 10% state, and 10% local. Operating assistance is reimbursable at 50% federal and 50% local.

# Public Works - Public Transit



## Mission Statement

The primary mission of the Division of Public Transit (LOOP) is to provide Dutchess County with a safe, efficient, accessible and reliable public transportation system.

Goal: Provide safe, efficient bus transportation for the general public.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Number of Fixed Route Passengers (includes RailLink)	463,464	488,814	503,478	14,664	3.0%
Fixed Route Farebox Revenue	\$ 678,658	\$ 700,568	\$ 714,579	\$ 14,011	2.0%
Number of Dial-A-Ride Passengers	14,488	13,862	13,870	8	0.1%
Dial-A-Ride Farebox Revenue	\$ 19,146	\$ 17,862	\$ 19,000	\$ 1,138	6.4%
Number of Flex and Flex Plus Service Passengers	1,069	2,234	2,190	(44)	-2.0%
Flex Service Farebox Revenue	\$ 10,698	\$ 13,721	\$ 13,437	\$ (284)	-2.1%
Number of ADA Complementary Paratransit Service Passengers	4,278	3,188	3,252	64	2.0%
ADA Complementary Paratransit Service Farebox Revenue	\$ 13,335	\$ 12,000	\$ 15,600	\$ 3,600	30.0%

Goal: Generate income for the transportation system by selling advertising on and in buses.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Advertising Revenue	\$ 6,170	\$ 305	\$ -	\$ (305)	-100.0%

## KEY BUDGETARY ISSUES:

Fifteen new buses are expected to be delivered in 2016. Funding for the buses will come from 80% federal and 10% state grants. Eight new vehicles will be ordered in 2017. The Transit Administrator continues to seek additional funding for those bus replacements in 2017 and 2018.

Municipalities are expected to continue the number of days they offer Dial-A-Ride to their residents in 2016. The costs for Dial-A-Ride will be comparable to 2013 and the rates to municipalities will be held flat again in 2016.

There is a new collective bargaining agreement between Transit Management of Dutchess County (First Transit) and Teamsters Local 445 which ends on December 31, 2017.

Public Transit is negotiating to lease new scheduling software in 2015. This software is expected to be in place in 2016 and will facilitate increased ridership for Dial-A-Ride, Flex, and ADA Complementary Paratransit through more efficient scheduling.

## **2015 Accomplishments:**

- Bus Stop Amenities
  - Bus stop shelters and signs have been distributed to several municipalities in the County.
  - Bike racks have been distributed to participating municipalities for installation.
- Capital Project Management/Oversight
  - Fuel Relocation/Facility Improvements (DPW). The fuel relocation project is complete.
    - The transit center has been updated inside and out with new landscaping and ADA-friendly sidewalks; new bus lifts; two new above-ground fuel tanks; state of the art clean and used oil tanks; new floors and drains in the maintenance and bus storage areas; and a new pump for the bus wash.
- Bus Schedules
  - The bus scheduling continues to be analyzed and adjusted to meet the changing traffic conditions and customer needs.
    - Any schedule changes are made with the understanding that expense must be negligible.
- Dutchess County Public Transit carried 508,098 passengers in 2015.
- TRIM units installed in the fareboxes in 2013 will be activated in 2015 facilitating change in the form of a debit card for passengers who do not have exact change.
  - Passengers may use those cards toward future trips.
  - The software installed with the TRIM units will facilitate data collection and reconciliation.

## **2016 Initiatives:**

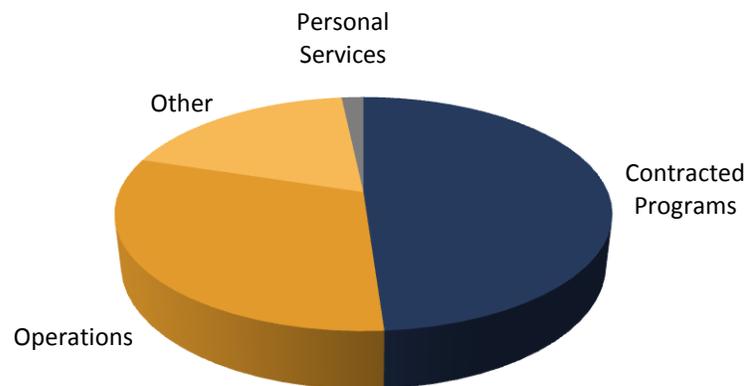
- Implementation of new and/or improved scheduling software in early 2016.
- Data reconciliation will continue with a focus on integrating all forms of data in a format that will facilitate accurate and efficient federal, state, and local reporting in a more automated fashion.
- New Freedoms funds (Section 5317) will continue to be used to support services in the northeast area of Dutchess County.
- Fifteen new buses will be delivered in 2016. These buses will replace the Thomas buses. They will be paid for with 80% federal and 10% state discretionary funds.
- A Transit Development Plan will continue in 2016 to develop system improvements to maximize our resources in an effort to provide as much transit services as possible to as many people as possible in 2016 and forward.

The 2016 Budget includes new expanded Public Transit services in partnership with Dutchess Community College and Marist College. The added route will provide direct access for students, faculty, and the public to and from their campuses, the Metro-North Train Station, shopping and more. The regular fixed-route service will be provided at no cost to county tax payers, with the colleges contributing the local share for the service. This new service will be free of charge for the participating colleges' students, faculty and staff.

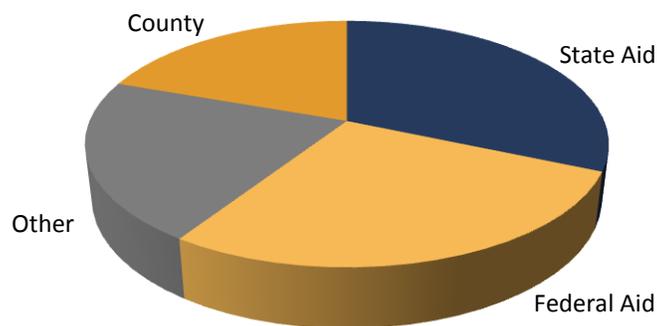
# Public Works - Public Transit Fiscal Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 7,636,322	\$ 8,063,057	6%
Revenues	\$ 7,236,322	\$ 7,063,057	-2%
County Cost	\$ 400,000	\$ 1,000,000	150%

## 2016 Adopted Appropriations



## 2016 Adopted Revenue



## Public Works - Public Transit

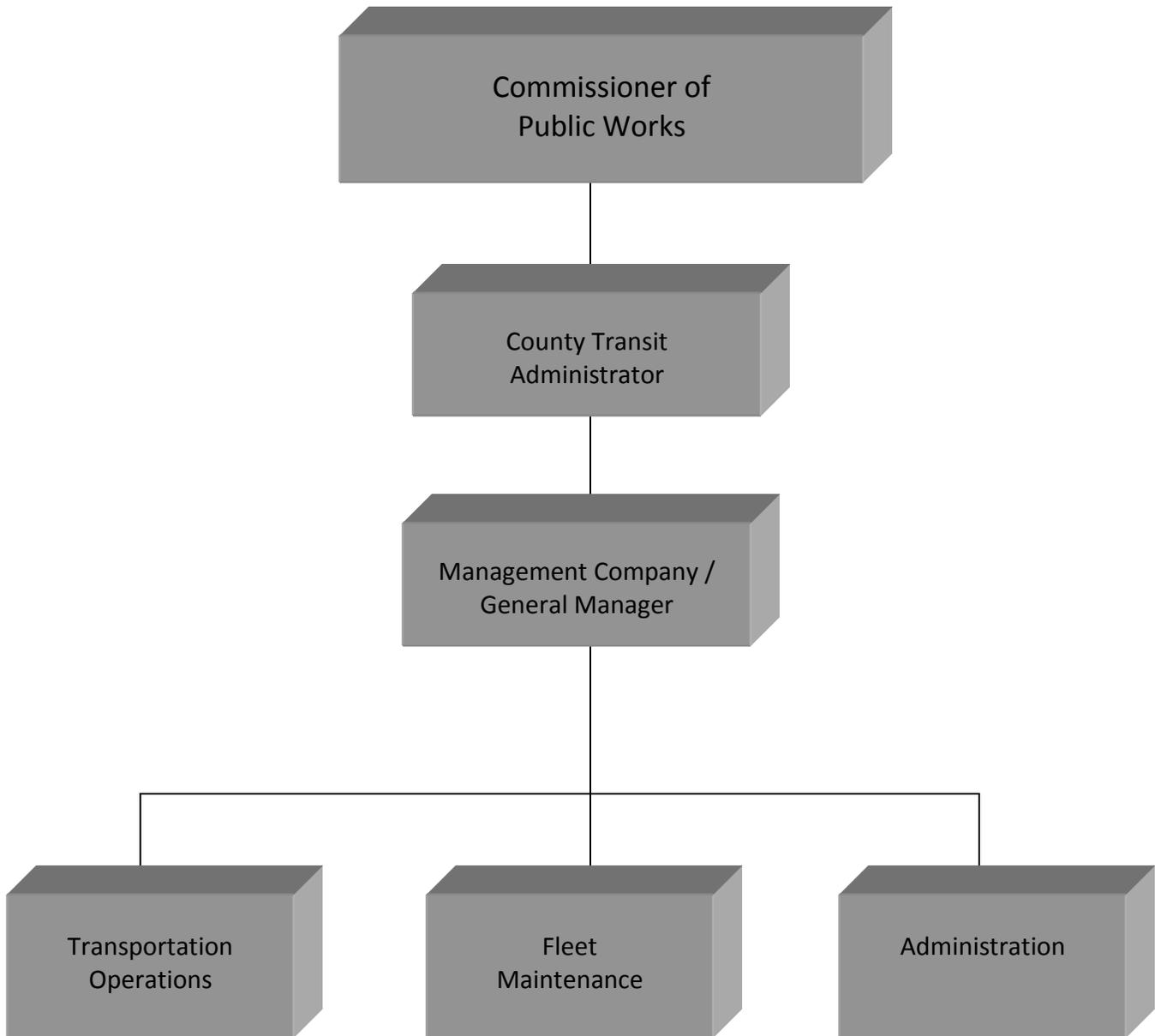
### \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	82,443	81,537	87,074	91,301	4,227	4.85%
Employee Benefits	43,518	43,770	44,823	45,540	717	1.60%
Personal Services	125,961	125,307	131,897	136,841	4,944	3.75%
Employee Travel, Train & Educ	2,739	2,775	2,775	4,000	1,225	44.14%
Equipment	14,090	0	103,708	0	(103,708)	-100.00%
Communication	13,115	18,300	21,800	16,060	(5,740)	-26.33%
Supplies	233,712	277,000	285,843	287,499	1,656	0.58%
Utilities	591,947	597,175	489,046	633,355	144,309	29.51%
Interdepartmental Prog & Srv	143,698	114,247	114,247	104,563	(9,684)	-8.48%
Insurance	85,000	48,770	55,804	56,238	434	0.78%
Contracted Services	3,427,595	3,627,408	3,633,408	3,942,279	308,871	8.50%
Operations	2,163,160	2,437,477	2,532,443	2,494,453	(37,990)	-1.50%
Debt Service	217,918	215,351	215,351	337,769	122,418	56.85%
Other	50,000	50,000	50,000	50,000	-	0.00%
Total	7,068,935	7,513,810	7,636,322	8,063,057	426,735	5.59%
OTPS	6,942,974	7,388,503	7,504,425	7,926,216	421,791	5.62%
Departmental Income	1,069,069	1,058,395	1,058,395	1,450,316	391,921	37.03%
Use of Money and Property	1,822	2,600	2,600	2,000	(600)	-23.08%
Sale of Property & Compensation	34,278	37,200	37,200	39,700	2,500	6.72%
Misc. Local Sources	53,840	275	275	200	(75)	-27.27%
Interfund Revenues	3,644	0	0	0	-	
State Aid	2,108,091	1,926,873	2,043,424	2,221,968	178,544	8.74%
Federal Aid	1,923,062	1,908,102	1,908,102	1,962,780	54,678	2.87%
Interfund Transfers*	2,223,759	2,180,365	2,186,326	1,386,093	(800,233)	-36.60%
Total	7,417,566	7,113,810	7,236,322	7,063,057	(173,265)	-2.39%
Net to County Cost**	(348,631)	400,000	400,000	1,000,000	600,000	150.00%

\*Interfund Transfer includes the contribution from the General Fund.

\*\*Both the 2014 and 2015 budgets include an appropriation of ET Fund Balance of \$400,000.

# Public Works - Public Transit Organizational Structure



**Position Title**

**Pay Grade**

**# of Positions**

***Public Transit:***

County Transit Administrator

MF

1

Total

1

# Public Works- Highway & Engineering

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## **Functions**

### ***HIGHWAY & ENGINEERING***

The Division of Highway Construction and Maintenance (HCM) is responsible for overseeing numerous programs to maintain the County's 395 miles of roads, 154 bridges, 186 large drainage structures and 23+ miles of rail trails. This Division has a pavement maintenance and rehabilitation program that includes resurfacing, reconstruction, special surface treatments and crack sealing. Roadside maintenance includes repair and replacement of pipe, guide rail and signs. Other maintenance work includes shoulder and drainage ditch cleaning, tree and brush clearing, grass cutting and bridge/culvert repair and replacement. The Highway Division is responsible to maintain 200 pieces of construction equipment (trucks, tractors, excavators, etc) and is also responsible to manage the Auto Service Center where the County's automotive fleet is maintained.

Six highway facilities are used to conduct snow and ice control and repair maintenance work on county roads and bridges. The Division also provides accounting services for Highway Division, Engineering Division, maintenance in lieu of rent (MLR) for Buildings Division, Auto Center, \$5M - \$10M of capital expenditures and provides payroll services for all divisions in the Department of Public Works.

The HCM Division is responsible for the operation of ten refueling sites throughout Dutchess County. The HCM Division tracks usage of gasoline, diesel and E-Z Pass.

The Engineering Division oversees the design, construction and inspection of all county highway and bridge capital improvement projects; inspection of county drainage structures; monitoring and repairing the condition of county bridges which are inspected by NYSDOT; issues permits for all work within the county right-of-way; and performs all required subdivision and SEQRA reviews. Engineering is also responsible for: all traffic related projects and public requests concerning traffic, roads, and bridges; assures dam safety and storm water pollution prevention compliance; and performs land acquisition associated with all improvement projects.

The Division is responsible for the administration and implementation of the Locally Administered Federal Aid Program. This program enables the construction of county roads and bridge projects at a net cost to the county of 5 - 20% of the total project cost. Engineering is responsible for supervision of the design and construction of all Highway and Bridge Improvement/Construction projects included in the county five-year Capital Improvement Program.

### ***AUTO CENTER***

The Auto Service Center repairs and maintains the County automotive fleet and services the fleets of various interrelated municipal agencies as well. The Auto Center maintains vehicles for 21 County Departments, as well as services for five County related agencies, one municipality and one fire district. These services include maintenance and repair, purchase and registration of new vehicles, performing state inspections, responding to road calls, providing fuel, and disposing of surplus equipment. All vehicles leased by the County are coordinated through the Auto Center.

The goal is to keep all vehicles operating at peak efficiency with the lowest possible cost. The primary tool in this effort is a program of preventive maintenance and inspections at scheduled intervals to maximize safe, reliable and cost effective operation during the vehicle's life span.

The program provides a method for early detection of actual and potential mechanical problems. This prevents costly breakdowns and excessive downtime. In addition, well maintained vehicles enable the County to realize optimum value when disposed of in the annual auction.

The Auto Center coordinates with other DPW Divisions in plowing County parking lots, a vital service for both the public and county employees.

The Auto Center manages a vehicle pool which is available county wide. This provides temporary use vehicles for County personnel when transportation is not available through their unit.

The Auto Center schedules and coordinates the County's annual sale of surplus equipment, which they do in collaboration with the OCIS Division of Central Services. This provides an outlet for disposing of old and obsolete equipment while generating maximum revenue at minimal cost. As a service to local communities other municipalities and outside agencies can include items in the auction. Dutchess County receives a commission on each such sale.

# Public Works - Highway / Engineering



## Mission Statement

The Department of Public Works has the responsibility for the administration, construction, maintenance, supervision, repair, alteration, and care of all highways and bridges. The department is also responsible for the supervision of the design and construction of all highway and bridge improvement / construction projects.

**Goal:** Maintain safety-related highway appurtenances and traffic control devices, maintain highway free from snow/ice, and study accident locations to develop safer facilities.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Guide Rail Restoration (Feet)	2,000	4,100	4,000	(100)	-2.4%
Snow & Ice Control (Miles)	9,500	9,500	9,000	(500)	-5.3%
# of Traffic Signals installed	-	-	-	-	0.0%
# of Traffic Studies	6	8	8	-	0.0%
Auto Accidents investigated	6	6	6	-	0.0%
Vegetation Control (Miles)	2,400	2,400	2,400	-	0.0%
Tree Maintenance	400	400	400	-	0.0%
Speed Limit Requests	12	8	10	2	25.0%
Litter Control (Miles)	100	100	100	-	0.0%

**Goal:** Replace or repair bridges and large culverts to insure public safety and maximize return on public funds invested.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Bridge & Culvert Reconstruction Sites	5	4	6	2	50.0%
Bridge Maintenance Sites	20	20	20	-	0.0%
Culvert Inspections	85	65	65	-	0.0%
Bridge Flags Responded To	18	12	12	-	0.0%

**Goal:** Upgrade, replace and install new traffic signs and delineation devices to enhance safety and ease of use on the County highway system.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Traffic Signs installed	100	100	100	-	0.0%
Sign Maintenance	1,400	1,400	1,400	-	0.0%
Information Requested	12	12	10	(2)	-16.7%

**Goal:** Provide superior level of service to the public when reviewing plans and issuing/ closing permits for permitted work within the County highway right-of-way.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# Permits closed out	191	170	166	(4)	-2.4%
# Permits issued	213	190	185	(5)	-2.6%
Major Subdivisions reviewed **	3	3	4	1	33.3%
Minor Subdivisions reviewed **	8	8	8	-	0.0%

\*\* Including site-plan reviews

## Public Works - Highway / Engineering

**Goal:** Maintain, upgrade and extend the life of pavement surface, drainage systems, and highway equipment to maximize the investment of public funds appropriated for transportation infrastructure.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Pavement & Highway Surface Trtmt (Miles)	8	10	10	-	0.0%
Highway Shoulders Restorations (C.L. miles)	22	22	22	-	0.0%
Pavement Permanent Resurfacing (Miles)	18	18	13.5	(5)	-25.0%
Pavement Surface Maintenance Locations	225	230	230	-	0.0%
Drainage Constr. Reconstruction & Alter. (ft)	1,200	1,000	1,000	-	0.0%
Highway Equip & Machinery Units	200	200	200	-	0.0%

**Goal:** Maintain, upgrade and extend the life of pavement markings to enhance public safety and maximize the investment of public funds.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Centerline (miles of 4" stripe)	396	400	400	-	0.0%
Edgelines (miles of 4" stripe)	426	450	450	-	0.0%
Special Markings (Locations)	84	70	75	5	7.1%

**Goal:** To provide a cost effective and efficient service/maintenance of the County fleet.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Gasoline Dispensed (gallons)	440,889	524,344	525,000	656	0.1%
Work Orders Processed	1,425	1,450	1,450	-	0.0%

## Public Works - Engineering

### KEY BUDGETARY ISSUES:

#### 2015 Accomplishments

- Completed re-organization of Highway Work Permits program in collaboration with OCIS.
- Updated and re-issued the Highway Work Permit Policy manual in collaboration with Department of Law and Risk Management.
- Continued advancement of approximately nine federally funded highway, bridge and trail design projects.
- Commenced with reconstruction of CR 21 (Noxon Road) from NYS Route 55 to CR 49 (Titusville Road) in LaGrange and the CR 49@CR 21 intersection. This construction project is expected to be complete in September 2016.

- Commenced with reconstruction of Bridge E-9, CR 31 (Palen Road) over the Fishkill Creek in the Town of East Fishkill. This federal-funded construction project will be completed in Fall 2015 or Spring 2016.
- Commenced with the replacement of Bridge D-32, Ridge Road over Coopertown Brook in the Town of Dover. This federal-funded construction project is expected to be complete in August 2016.
- Completed a bridge painting project which cleaned and re-painted nine bridges throughout the County.
- Completed extensive repairs to culvert M-9, CR 56 (Turkey Hill Road) in the Town of Milan.
- Completed replacement of a deteriorated retaining wall on CR 50 (Mt. Ross Road) in the Town of Pine Plains.
- Completed installation of flashing warning lights and signage at three safety sensitive locations in Red Hook, Pleasant Valley and Rhinebeck.
- Solicited for construction bids for the reconstruction of CR 41 (Crum Elbow Road) in Hyde Park. Construction will commence in Fall 2015 or Spring 2016. This construction project is expected to be complete in September 2016.
- Solicited for construction bids for Bridge PV-15 replacement, CR 72 (North Avenue) near Sherow Road in Pleasant Valley. Construction will commence in Spring 2016. This construction project is expected to be complete in September 2016.
- Solicited for construction bids for Bridge PO-17X and Bridge L-43 superstructure replacement, CR 43 (DeGarmo Road) in Poughkeepsie. Construction will commence in Spring 2016. This construction project is expected to be complete in September 2016.
- Solicited for construction bids for reconstruction of CR 93 (Middlebush Road) near Pleasant Lane in the Town of Wappinger. This federal-funded construction project will commence in Spring 2016. This construction project is expected to be complete in August 2016.
- Solicited for construction bids for the replacement of Bridge RH-18, CR 79 (Linden Avenue) over the Sawkill Creek in the Town of Red Hook. This construction project will commence in Spring 2016. This construction project is expected to be complete in September 2016.
- Advanced compliance program for State and Federal mandated Municipal Separate Storm Sewer System (MS4) Permit.
- Performed required field inspections, designs, reviews, and reporting for compliance with MS4 Storm Water mandate.
- Continued with design of a superstructure replacement for Bridge PO-15X, CR 28 (New Hamburg Road) over Wappinger Creek in the Town of Poughkeepsie. This project is expected to be constructed and completed in 2016.

- Continued with design of a road realignment and bridge replacement project for Bridge S-37, CR 19 (Bulls Head Road) over Wappinger Creek in the Town of Stanford. This project is expected to be constructed and completed in 2016 or 2017.
- Continued with design of replacement of Bridge PP-2, Hoffman Road over Shekomeko Creek in the Town of Pine Plains. This project is expected to be constructed and completed in 2016.
- Continued with design of replacement of Bridge C-31, Hibernia Road over the Wappingers Creek in the Town of Clinton. This project is expected to be constructed and completed in 2016.
- Continued with design of replacement of Bridge M-7, CR 51 (Academy Hill Road) over the Roeliff Jansen Kill in the Town of Milan. This project is expected to be constructed and completed in 2016.
- Received design approval and commencing with property acquisition for the federal-funded Harlem Valley Rail Trail Phase IV project. Construction documents are being developed and bids will be solicited for construction in 2017 or 2018.
- Responded to approximately eighteen NYSDOT bridge inspection flags, approximately half of which require structural design work for repair.
- Participating in the Upper Route 9G Corridor Management Plan study in collaboration with the Dutchess County Planning Department.
- Continued design work for our ongoing guide rail replacement program.
- Completed Annual Pavement Marking contract.
- Completed annual pavement condition rating.

## **2016 Initiatives**

- Update and re-issue the DPW Utility Pole Policy in collaboration with Department of Law and local utility owners (CHGE, Verizon, Frontier, NYSEG, Cablevision, etc.).
- Continue advancement of federally funded highway, bridge and trail design projects.
- Complete reconstruction of CR 41 (Crum Elbow Road) in Hyde Park. This construction project is expected to be complete in September 2016.
- Complete reconstruction of Bridge PV-15 replacement, CR 72 (North Avenue) near Sherow Road in Pleasant Valley. This construction project is expected to be complete in September 2016.
- Complete reconstruction for Bridge PO-17X and Bridge L-43 superstructure replacement, CR 43 (DeGarmo Road) in Poughkeepsie. This construction project is expected to be complete in September 2016.

- Complete reconstruction of CR 93 (Middlebush Road) near Pleasant Lane in the Town of Wappinger. This federal-funded construction project is expected to be complete in August 2016.
- Complete reconstruction for the replacement of Bridge RH-18, CR 79 (Linden Avenue) over the Sawkill Creek in the Town of Red Hook. This construction project is expected to be complete in September 2016.
- Advanced compliance program for State and Federal mandated Municipal Separate Storm Sewer System (MS4) Permit.
- Performed required field inspections, designs, reviews, and reporting for compliance with MS4 Storm Water mandate.
- Solicit bids and complete construction of a superstructure replacement for Bridge PO-15X, CR 28 (New Hamburg Road) over Wappinger Creek in the Town of Poughkeepsie. This project is expected to be completed in 2016.
- Solicit bids and commence construction of a road realignment and bridge replacement project for Bridge S-37, CR 19 (Bulls Head Road) over Wappinger Creek in the Town of Stanford. This project is expected to be completed in 2016 or 2017.
- Solicit bids and complete construction of replacement of Bridge PP-2, Hoffman Road over Shekomeko Creek in the Town of Pine Plains. This project is expected to be completed in 2016.
- Solicit bids and complete construction of replacement of C-31, Hibernia Road over the Wappingers Creek in the Town of Clinton. This project is expected to be completed in 2016.
- Solicit bids and complete construction of replacement of Bridge M-7, CR 51 (Academy Hill Road) over the Roeliff Jansen Kill in the Town of Milan. This project is expected to be completed in 2016.
- Complete construction documents and right-of-way acquisition for the federally-funded Harlem Valley Rail Trail Phase IV project. Construction bids will be solicited in 2017 or 2018.
- Respond to NYSDOT bridge inspection flags.
- Continue to participate in the Upper Route 9G Corridor Management Plan study in collaboration with the Dutchess County Planning Department.
- Continue design work for our ongoing guide rail replacement program.
- Complete Annual Pavement Marking contract.
- Complete annual pavement condition rating.
- Continue design and planning for highway and bridge projects listed in the Division's capital plan.

# **Public Works - Highway**

## **2015 Accomplishments**

- Completed over fifteen miles of asphalt overlays, including specialized surface treatments.
- Paved wheel tracks and ruts on over eight miles of county roads.
- Repaired or replaced thirty catch basins.
- Replaced twenty cross-culverts.
- Negotiated shared services agreements with twelve municipalities for snow and ice control. DPW handled approximately 250 miles and the towns handled approximately 125 miles.
- Assisted Parks Division with maintenance and mowing of the Dutchess Rail Trail and Harlem Valley Rail Trail.
- Assisted Emergency Response and Health Department with preparation and operations during the Inaugural Walkway Marathon.
- Assisted DPW Buildings Division, Parks Division, Airport Division and Public Transit Division with construction and maintenance services.
- Developed the temporary bus parking facility at the airport for Public Transit buses while the Public Transit garage was being renovated.
- Repaired or replaced over 2,500 linear feet of guide rail and bridge rail.
- Installed, repaired or replaced over 300 road signs.
- Removed over 100 dead trees from the highway right-of-way.
- Utilized contractors for tree removal work to supplement in-house forces.
- Repaired four large culverts and small bridges; and repaired multiple bridges that were cited in NYSDOT bridge flag reports.

## **2016 Initiatives**

- Continue to deliver essential highway and bridge maintenance services efficiently and timely.
- Continue to maintain and upgrade the County's fleet of heavy machinery and construction equipment.
- Upgrade the Auto Center and consolidate all tire changing services to a new tire shop located at the Auto Center.

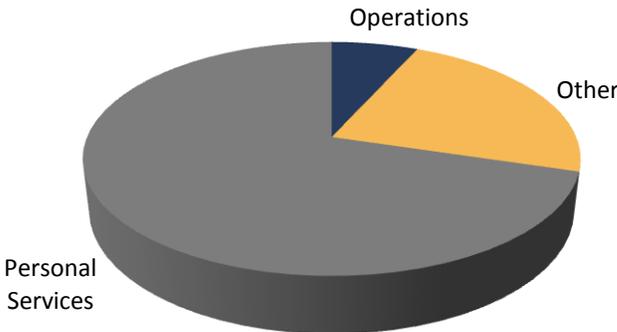
- Explore more opportunities to supplement in-house resources with contracted services to deliver bridge and highway maintenance services as effectively as possible.
- Implement a new Snow Policy to provide guidance to all County staff during snow and ice control operations.
- Work with Labor Union to improve relations and morale in the Highway Division.
- Re-organize the Division's management to better utilize supervisor and subordinate staff to accomplish Division goals.

# Public Works- Highway & Engineering Fiscal Summary

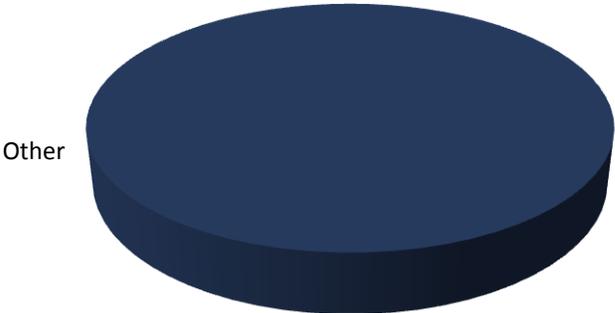
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 14,508,522	\$ 14,547,010	0%
Revenues	\$ 2,949,626	\$ 2,067,690	-30%
County Cost	\$ 11,558,896	\$ 12,479,320	8%

### 2016 Adopted Appropriations



### 2016 Adopted Revenue

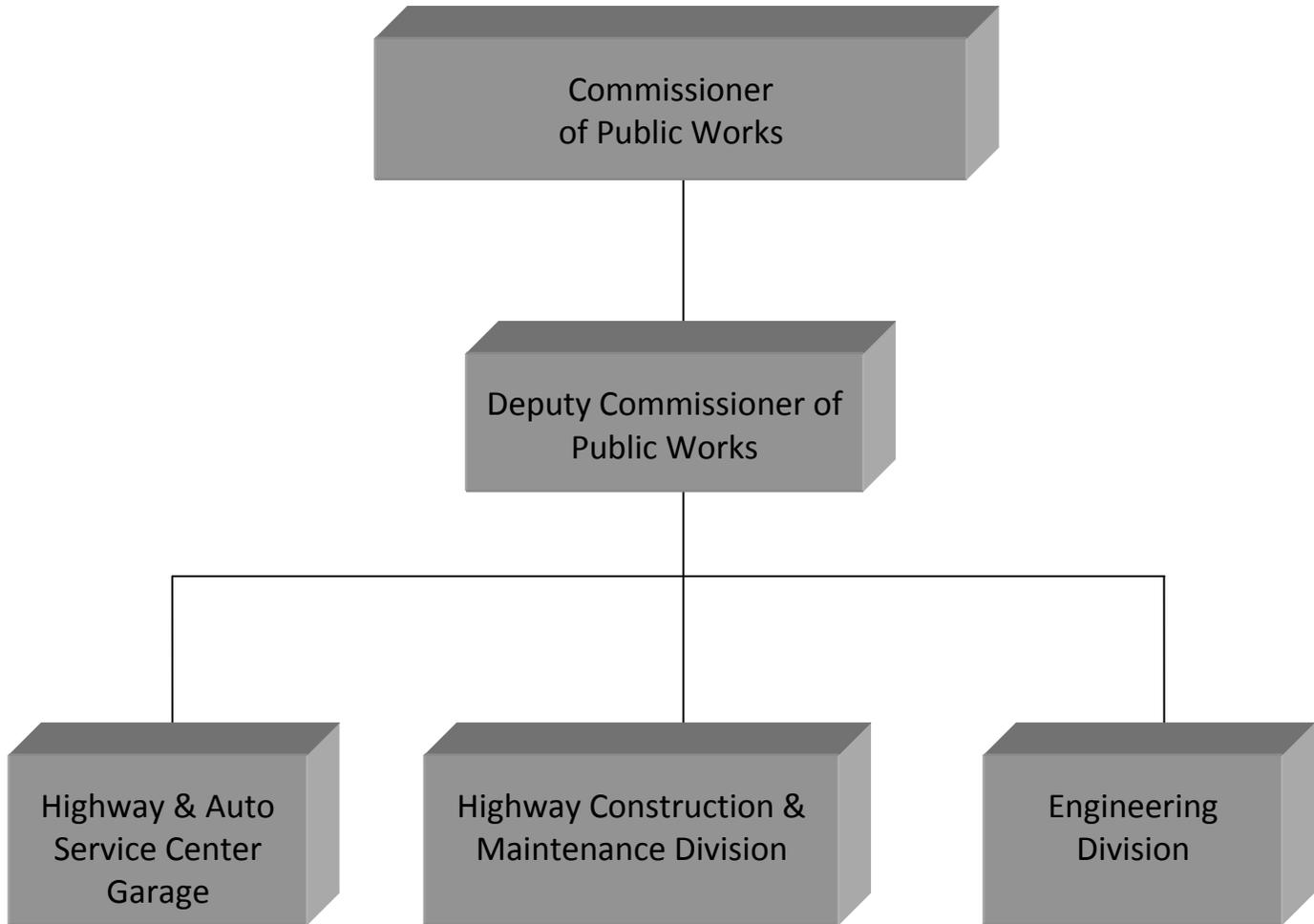


## Public Works- Highway & Engineering

### \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	6,093,570	6,296,308	6,568,957	6,870,085	301,128	4.58%
Employee Benefits	3,434,769	3,405,901	3,483,023	3,359,333	(123,690)	-3.55%
Personal Services	9,528,338	9,702,209	10,051,980	10,229,418	177,438	1.77%
Employee Travel, Train & Educ	3,216	7,365	19,319	12,290	(7,029)	-36.38%
Equipment	4,300	15,000	22,920	55,350	32,430	141.49%
Communication	6,892	5,950	7,851	7,800	(51)	-0.65%
Supplies	1,947,997	2,057,430	2,616,743	2,278,785	(337,958)	-12.92%
Utilities	1,500,129	1,901,755	1,809,600	1,429,485	(380,115)	-21.01%
Interdepartmental Prog & Srv	(795,129)	(1,115,411)	(1,280,244)	(651,244)	629,000	-49.13%
Insurance	114,000	136,910	136,910	141,226	4,316	3.15%
Contracted Services	16,938	35,840	86,695	64,750	(21,945)	-25.31%
Operations	806,504	880,459	1,036,748	979,150	(57,598)	-5.56%
Total	13,133,186	13,627,507	14,508,522	14,547,010	38,488	0.27%
OTPS	3,604,847	3,925,298	4,456,542	4,317,592	(138,950)	-3.12%
Departmental Income	1,924,074	1,915,000	1,915,000	1,865,100	(49,900)	-2.61%
Intergovernmental Charges	39,828	0	0	0	-	
Use of Money and Property	89,168	60,000	60,000	6,400	(53,600)	-89.33%
Licenses and Permits	56,691	31,000	31,000	31,000	-	0.00%
Fines and Forfeitures	33,980	1,500	1,500	1,500	-	0.00%
Sale of Property & Compensation	179,940	142,900	142,900	146,300	3,400	2.38%
Misc. Local Sources	58,791	0	0	0	-	
Federal Aid	0	0	0	17,390	17,390	100.00%
Interfund Transfers	540,736	0	799,226	0	(799,226)	-100.00%
Total	2,923,208	2,150,400	2,949,626	2,067,690	(881,936)	-29.90%
Net to County Cost	10,209,978	11,477,107	11,558,896	12,479,320	920,424	7.96%

# Public Works- Highway & Engineering Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>DPW Engineering Division:</i></b>		
Assistant Civil Engineer II Design	19	3
Traffic Engineer	18	1
Assistant Civil Engineer I	17	2
Junior Civil Engineer	15	4
Senior Engineering Aide- E	14	1
Senior Engineering Aide	12	2
Secretary	10	<u>1</u>
Total:		14
<b><i>DPW Highway Administration:</i></b>		
Deputy Commissioner of Public Works	MH	1
Director Highway Construction & Maint	MG	1
Assistant Director of Construction & Maint	MF	1
Director of Budget & Finance	ME	1
Secretary	CD	1
Contract Specialist	13	1
Principal Account Clerk	12	1
Principal Program Assistant	12	1
Senior Program Assistant	10	<u>1</u>
Total:		9
<b><i>DPW Highway Construction &amp; Maintenance:</i></b>		
Construction Equipment Operator II Mechanic	F	1
Labor Supervisor	14	7
Road Maintenance Supervisor	14	1
Construction Equipment Operator II	12	13
Tree Climber	12	2
Assistant Tree Climber	11	1
Construction Equipment Operator I	11	13
Motor Equipment Operator	10	13
Road Maintainer	10	1
Road Maintainer	9	5
Laborer	8	<u>4</u>
Total:		61
<b><i>DPW Maintenance Bridges:</i></b>		
Bridge Maintenance Supervisor	14	1
Senior Bridge Maintainer	12	1
Bridge Maintainer	10	<u>3</u>
Total:		5

## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>DPW Road Machinery-Administration:</i></b>		
Garage Superintendent	16	1
Equipment Mechanic Supervisor II	15	1
Construction Equipment Mechanic II	14	4
Construction Equipment Welder II	14	1
Stockroom Supervisor	14	1
Construction Equipment Operator II / Inst	13	1
Construction Equipment Operator II	12	1
Construction Equipment Operator II/ Mech	12	1
Stockroom Assistant	11	1
Sign Maker	10	<u>1</u>
Total:		13
<b><i>DPW Road Machinery- Buildings:</i></b>		
Senior Communications Clerk- EA	11	<u>1</u>
Total:		1
<b><i>DPW Highway Automotive Service Center:</i></b>		
Auto Service Center Supervisor	15	1
Senior Auto Mechanic	14	1
Auto Mechanic	13	3
Auto Parts Specialist	13	1
Tire Mechanic	11	1
Accounting Clerk	9	1
Auto Mechanic Helper	9	1
Construction Equipment Mechanic Aide	9	<u>1</u>
Total:		10
Total of Highway and Engineering		113

# Public Works- Airport

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## **Functions**

The Dutchess County Airport, located seven miles south of the City of Poughkeepsie in the Town of Wappinger, provides corporate and general airport transportation services. Federal and State grants are aggressively pursued for all eligible projects identified in the Airport Master Plan.

The Division's focus has been on safety, security, taxiway enhancements to provide access to parcels available for future development, obstruction removal, environmental compliance, and wildlife hazard management. The Division continues its excellence in facility care and upkeep through innovation, application of available technology, and bench marking industry leadership.

The Airport markets the facility and services through its website, regional and national advertising, and will partner with the Dutchess County Industrial Development Agency.

The Legislature's Airport Advisory Committee, a citizen advisory group, provides input on airport and aviation related issues.

A Wildlife Hazard working group, an FAA required group, has been established to provide input specific to wildlife hazards on airport property.

# Public Works - Dutchess County Airport



## Mission Statement

Dutchess County Airport strives to be the Hudson Valley's first choice for business and personal air transportation, providing an engine for economic growth, while maintaining operational safety, outstanding service, and a safe environment for aircraft owners, operators, our neighbors, and the flying public.

Goal: Our goal is to preserve numbers of operations and cultivate modest increases in fuel sales.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Landings and Take-offs	85,006	86,000	87,000	1,000	1.2%
Fuel (Gallons) 100LL	81,177	60,000	-	(60,000)	-100.0%
Fuel (Gallons) Jet A	150,566	66,000	-	(66,000)	-100.0%

## KEY BUDGETARY ISSUES:

The County is already moving forward with two of the most critical recommendations: Fixed-Based Operation (FBO) which replaces Dutchess Aviation and efforts to bring water and sewer infrastructure to the airport are underway.

## 2015 Accomplishments

- Coordinated the Government Support Department of Defense for the addition of the C 17 military aircraft for the 2015 Open House;
- Worked with the Dutchess County Regional Chamber of Commerce and the FAA to bring the Balloons back to the airport;
- Facilitated and supervised the rehabilitation of Bravo Taxiway, and stub A and Taxiway C;
- Coordinated with the Collings Foundation for the August 2015 Wings of Freedom Tour;
- Worked with the FAA and C&S to obtain permission for the Speed of Sound concert;
- Worked with County management to help bring a new FBO to the Airport;
- Held an event in October for the Town of Wappinger's Rotary 2nd Annual Touch a Truck; and
- Worked with FAA & C&S to obtain grants for Realignment of Taxiway A and New Electrical Building.

## **2016 Initiatives**

### Local

- The County will continue efforts to bring water and sewer infrastructure to the site. Moving forward, the County will develop an airport-focused marketing plan, market existing vacant airport property and real estate/land parcels, engage current valuable tenants to ensure continued tenancy at the airport.
- The County will continue efforts to partner with Solar City to build a Solar Energy array on Airport property to provide an alternative energy source for part of Dutchess County's electric requirements.
- Continue to promote the airport as a community event venue.
- Work with Legislature to re-brand and rename the Dutchess County Airport to the "Hudson Valley Regional Airport."
- Update and amend airport minimum standards.

### FAA/NYS DOT grants

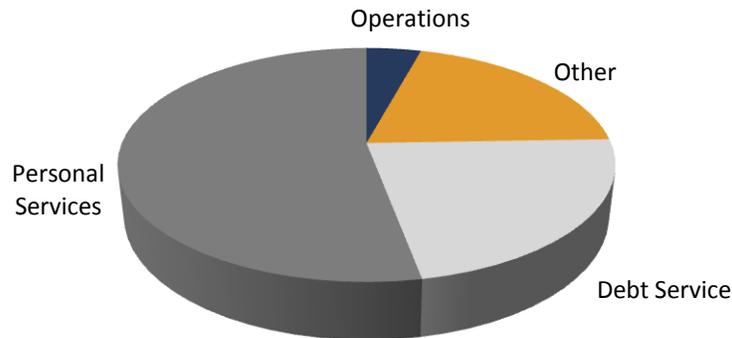
- Realign Taxiway "A" construction;
- Design AARF/Snow Removal Equipment Building; and
- Replace snow blower.

# Public Works- Airport Fiscal Summary

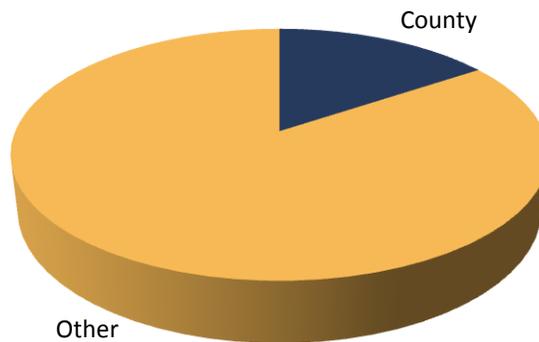
## Budget Summary

	2015 Modified		2016 Adopted		% Change
Appropriations	\$	2,735,664	\$	1,406,113	-49%
Revenues	\$	2,735,664	\$	1,406,113	-49%
County Cost	\$	-	\$	-	

## 2016 Adopted Appropriations



## 2016 Adopted Revenue



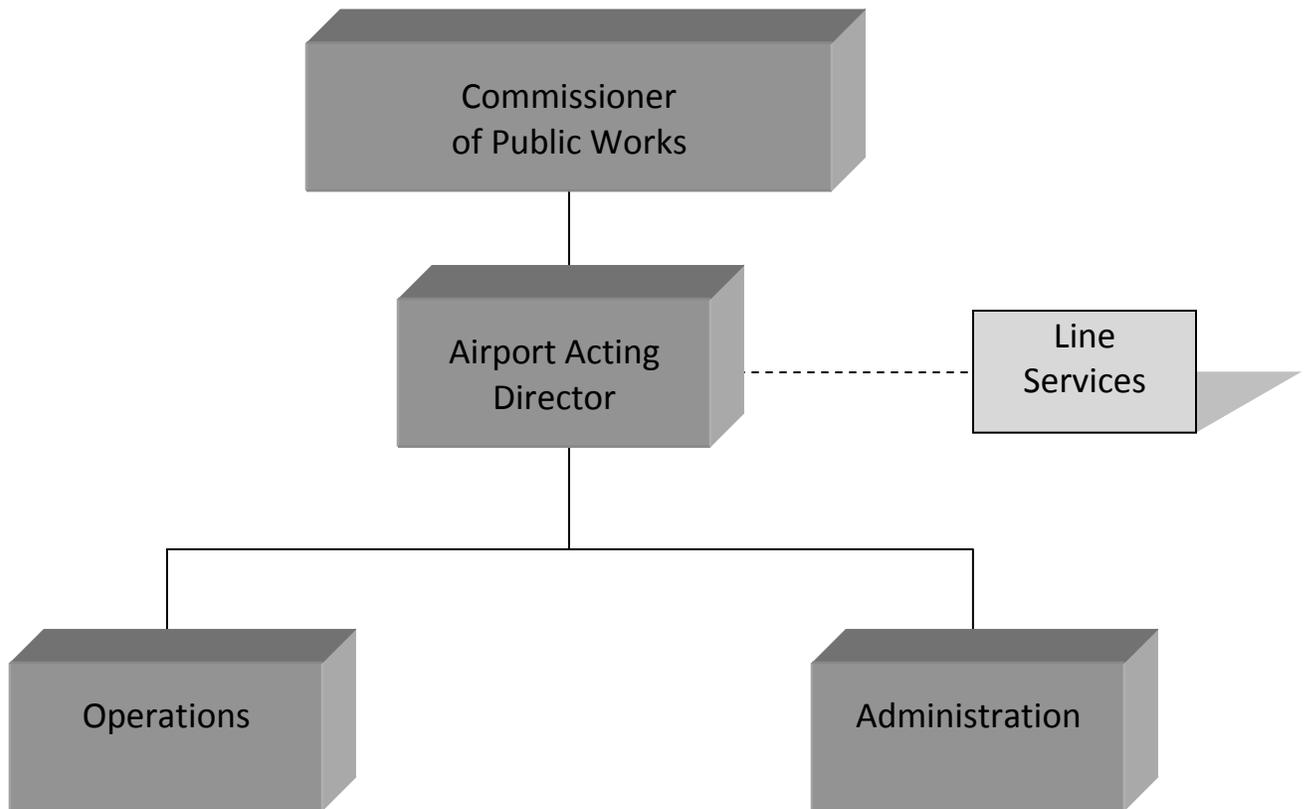
## Public Works Airport

### \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	558,248	566,595	612,713	492,323	(120,390)	-19.65%
Employee Benefits	335,773	327,004	329,495	252,544	(76,951)	-23.35%
Personal Services	894,021	893,599	942,208	744,867	(197,341)	-20.94%
Employee Travel, Train & Educ	6,401	10,200	10,360	6,800	(3,560)	-34.36%
Communication	6,006	6,000	6,400	6,000	(400)	-6.25%
Supplies	34,093	36,250	56,145	36,330	(19,815)	-35.29%
Utilities	143,601	130,000	125,000	112,017	(12,983)	-10.39%
Interdepartmental Prog & Srv	86,701	77,642	115,412	77,506	(37,906)	-32.84%
Insurance	22,020	31,697	31,697	31,697	-	0.00%
Contracted Services	40,406	83,750	84,095	13,750	(70,345)	-83.65%
Operations	67,125	87,298	97,511	59,726	(37,785)	-38.75%
Debt Service	421,864	351,209	351,209	317,420	(33,789)	-9.62%
Items for Resale	1,007,702	991,500	915,627	0	(915,627)	-100.00%
Total	2,729,940	2,699,145	2,735,664	1,406,113	(1,329,551)	-48.60%
OTPS	1,835,919	1,805,546	1,793,456	661,246	(1,132,210)	-63.13%
Departmental Income	2,024,010	2,122,113	2,122,113	990,234	(1,131,879)	-53.34%
Use of Money and Property	129,304	132,035	132,035	180,594	48,559	36.78%
Sale of Property & Compensation	(1,497,608)	1,000	1,000	0	(1,000)	-100.00%
Misc. Local Sources	5,996	100	100	15,600	15,500	15500.00%
Interfund Revenues	1,684,357	0	0	0	-	
Interfund Transfers*	544,717	443,897	480,416	219,685	(260,731)	-54.27%
Total	2,890,776	2,699,145	2,735,664	1,406,113	(1,329,551)	-48.60%
Net to County Cost	(160,836)	-	-	-	-	

\*Interfund transfer includes the contribution from the General Fund.

# Public Works- Airport Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>DPW Airport Division:</i></b>		
Airport Director	MF	1
Airport Maintenance Supervisor	15	1
Airport Maintenance Mechanic II	12	1
Airport Maintenance Mechanic I	10	4
Accounting Clerk	9	<u>1</u>
Total:		8

# Metropolitan Transit Authority

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## **Functions**

Pursuant to Section 1277 of the Public Authorities Law of the State of New York, the operation, maintenance and use of passenger stations shall be public purposes of the City of New York and the counties within the district. The Metropolitan Transit Authority (MTA) determines and certifies to the County of Dutchess, the cost for Metro-North Commuter Railroad, a subsidiary corporation of the MTA, of operation, maintenance and use of Metro-North Commuter Railroad passenger stations located in the County of Dutchess, including the buildings appurtenances, platforms, lands and approaches adjacent of incidental thereto.

Each year, the change in the Consumer Price Index (C.P.I.) for Wage and Clerical Workers for the New York, Northeastern-New Jersey Standard Metropolitan Statistical Area for the twelve-month period being billed is applied against the prior year's billed amount to arrive at the current year's bill.

The amount is certified to the County on or before June 1st and law requires that payment be made to MTA by September 1st.

§1270-a Metropolitan Transit Authority special assistance fund:

- Pursuant to Section 1270-a of the Public Authorities Law of the State of New York, the statute requires that certain "mass transportation operating assistance" payments be made by the MTA to Dutchess County from MTA's Mortgage Recording Tax (MRT-2) receipts. Dutchess will receive no less than \$1.5 million annually in quarterly installments.
- In addition to the minimum mass transportation operating assistance payment, the statute also provides for an "escalator payment" based on the total MRT-1 and MRT-2 receipts attributable to Dutchess that exceeds the receipts received in 1989. The escalator payment due to the County is based on a specific formula.
- MRT-1: collected at the rate of .25 of 1% of the debt secured by certain real estate mortgages. Effective June 1, 2005, the rate was increased from 25¢ per \$100 of recorded mortgage to 30¢ per \$100 of recorded mortgage. The County does not receive any portion of the increase.
- MRT-2: .25% of 1% of certain mortgages secured by real estate improved or to be improved by structures containing one to six dwelling units in the MTA's service areas.

## **Metropolitan Commuter Transportation Mobility Tax (MCTMT)**

New York State Department of Taxation and Finance, Chapter 25 of the Laws of 2010 added Article 23 to the Tax Law which establishes the metropolitan commuter transportation mobility tax mandate. This tax will be administered by the New York State Tax Department and the proceeds from this tax will be distributed to the Metropolitan Transit Authority.

Effective March 1, 2010, the MCTMT is imposed at a rate of .34% of an employer's payroll for all covered employees for each calendar quarter. An amendment to the MCTMT was enacted April 1, 2013 however the County was unaffected by the change.

## **2015 Accomplishments**

The County's payment for MTA Station Railroad Station Maintenance in 2015 was \$2,354,319 or \$52,786 below the budgeted amount of \$2,407,105.

The MTA Station Railroad Station Maintenance payment is due each year on September 1. The payment is computed by taking the amount paid in the prior year and increasing that amount by the amount of the increase in CPI. In 2015 the CPI decreased by .615% resulting in a \$14,508 decrease in the payment from the prior year.

Metropolitan Commuter Transportation Mobility Tax at a rate of .34% of an employer's payroll was imposed on employers March 1, 2010 and continues to be an annual State mandated cost burden to the county. This tax imposes an annual cost of approximately \$330,000 and from 2010 through 2015; Dutchess County will have paid more than \$2 million.

## **2016 Initiatives**

The trend continues into the 2016 budget as commuter costs rise and there is uncertainty with the mortgage recording tax and new home sales. The Transportation Aid revenue is budgeted at \$2,183,173 for 2016. This is formula driven based on Mortgage Recording Tax data provided by the County Clerk's Office for 2015 year-to-date.

The MTA Station Maintenance which the County pays to the MTA each September 1st is being budgeted higher than the 2015 amount based on the CPI increase for NYS. The County budgeted \$2,398,414 for 2016 based on an anticipated 1.87% increase in the CPI from April 1, 2015 to March 31, 2016.

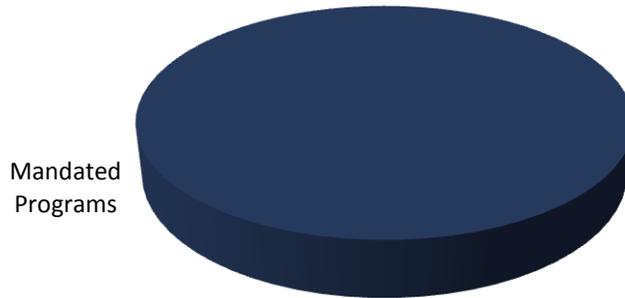
The mandated Metropolitan Commuter Transportation Mobility Tax will be budgeted at a rate of .34% of Dutchess County's wages for a total of \$400,000. This amount will cover all 2016 wages including step increases and longevities.

# Metropolitan Transit Authority Fiscal Summary

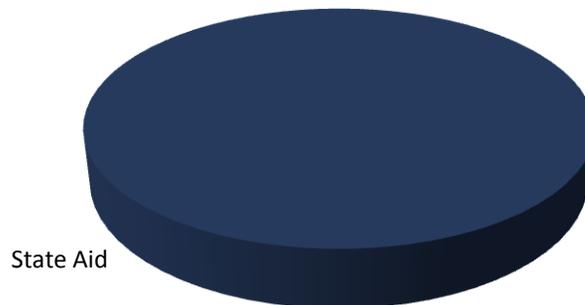
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 2,787,381	\$ 2,778,690	0%
Revenues	\$ 1,850,903	\$ 2,183,173	18%
County Cost	\$ 936,478	\$ 595,517	-36%

## 2016 Adopted Appropriations



## 2016 Adopted Revenue



# Metropolitan Transit Authority

## \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Mandated Programs	2,749,173	2,787,381	2,787,381	2,778,690	(8,691)	-0.31%
Total	2,749,173	2,787,381	2,787,381	2,778,690	(8,691)	-0.31%
State Aid	2,027,838	1,850,903	1,850,903	2,183,173	332,270	17.95%
Total	2,027,838	1,850,903	1,850,903	2,183,173	332,270	17.95%
Net County Cost	721,335	936,478	936,478	595,517	(340,961)	36.41%

# Economic Assistance & Opportunity



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# Office for the Aging

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## **Functions**

It is the mission of the Office for the Aging (OFA) (including Dutchess NY Connects) to plan, coordinate and provide an array of community based services to the elderly, their caregivers and persons who require assistance in the long term care system, in an effort to promote independence, dignity and quality of life. The Director of the Office for the Aging is responsible for overall leadership and supervision in the Department, including preparing and administering the state approved Annual Implementation Plan, working with the Office for the Aging Advisory Board and the Dutchess County Long Term Care Council.

OFA provides, either directly or via contract with community agencies, businesses and professionals, the following services: home care, case management and assessment, social adult day care, personal emergency response systems, respite, transportation, home delivered meals, congregate meals, nutrition education and counseling, senior friendship centers, case assistance, information, outreach, referral, energy assistance, housing information, recreation, education, health insurance education, outreach and counseling, in-home contact and support, health promotion and exercise programs, mental fitness classes, legal services, caregiver workshops and support, minor home modifications, and services to grandparents raising grandchildren. Through Dutchess NY Connects, OFA also serves as a single point of entry to the long term care system and is considered by the federal and state governments to be the Aging and Disability Resource Center (ADRC) for Dutchess County.

In addition to providing and funding services for the elderly and their caregivers, another primary function of the Office for the Aging is to play a major role in planning and coordination of services to the elderly and identifying service needs. These functions are carried out through ongoing efforts of the Aging Advisory Board and its Long Term Care Council as well as involvement with such entities as the Retired and Senior Volunteer Program, the Caregiver Services Coalition, Home Care Association, the Elder Abuse Coalition, the Intergenerational Committee, the Care Transitions Coalition and others. OFA maintains close relationships with the other county human services departments. Examples of this include participation in the Dutchess County Health and Human Services Cabinet, Department of Community and Family Services Commissioner's Advisory Board, Department of Mental Hygiene Prevention Council and the Chemical Dependency Subcommittees, the Department of Health Integrated Community Health Assessment Group, and the Department of Public Works Division of Public Transit Dial A Ride Advisory Board. Further, representatives from the other Health and Human Services departments are represented on the Office for the Aging Advisory Board and Long Term Care Council.

As in the past, the Office for the Aging will rely on the assistance of volunteers in carrying out services to the elderly. Over 300 volunteers are involved in many activities such as delivering meals to the homebound, providing insurance counseling, conducting fall prevention, exercise and mental fitness classes, and issuing senior identification cards. Additionally, the department partners with a number of agencies that also utilize volunteers in carrying out services such as transportation, in home contact and support, the Retired and Senior Volunteer Program (RSVP), and the long term care ombudsman program.

OFA's Dutchess NY Connects provides a consumer-centered entry point for information about long term care and linkages to services that assist individuals of all ages with long term care needs. Dutchess NY Connects is available to serve individuals who need long term care, their caregivers and those planning for

future long term care needs, whether it is anticipated that public or private sources of payment will be used. Dutchess NY Connects is also a resource for long term care professionals and others who provide long term care services to the elderly, their caregivers, and people with physical disabilities of all ages.

Dutchess NY Connects provides the required case management and authorization for the Medicaid funded in home services to those of all ages not receiving such services through Managed Care or Managed Long Term Care as well as non-Medicaid in-home services funded jointly by New York State and Dutchess County. Specific functions include information, referral and intake; assessment; determination of service needs; where necessary, medical eligibility for specific levels and types of care; and case management and arrangements for service provision.

**Goals:**

- To assist older adults to be as independent as possible for as long as possible through advocacy as well as the provision of services and access to them;
- To shift the balance of the long term care system from institutional services to less costly and less restrictive community-based alternatives through effective assistance and control at the point of entry for those of all ages;
- To recognize, support and supplement the informal support system in order to contain expenditures effectively and to enhance the quality of care;
- To develop mechanisms to identify populations in need and to target services to those populations; and
- To provide consumer choice in services.

# Office for the Aging



## Mission Statement

The Office For The Aging/DUTCHESS NY Connects plans, coordinates and provides an array of community based services to the elderly and persons who require assistance in the long term care system, in an effort to promote independence, dignity and quality of life.

Through its distinctive role of committed advocate and community partner, the agency strives to ensure clients' needs will continue to be met now and in the future.

## **Office for the Aging and Dutchess NY Connects**

**Goal:** To provide services designed to promote proper or improved nutrition in a group or in-home setting.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Home Delivered Meals	108,247	108,000	108,000	-	0.0%
Congregate Meals	39,155	39,000	39,000	-	0.0%
Nutrition Counseling (Hours)	163	130	130	-	0.0%
Nutrition Education (Presentations / Publications)	25,881	25,000	25,000	-	0.0%

**Goal:** To provide/arrange for services to disabled, chronically ill, or elderly clients to enable them to remain at home in the community or in other appropriate settings.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Home Care Hours (non-medicaid)	27,110	28,000	28,000	-	0.0%
In-Home Contact & Support (hours)	2,248	2,000	2,000	-	0.0%
Care at Home Cases	7	3	3	-	0.0%
In-Home Services for Elderly Program (clients)	452	400	400	-	0.0%
Long-Term Home Health Care Program Cases	68	2	-	(2)	-100.0%
Nursing and Case Management Field Visits (non nutrition or case assist.)	2,578	2,122	2,200	78	3.7%
Case Management hours	12,996	11,194	11,594	400	3.6%
Medicaid Personal Care Cases	225	195	180	(15)	-7.7%
Adult Foster Care Cases	52	51	51	-	0.0%
Assisted Living Cases	190	201	220	19	9.5%
Consumer Directed Cases (Medicaid)	94	88	-	(88)	-100.0%
Case Assist Cases (NY Connects)	84	62	100	38	61.3%
Discharge Planning Hours	118	119	120	1	0.8%
Patient Review Instruments Done	72	90	100	10	11.1%

**Goal:** To provide legal assistance, counseling and representation to seniors and to advocate on behalf of long term care facility residents.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Legal Assistance (Hours)	664	650	600	(50)	-7.7%

# Office for the Aging

<b>Goal:</b>	To provide transportation services to senior citizens in order to foster access to health, shopping, social and recreational services.				
<b>Indicators:</b>	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Transportation # of Trips (non Medicaid)	27,537	27,000	27,000	-	0.0%
<b>Goal:</b>	To provide information and case assistance to seniors, caregivers and others in the long term care system on accessing benefits and services.				
<b>Indicators:</b>	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Info & Case Assistance Units (Aging)	26,780	27,000	27,000	-	0.0%
Outreach	191	200	200	-	0.0%
Single Visit Assessments	42	44	80	36	81.8%
Intakes / Screenings (NY Connects)	4,454	4,700	5,000	300	6.4%
ID Cards Issued	112	110	110	-	0.0%
<b>Goal:</b>	To provide services to foster good physical and mental health as well as recreation and educational opportunities.				
<b>Indicators:</b>	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Health Promotion Events (classes, presentations, distributions per person)	89,841	91,000	91,000	-	0.0%
Recreation & Education	1,445	1,450	1,450	-	0.0%
<b>Goal:</b>	To provide supportive services to caregivers to help sustain efforts to provide care, including support groups, workshops, counseling, and respite.				
<b>Indicators:</b>	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Caregiver Services	1,227	1,200	1,200	-	0.0%
Grandparent Caregiver Respite (clients)	7	7	7	-	0.0%
Overnight Respite (days)	-	20	20	-	0.0%
Minor Home Modifications (clients)	6	8	8	-	0.0%
Social Model Adult Day Care (hours, non-medicaid)	430	800	800	-	0.0%
<b>Goal:</b>	To provide services to enable vulnerable citizens to summon help in an emergency.				
<b>Indicators:</b>	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Personal Emergency Response Units (clients, non-medicaid)	375	350	350	-	0.0%
<b>Goal:</b>	To provide services to access regular benefits such as HEAP, WRAP and to provide energy education.				
<b>Indicators:</b>	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Energy Assistance	1,654	1,400	1,400	-	0.0%
<b>Goal:</b>	To assist citizens in making valuable use of free time through civic engagement and to provide services to senior citizens without the expense of additional employees.				
<b>Indicators:</b>	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Office for the Aging Volunteer Hours	41,661	40,000	42,000	2,000	5.0%
Number of Office for the Aging Volunteers	341	330	350	20	6.1%

## **KEY BUDGETARY ISSUES:**

The 2016 key budgetary issues for the Office for the Aging involve working to meet the core needs of senior citizens, caregivers and those in the long term care system while maintaining thorough oversight and accountability given uncertainty surrounding policy and funding decisions beyond the County's control. Despite reductions in staff and funding, combined with increased demand and administrative requirements from funding sources, OFA has been able to continue to provide a high quality and high level of service.

- The County's senior population (60 years and older) grew 28% between 2000 and the 2010 Census.
- The federal sequester of several years ago led to an ongoing revenue loss of approximately \$37,000 impacting the areas of transportation, legal services, health promotion and nutrition.
- There have been dramatic increases in OFA/NY Connects Intakes and requests for information and referral in recent years.
- The state's Medicaid Redesign for community based long term care has begun to impact the department with many Medicaid functions being transferred to Managed Long Term Care. The state's timetable was for this to be completed by the end of 2014. It was not until the middle of 2015 that the impact began to be felt significantly. Over the last year and a half, positions have been held vacant and/or reclassified with a greater reliance on part time and temporary personnel services.
- The transition to Managed Long Term Care (MLTC) has impacted contract meals revenue as the primary source of revenue, the Long Term Home Health Care Program, virtually no longer exists. It is too early to determine to what extent contracts with the MLTC entities will make up lost revenue.
- At the same time as the above is being implemented, the department is also undertaking implementation of the Balancing Incentive Program (BIP). The federal funding is intended to expand the NY Connects Intake operations, designating the NY Connects programs statewide as a No Wrong Door Point of Entry for anyone in need of Long Term Services and Supports, regardless of age or disability type.

## **2015 Accomplishments**

- Over 13,000 unduplicated clients and caregivers were provided with services ranging from information and assistance to case management, nutrition services, transportation, home care, respite, health promotion, and legal services;
- Implemented "A Matter of Balance." This evidence based health promotion program is designed to reduce the fear of falling, and in turn, reduce falls among older adults. Two department representatives are "Master Trainers" for the program. During 2015, volunteer coaches have been trained and the initial classes for participants have been offered.
- Kicked off the Balancing Incentive Program (BIP) with the move of NY Connects Intake in a self contained division within the Office for the Aging.
- Achieved superior outcomes and levels of client satisfaction in transportation, case management, in-home, intake, legal, nutrition services, senior exercise, and mental fitness programs;

- Updated online Long Term Care Resource Directory;
- Needs Assessment Surveys tabulated and Four Year Needs Assessment report completed as part of Four Year planning process; and
- Prescription drug take back program conducted at senior picnics coordinated by Traffic Safety Program and Sheriff's Office.

## **2016 Initiatives**

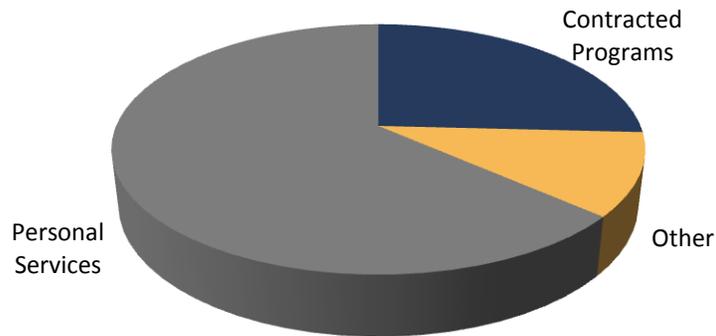
- Maintain services to the growing population of seniors, frail elderly and caregivers in Dutchess County;
- Expand provision of "A Matter of Balance" program;
- Implement all components of the Balancing Incentive Program (BIP); and
- Work through the transition to Managed Long Term Care.

# Office for the Aging Fiscal Summary

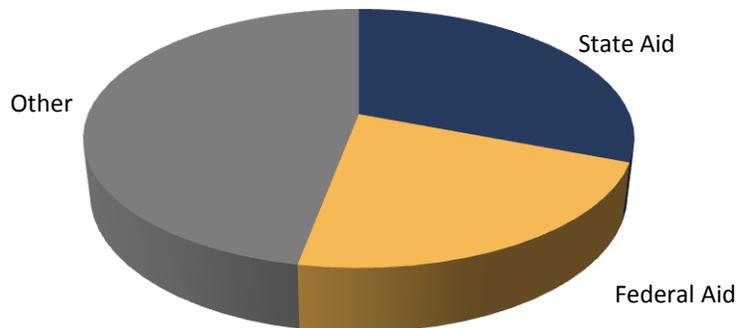
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 6,098,184	\$ 5,877,727	-4%
Revenues	\$ 5,156,385	\$ 5,028,282	-2%
County Cost	\$ 941,799	\$ 849,445	-10%

## 2016 Adopted Appropriations



## 2016 Adopted Revenue

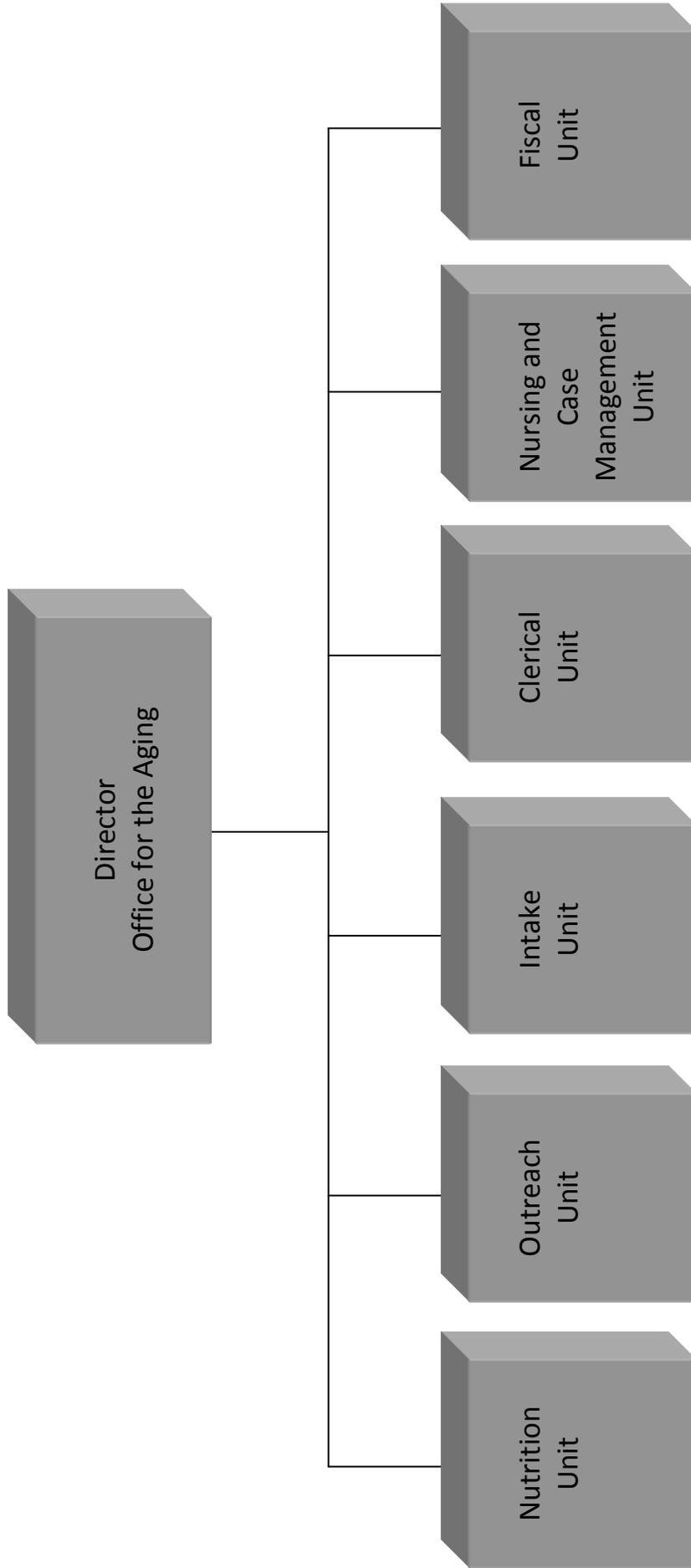


# Office for the Aging

## \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	2,294,573	2,419,718	2,549,710	2,617,838	68,128	2.67%
Employee Benefits	1,059,620	1,121,174	1,122,849	1,116,694	(6,155)	-0.55%
Personal Services	3,354,194	3,540,892	3,672,559	3,734,532	61,973	1.69%
Employee Travel, Train & Educ	13,809	11,150	12,295	11,980	(315)	-2.56%
Equipment	2,840	0	1,416	3,500	2,084	147.18%
Communication	1,495	1,700	1,700	1,700	-	0.00%
Supplies	109,643	123,675	128,404	119,850	(8,554)	-6.66%
Utilities	112	360	360	232	(128)	-35.56%
Interdepartmental Prog & Svc	386,083	394,069	412,674	402,882	(9,792)	-2.37%
Contracted Services	1,361,055	1,798,307	1,773,662	1,516,562	(257,100)	-14.50%
Operations	78,590	96,374	95,114	86,489	(8,625)	-9.07%
<b>Total</b>	<b>5,307,822</b>	<b>5,966,527</b>	<b>6,098,184</b>	<b>5,877,727</b>	<b>(220,457)</b>	<b>-3.62%</b>
OTPS	1,953,629	2,425,635	2,425,625	2,143,195	(282,430)	-11.64%
Departmental Income	2,114,387	2,205,239	2,278,239	2,293,057	14,818	0.65%
Intergovernmental Charges	2,500	2,500	2,500	2,500	-	0.00%
Sale of Prop and Comp for Loss	1,486	0	0	0	-	
Misc. Local Sources	47,396	40,000	40,000	70,040	30,040	75.10%
State Aid	1,584,980	1,563,700	1,563,700	1,552,722	(10,978)	-0.70%
Federal Aid	940,537	1,271,946	1,271,946	1,109,963	(161,983)	-12.74%
<b>Total</b>	<b>4,691,287</b>	<b>5,083,385</b>	<b>5,156,385</b>	<b>5,028,282</b>	<b>(128,103)</b>	<b>-2.48%</b>
<b>Net to County Cost</b>	<b>616,535</b>	<b>883,142</b>	<b>941,799</b>	<b>849,445</b>	<b>(92,354)</b>	<b>-9.81%</b>

# Office for the Aging Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Office for the Aging</i></b>		
Director Aging Services	MG	1
Secretary	CD	1
Aging Information Services Specialist	15	2
Nutrition Services Coordinator	15	1
Business Manager	14	1
Case Manager I	12	1
Outreach Coordinator	12	1
Principal Program Assistant- Hourly	12	0.85
HEAP Examiner	11	1
Senior Program Assistant	10	1
Site Manager- Hourly	9-8-H	4.2
Site Manager- PT	9-8-H	0.34
Accounting Clerk	9	1
Accounting Clerk- Hourly	9-H	0.97
Community Services Worker	9	5
Bus Driver- Hourly	7-8-H	5.83
Receptionist	6	1
Aging Services Aide	3	1
Aging Services Aide- Hourly	3-8-H	<u>0.65</u>
Total:		30.84
<b><i>Dutchess NY Connects</i></b>		
Supervising Public Health Nurse	17	1
Case Supervisor	16	1
Public Health Nurse	15	5
Public Health Nurse- Hourly	15-H	0.55
Case Manager II	14	1
Case Manager I	12	5
Principal Program Assistant	12	1
Office Assistant	6	3
Office Assistant- Hourly	6-H	<u>1.44</u>
Total:		18.99
Department Total		49.83

# Department of Community and Family Services

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## **Functions**

The Department of Community and Family Services (DCFS) is responsible for the administration of the New York Social Services Law in Dutchess County. The Department administers the federal and/or state assistance programs of Family Assistance, Safety Net Assistance, Emergency Aid to Families, and Emergency Aid to Adults, Day Care, Home Energy Assistance, Indigent Burial, Medicaid, Supplemental Nutritional Assistance Program, Adults and Youth Services.

The mission of the Department is to provide temporary assistance and support services necessary to sustain vulnerable and disabled persons and to assist each recipient in achieving the greatest degree of independence.

As an approved child caring agency, the Department is responsible for the care of children surrendered by their parents or ordered to its custody by Family Court. The Department has sole responsibility for investigating reports of child abuse or neglect and for providing services for children found to be abused.

The Department must secure child support through the Dutchess County Family Court for all assistance recipients and private citizens entitled to these payments.

DCFS has primary responsibility for the protection of adults who cannot care for themselves and have no help available or who are victimized by others.

### **Office of the Commissioner**

The Office of the Commissioner includes the management staff that provides leadership for the department, and oversees the programs and operations of the Department. The Office handles all of the agency's contracts, the preparation of funding applications for special programs, ongoing needs assessment activities, the development of the Community & Family Services Plan, fair hearings, as well as the Medicaid Compliance Audit Demonstration Project of the Medicaid Inspector General.

### **Transitional and Supportive Services Division**

This Division has several subdivisions including the Integrated Services; Transitional Benefits; Medicaid; and Child Support. The Division also includes a Special Investigations sub-unit to ensure benefits are issued to residents who are truly entitled.

The Integrated Services Subdivision administers the cash assistance programs of Family Assistance, Safety Net Assistance, Emergency Aid to Families, Emergency Aid to Adults, and the Eastern Dutchess Government Center's Office which handles integrated applications. Administrative tasks include reviewing and verifying information on an application, determining eligibility and amount of assistance, referring applicants to other programs, explaining the rights and responsibilities of the assistance program, and adjusting or stopping grants based on changes in the clients' situation or income.

- The *Day Care Unit* determines eligibility for day care for those not receiving Family Assistance.

- The *Special Investigations Unit* investigates suspicions of clients fraudulently receiving benefits. Referrals come from the public, workers, other agencies, or from computer matches. When fraud is found, appropriate action is taken and either confessions of judgment are obtained or referrals are made to the District Attorney. This sub-unit prepares cases for presentation at Administrative Disqualification Hearings. Front End Detection System (FEDS) workers perform investigation of certain applicants prior to case opening.

The Transitional Benefits Subdivision consists of Temporary Assistance/Employment Unit and the SNAP/HEAP Unit.

- The *Temporary Assistance/Employment Unit* works with recipients to become self-supporting by developing and implementing employment plans. Temporary Assistance applicants and recipients are finger imaged to insure that benefits are not being received in another district.
- The *Supplemental Nutritional Assistance Program (SNAP) Unit* handles SNAP and the Home Energy Assistance Program (HEAP). Administrative tasks include reviewing application, determining eligibility, and referring applicants to other programs, explain rights and responsibilities, re-certifying open cases periodically to check for changes, and adjusting or stopping benefits based on changes in the clients' situation or income.

The Medical Assistance Subdivision administers the Medicaid program. Administrative tasks include reviewing and verifying information on an application; determining eligibility and type of Medicaid coverage, referring applicants to other programs, explaining the rights and responsibilities of the Medicaid program, re-certifying open cases periodically to check for any changes, and adjusting or stopping coverage based on changes in the clients' situation or income. As applicants for home care or nursing home care sometimes have substantial resources, investigation and analysis of these resources and income is a major task in this unit. Additionally, staff coordinates the Medicaid Managed Care program, the Chronic Care and pre-natal enrollment process.

The Child Support Enforcement Subdivision has three priorities: paternity establishment, monetary and medical support establishment, and the enforcement of support orders. Tasks include assistance in locating absent parents; preparation of paternity, support, medical and violation petitions for Family Court; and the monitoring of support payments. Support information is entered into the statewide Automated State Support Enforcement and Tracking System (ASSETS). This unit also administers the Income Tax Diversion Program whereby claims are filed against tax refunds for unpaid child support. Other collection tools used are the DMV license suspension, property execution, warrants, and orders of commitment.

### **Services Division**

The Services Division includes the Adult Services Subdivision, Children's Services Subdivision and the Youth Services Subdivision.

The *Adult Services Subdivision* provides casework and case management services to adults and families but not to children in the Department's custody. A major responsibility of this unit is providing Adult Protective Services. These services are provided to any adult in the community who is incapable of managing his or her affairs, has nobody available to assist him or her, or is being victimized. Services can be provided directly or can range from getting an interested party to help, to arranging home care or institutionalizing the individual. A second major responsibility is to coordinate placements of homeless individuals and families and to help recipient's secure adequate housing. This unit is also responsible for providing services to adult

SSI recipients in the County. These services can range from being protective payee of their benefit to providing case management and referral services.

The *Children's Services Subdivision* has two units: Children's Services and Child Protective Services (CPS) Units.

- The *Children's Services Unit* provides services to children who are placed in care through voluntary surrender by parents, court order by Family Court, or removal of a child from his or her home for abuse or neglect. Services provided include foster care, institutional care, adoption, non-secure detention, adoption subsidies and preventive care. Preventive care is case management services provided for children and parents to enable the child to remain or return to his or her parents and prevent foster care.
- The *CPS Unit* investigates all allegations of child abuse and neglect and takes follow up action necessary to keep children safe and reduce the risk of future abuse and/or maltreatment. All allegations are recorded by a Central State Registry and the investigation must be started within 24 hours of the report.

The Youth Services Subdivision provides program planning, contract management, program monitoring and evaluation, integration and coordination of youth services and opportunities for youth leadership in Dutchess County. The Director of Youth Services is responsible for the administration of OCFS funding concerning Youth Development/Delinquency Prevention, Special Delinquency Prevention Programs, and Runaway Homeless Act funds. This Division also provides case counseling for personal, family and school conflicts; advocacy services, referrals to appropriate community resources, and workshops on a variety of youth related topics.

The youth and adult members of the Dutchess County Youth Board and Coordinating Council act as advisors to the Division Director, the Commissioner, and the County Executive. The members set the funding priorities based on the on-going needs assessment activities, monitor funded programs and recommend to the County Executive the OCFS allocations to fulfill the outcomes and goals of the Child and Family Services Plan.

The Youth Council is a high school leadership program for youth incorporating community service projects, presentations on selected topics and leadership skills training.

### **Administrative Division**

The Administrative Division includes specialty staff who perform duties for all divisions, and support staff who perform functions for more than one unit. There are several units within the administrative division: reception; central filing; accounting; and computer information system services.

- The *Reception Unit* is at the forefront of the organization, screening all visitors to the main office on Market Street, in Poughkeepsie. The unit sees on average 450 visitors per day, except on Wednesdays when the office only handles emergencies and that number averages 150 visitors. Reception distributes applications, reviews the applications for completeness and routes to the appropriate unit.
- The *Central Filing Unit* maintains all records and retrieves files as needed. The unit handles record retention, issues case numbers for new applicants, manages the mail room and maintains the agency-wide supply area.

- The *Accounting Unit* audits all authorizations for benefits and sends out benefit checks, payments and vouchers to recipients, landlords, utility companies, fuel dealers, foster parents, day care centers and children's institutions. The unit records all third party health insurance to reduce Medicaid payments and handles all claims for Federal and State reimbursement. Accounting also coordinates Medicaid transportation services with the 24 hour call center provider. A resource section is located in this unit. Resource tasks include filing and collecting on liens, mortgages and assignments of proceed. The resource unit oversees the collection of repayments of overpayments and the collection of retroactive SSI benefits. Also, burials are handled by this unit including obtaining repayment for life insurance policies, burial funds, or personal assets.
- The *Computer Information System Services Unit* coordinates implementation and operation of the computer systems and administers the local area network. All of the programs within the Department of Community and Family Services have an associated computer system.

### **Human Resources Division**

The Human Resources Division has two main functions: staff development, and personnel and payroll. The division handles job interviews, monitors probationary periods, coordinates performance appraisals, and maintains the department's payroll records, acts as liaison with the Dutchess County Department of Human Resources and the Office of Risk Management relative to grievances and disciplinary proceedings. The Director of Staff Development is responsible for ensuring that the Department's workforce receives the training necessary to provide competent and professional services.

# Department of Community & Family Services



## Mission Statement

To meet the needs of the County's vulnerable population, as provided by social services law, in a courteous, fair and efficient manner with the aim of restoring each beneficiary to maximum independence. To ensure that children and youth are raised with economic resources to meet their basic needs. To improve families' functioning so they can provide a safe, stable, and nurturing environment for children. To ensure that adults in the community are protected from harm.

### Children's Services

**Goal:** Strengthen family support and ensure that children who are removed from their birth families will be ensured stability, continuity and an environment that supports all aspects of their development.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
# of Children in Care (per month)	282	300	300	-	0.0%
# of Abuse/Neglect Investigations (per year)	2,855	2,900	2,900	-	0.0%

### Child Support Enforcement

**Goal:** Children and youth will receive adequate financial support from absent parents.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
\$ Amount Child Support Collected (Millions)	\$30.4	\$30.1	\$30.1	-	0.0%

### Adult Services

**Goal:** Utilize multi-disciplinary community resources to improve assessments and to develop service plans which reduce risk and protect adults.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Adult Protective Intakes (per year)	608	610	610	-	0.0%
Open Cases (avg/month)	273	273	273	-	0.0%

### Temporary Assistance for Needy Families

**Goal:** Provide timely financial assistance to eligible individuals and ensure that they are provided with access to services that ensure skills or functioning so that they may achieve self sufficiency.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Applications Processed	8,480	7,300	7,300	-	0.0%
Average Monthly Caseload	1,271	1,171	1,150	(21)	-1.8%

### Medicaid

**Goal:** Provide timely assistance to medically indigent individuals to ensure that they receive access to services.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Applications Processed	7,574	5,000	4,000	(1,000)	-20.0%
Average Monthly Caseload	22,953	21,500	20,500	(1,000)	-4.7%

# Department of Community & Family Services

## Supplemental Nutritional Assistance

**Goal:** Provide timely assistance to eligible individuals and ensure they receive services that improve the conditions in which they live.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Average Monthly \$ Amount of Food Stamps Issued	\$3,522,334	\$3,321,091	\$3,400,000	\$78,909	2.4%
# Food Stamp Applications	9,300	9,300	9,300	-	0.0%
Average Monthly Caseload	13,079	13,000	13,000	-	0.0%

## Special Investigations

**Goal:** Ensure that assistance payments are made only on behalf of eligible recipients and that erroneous payments are recovered promptly.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
\$ Amount of Fraud Discovered	\$244,015	\$240,000	\$240,000	-	0.0%
\$ Amount of Recoveries Received	\$1,501,675	\$1,500,000	\$1,500,000	-	0.0%

## Division of Youth Services

**Goal:** Assist communities and agencies to carry out their responsibilities to provide important physical and social conditions necessary to nourish the well being and development of our youth in a fiscally responsible manner.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Fiscal Claims	119	119	119	-	0.0%
Municipalities and Private Agency Grants	22	22	22	-	0.0%

**Goal:** Improve positive decision-making skills, increase social competencies, and ensure a healthy constructive mindset in the youth of Dutchess County as it will equip them to better deal with their family and school situations.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Short-Term Youth Counseling	169	170	170	-	0.0%

**Goal:** Provide prevention/intervention services to at risk youth in order to divert them from Probation, Family Court, Detention and to address overall school performance.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Referrals for Low Risk YASI (PINS)	-	-	-	-	0.0%
Referalls for Low Risk YASI (JD)	-	-	-	-	0.0%
Runaway / Diverted Youth Served	1,031	1,031	1,031	-	0.0%

## **KEY BUDGETARY ISSUES:**

- The Medicaid Cap continues to be effected by ACA changes.
- Cost of State Training Schools was capped in the Governor's 2015-2016 Budget. Uncertainty remains relative to prior period outstanding bills and the overall cap amount formula.
- Children Services cases have increased; and

- Institution and Foster Care payments have shown a large spike. The Department is implementing a preventative service plan to increase family support services to minimize the increased costs in Foster Care.

## **2015 Accomplishments**

- Completed stage two of tablet fieldwork pilot;
- Finished Stage four of cubicle replacement;
- Completed stage two of IRS safeguards in Child Support Enforcement Unit;
- Successfully continued “employee of the month” recognitions;
- Foster Parent picnic held successfully;
- Successful transition of agency’s leadership and introduced new Commissioner; and
- Continued worker training with Empire College which allows staff to attend classes toward BA or MA/MSW degree.

## **2016 Initiatives**

- A re-design of the Poughkeepsie reception area is proposed to help manage the traffic, reduce wait time, address safety concerns and increase efficiency. The main components of the redesign include structural changes to the building lay out, and the introduction of self-service Kiosks for document drop off and access to the state website [www.myBenefits.ny.gov](http://www.myBenefits.ny.gov).
- To increase access to services and reduce the congestion in the Poughkeepsie building, a satellite office will be opened in Beacon. Utilizing two offices on the first floor of the County Building we will accommodate a small crew of three staff. The first service to be offered in Beacon will be the HEAP program. The intent is to expand to other programs, in particular SNAP and TA, within the spring of 2016. Due to the space limitation, we will operate by appointments in Beacon.
- One of the on-going challenges faced by DCFS is the increased workload in HEAP season when over 10,000 applications need to be processed. To meet the challenge, the program has been revamped to include: increasing the number of agencies who are HEAP Certified (currently only the Office for the Aging is certified); pro-actively mailing the identified auto-pay clients to update their information prior to the start of the HEAP season; establishing a HEAP hotline to screen emergency calls, and provide callers with information about what they can do on line through myBenefits website which would eliminate the need to call or come to DCFS.
- We have seen an increase in CPS cases involving one or more parents with substance abuse and/or mental illness. The need for a Credentialed Alcoholism and Substance Abuse Counselor (CASAC) to assist in connecting families to appropriate services as well as coordinating drug tests and follow up assessments is identified. In consultation with the Department of Mental Hygiene, we propose to

collaborate with Lexington to have a CASAC/MSW worker work in conjunction with the Children's Service Unit.

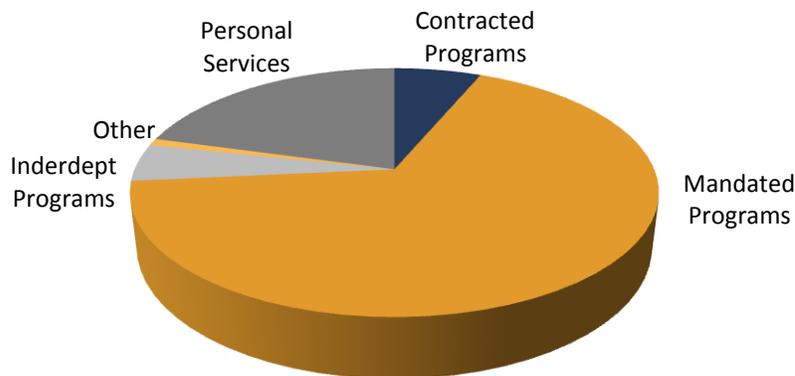
- The Department is implementing a preventive service plan to provide intensive family support services for parents in an effort to minimize foster care length of stay and related costs. This plan includes offering preventive services through our community partners (Astor and Berkshire) who are well suited to handle the needs of our high risk cases, along with the internal restructuring of the Department's Children Services Unit to strengthen case management and oversight.
- Enhancing the positive public perception of DCFS and securing support of community based agencies to collaborate in accomplishing our objectives will be a major focus of our department this coming year. In addition to communication & outreach efforts, we will update our county website and develop a comprehensive DCFS program brochure.

# Community & Family Services Fiscal Summary

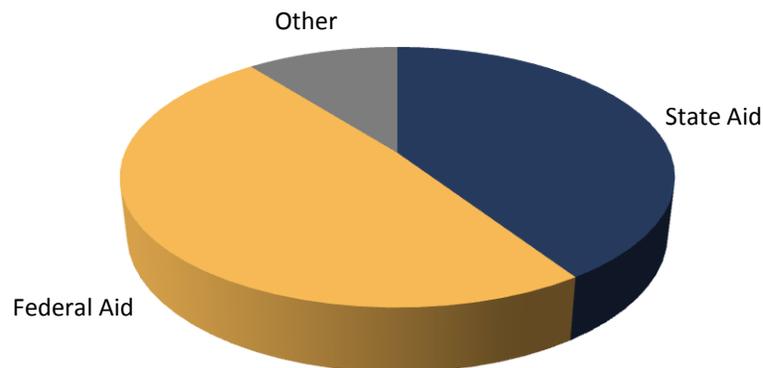
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 145,836,287	\$ 148,116,231	2%
Revenues	\$ 66,006,234	\$ 70,332,591	7%
County Cost	\$ 79,830,053	\$ 77,783,640	-3%

### 2016 Adopted Appropriations



### 2016 Adopted Revenue

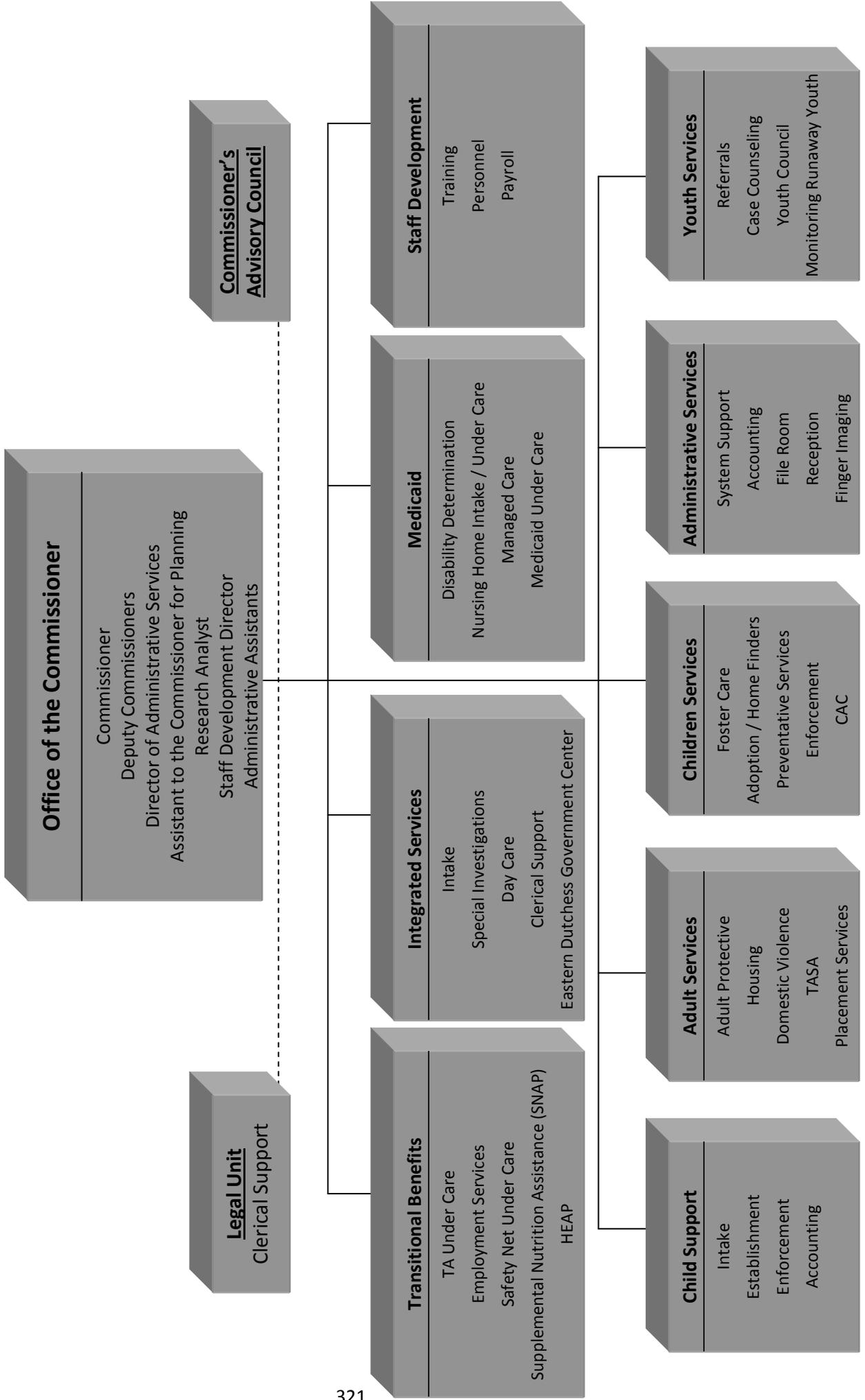


# Department of Community and Family Services

## \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	18,194,268	18,743,038	19,766,414	20,759,013	992,599	5.02%
Employee Benefits	9,413,551	9,549,656	9,670,033	9,945,705	275,672	2.85%
Personal Services	27,607,819	28,292,694	29,436,447	30,704,718	1,268,271	4.31%
Employee Travel, Train & Educ	86,646	238,450	224,350	306,949	82,599	36.82%
Equipment	8,017	201,395	228,141	274,600	46,459	20.36%
Communication	14,055	14,056	14,056	14,056	-	0.00%
Supplies	119,656	163,375	167,675	176,575	8,900	5.31%
Utilities	163,544	201,260	196,260	174,735	(21,525)	-10.97%
Interdepartmental Prog & Srv	5,898,163	7,108,146	7,153,900	7,213,484	59,584	0.83%
Insurance	158,066	273,350	273,350	196,862	(76,488)	-27.98%
Contracted Services	6,958,230	7,314,193	7,603,211	9,425,256	1,822,045	23.96%
Mandated Programs	100,336,900	100,659,688	100,442,791	99,421,426	(1,021,365)	-1.02%
Operations	95,014	96,106	96,106	207,570	111,464	115.98%
Total	141,446,110	144,562,713	145,836,287	148,116,231	2,279,944	1.56%
OTPS	113,838,291	116,270,019	116,399,840	117,411,513	1,011,673	0.87%
Departmental Income	6,107,049	7,211,690	7,211,690	7,405,226	193,536	2.68%
Use of Money and Property	1,996	1,400	1,400	1,800	400	28.57%
Sale of Property & Compensation	17,321	12,500	12,500	15,000	2,500	20.00%
Misc. Local Sources	2,072,413	18,000	18,000	20,500	2,500	13.89%
State Aid	32,798,014	29,041,630	29,236,390	28,633,804	(602,586)	-2.06%
Federal Aid	35,435,007	28,919,254	29,526,254	34,256,261	4,730,007	16.02%
Total	76,431,800	65,204,474	66,006,234	70,332,591	4,326,357	6.55%
Net to County Cost	65,014,310	79,358,239	79,830,053	77,783,640	(2,046,413)	-2.56%

# Department of Community and Family Services



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Community &amp; Family Services</i></b>		
Commissioner of Community & Family Services	MJ	1
Deputy Commissioner of Comm & Family Svcs	MH	2
Deputy Commissioner of Special Needs	MH	1
Director Administrative Services	MG	1
Director of Services	MG	1
Director of Budget & Finance	ME	1
Research Analyst	ME	1
Staff Development Director	ME	1
Administrative Assistant	CI	1
Confidential Administrative Assistant	CI	1
Staff Development Assistant	CE	1
Microcomputer Systems Administrator	19	1
Assistant to Commissioner P/P&E	18	1
Director of Services	18	1
Case Supervisor II	17	1
Microcomp / Network Support Specialist	17	2
Social Welfare Manager II	17	4
Accounting Supervisor II	16	2
Assistant Social Welfare Manager II	16	2
Supervisor of Special Investigations	16	1
Case Supervisor	16	17
Social Welfare Manager I	15	16
Administrative Services Coordinator	15	1
Accounting Supervisor I	14	1
Case Manager II	14	29
Case Manager II (CPS)	14	40
Case Manager II (CPS) INTERN	14	1
Microcomputer Word Proc Supp Asst	14	2
Welfare Management Systems Program Assistant	14	1
Building Maintenance Mechanic III	13	1
Resource Consultant	13	1
Social Welfare Specialist	13	18
Case Manager I	12	19
Computer Operator	12	1
Principal Accounting Clerk	12	2
Principal Program Assistant	12	5
Legal Secretary	11	2
Social Welfare Worker II	11	73

## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Community &amp; Family Services (continued)</i></b>		
Supervising Office Assistant - EA	11	1
Social Welfare Worker I	10	7
Senior Program Assistant	10	1
Supervising Office Assistant	10	5
Accounting Clerk	9	21
Program Assistant	8	13
Senior Office Assistant	8	6
Case Manager Aide	7	8
Case Manager Aide - SP SPK	7	1
Clerk-EA	6	1
Office Assistant	6	19
Office Assistant (55)	6	5
Receptionist	6	5
Receptionist - SP SPK	6	1
Clerk-EA	5	1
Clerk	4	5
Clerk (55)	4	<u>1</u>
Total:		358
<b><i>DCFS - Youth Admin</i></b>		
Director Youth Services	17	1
Senior Office Assistant	8	<u>1</u>
Total:		2
<b><i>DCFS - Youth Services Unit</i></b>		
Senior Youth Worker	14	1
Youth Worker	12	<u>2</u>
Total:		3

# Culture & Recreation



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# Department of History

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## **Functions**

The Dutchess County Historian's primary responsibility is to research and preserve county history and to promote the public's understanding of the County's past and how it impacts us today. Responsibilities include conducting research and designing exhibits, developing and conducting records management projects to preserve and increase access to the county archives, and collaborating with Dutchess County Tourism and historical associations throughout the County to support heritage tourism initiatives. The Historian provides leadership for municipal historians within Dutchess and serves as a resource for the general public on county history and programming initiatives. Other responsibilities of the County Historian include writing grant proposals and acting as a liaison with state and federal partners in the cultural sector. The Historian is appointed by the County Executive subject to confirmation by the County Legislature and the Department of History comes under the purview of the County Clerk's Office.

# Department of History



## Mission Statement

To research and preserve Dutchess County History, and to promote better understanding of its significance for residents and visitors to the county today.

## 2015 Accomplishments

- Secured \$54,750 in State Archives funding through the Local Government Records Management Improvement Fund (LGRMIF) and completed Phase Two of the Ancient Documents Imaging Project, digitally imaging 25,000 pages of material beyond the 12,000 pages from Phase I;
- Applied for \$37,800 in State Archives funding through the Local Government Records Management Improvement Fund (LGRMIF) to conduct Phase Three imaging of an additional 25,000 pages of the Ancient Documents Collection;
- In conjunction with OCIS, developed the alpha test version of the online search portal for the Ancient Documents, combining document images with metadata generated by the on-going Ancient Documents Indexing Project. Portal is planned to be open for public access by November 2015;
- Supervised two records management interns from Bard College, one regular department volunteer, and one part-time clerk in the continuing Ancient Documents Indexing Project;
- Applied for a \$5,000 Heritage Development Grant from the Hudson River Valley National Heritage Area for funding historical housekeeping workshop to teach area historical societies how to care for the historic interiors of their structures;
- In collaboration with the Town of Dover and the Dover Historical Society, organized and conducted the Dutchess Heritage Days History Fair and Civil War Weekend at Boyce Park in Wingdale;
- Designed and managed inaugural Hudson Valley Heritage Fair at Locust Grove, assembling thirty organizations from throughout our 7-county Path Through History region, including three organizations from Sullivan County;
- Developed a closer working relationship with the Dutchess County Historical Society;
- Scheduled and conducted four quarterly meetings of all Dutchess History organizations (municipal historians and historical societies, state and federal historic sites, preservation groups, genealogical groups) at venues across Dutchess County;
- Worked with Dutchess Tourism to promote the *Dutchess Passport*;
- Became chair of the Mid-Hudson Path Through History Workgroup, directed group's operations to continue supporting heritage tourism in the region;

- Designed exhibit for Nelson House Park on Market Street, Poughkeepsie, and assisted with dedication event;
- Lectured at sites throughout the county on local history and represented county government at events within and outside of the county;
- Assisted with 300th Anniversary of the County Clerk's Office; and
- Represented Dutchess County at the Conference on New York State History (presenting on models of the county historian's offices) and at the Association for Public Historians of New York State (APHNYS) conference. Also joined the APHNYS board of trustees at the latter conference.

## **2016 Initiatives**

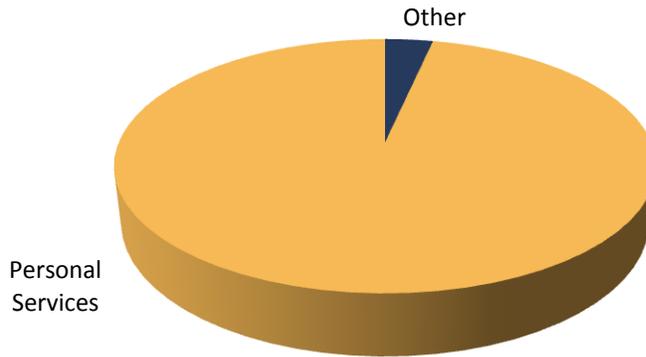
- Implement an interactive calendar on the department website to showcase all heritage tourism events on-going in the county;
- Continue seeking grants to underwrite costs of records management and research projects, including LGRMIF grant and Heritage Development Grant;
- Continue internship/volunteer program and develop closer ties with area colleges and universities;
- Continue research, writing, and lecturing on county history;
- Continue improving connections with Path Through History and the Hudson Valley National Heritage Area;
- Develop annual training workshops for historical societies and other county history organizations with grant funding, beginning in 2015 with workshops on exhibit design and promotion;
- Continue Ancient Document Indexing Project, work with OCIS to upload and display Ancient Document scans and indexing through the ECM, and develop outreach programs employing the Ancient Documents;
- Continue providing coordination and support services to the county history community (including quarterly meetings) and acting as a reference point for the general public;
- Undertake research and exhibit projects at the direction of the County Executive and the County Clerk;
- Collaborate with the Dutchess County Historical Society and other history organizations to continue programming formerly conducted under the Dutchess Heritage Days umbrella;
- Plan and manage Hudson Valley Heritage Fair and Dutchess Heritage Days 2016;
- Collaborate with the Hudson River Valley Institute and Marist College to expand specialized programming and engage students in projects leading to the Dutchess County Charter's 50th Anniversary commemorations in 2017; and
- Represent Dutchess County at the APHNYS conference and Conference on New York State History. Assist APHNYS with planning their 2017 conference for Poughkeepsie.

# Department of History Fiscal Summary

## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 102,127	\$ 94,684	-7%
Revenues	\$ 5,000	-	100%
County Cost	\$ 97,127	\$ 94,684	-3%

## 2016 Adopted Appropriations

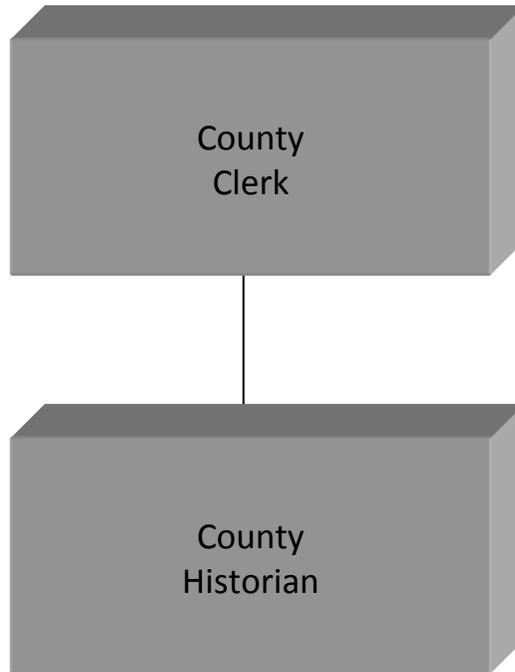


# Department of History

## \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	54,472	61,868	65,882	70,318	4,436	6.73%
Employee Benefits	23,799	27,626	27,505	21,126	(6,379)	-23.19%
Personal Services	78,270	89,494	93,387	91,444	(1,943)	-2.08%
Employee Travel, Train & Educ	2,058	2,670	2,670	2,470	(200)	-7.49%
Supplies	328	650	650	400	(250)	-38.46%
Interdepartmental Prog & Srv	300	420	420	370	(50)	-11.90%
Contracted Services	0	5,000	5,000	0	(5,000)	-100.00%
Total	80,956	98,234	102,127	94,684	(7,443)	-7.29%
OTPS	2,686	8,740	8,740	3,240	(5,500)	-62.93%
Federal Aid	0	5,000	5,000	0	(5,000)	-100.00%
Total	0	5,000	5,000	0	(5,000)	-100.00%
Net to County Cost	80,956	93,234	97,127	94,684	(2,443)	-2.52%

# Department of History Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<i>History:</i> Historian	MC	<u>1</u>
Total:		1

# Public Works- Parks

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## **Functions**

The Parks Division, within the Department of Public Works, enhances the quality of life for county residents by operating six active facilities:

- Bowdoin Park, a 301 acre park in the southwest part of the County;
- Wilcox Park, which contains over 600 acres in the north central part of the County;
- Quiet Cove Riverfront Park in the Town of Poughkeepsie, 27 acres featuring a 2 acre riverfront parcel with restrooms, a non-motorized boat launching site and renovated Navy Barracks house with a waterfront deck featuring stunning views of the majestic Hudson River, Mid-Hudson and Walkway over the Hudson bridges;
- William R. Steinhaus Dutchess Rail Trail – is a 13.4 mile long rail trail located in the heart of Dutchess County, from Hopewell Junction in the Town of East Fishkill to the Walkway over the Hudson connection in the City of Poughkeepsie. Thousands of users visit this facility daily including many out-of-towners who contribute to the local economy by spending money while visiting this county asset;
- Harlem Valley Rail Trail which currently is open from the train station in Wassaic to the Village of Millerton and stretches 10 miles; and
- Dutchess Stadium built in 1994, the home of the Hudson Valley Renegades as well as many other community events is celebrating its 21st year in the Hudson Valley and the Renegades won the New York Penn League Championship in 2012.

A wide variety of activities are conducted at these facilities including swimming, boating, picnicking, hiking, biking, skating, camping, miniature golf, pavilions, playgrounds, basketball, volleyball and athletic fields. Additional programs/activities include educational programs, school programs, the operation of nature/hiking trails, an education center, and special seasonal programs including the Maple Syrup program, Summer Day Camps and many others.

# Public Works - Parks



## Mission Statement

The Dutchess County DPW Parks Division enhances the quality of life for county residents by providing opportunities for active and passive recreation in the natural scenic beauty of our facilities.

**Goal:** Keep parks maintained and increase visitation and use.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Wilcox Visitors	16,500	16,500	20,000	3,500	21.2%
Wilcox Revenue	\$52,764	\$117,000	\$84,000	-\$33,000	-28.2%
Bowdoin Visitors	95,000	100,000	110,000	10,000	10.0%
Bowdoin Revenues	\$140,000	\$160,000	\$160,000	\$0	0.0%

**Goal:** Increase miles of rail trail parks.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Harlem Valley Rail Trail Length (miles)	10.5	10.5	10.5	-	0.0%
Dutchess Rail Trail Length	13.4	13.4	13.4	-	0.0%

## KEY BUDGETARY ISSUES:

### 2015 Accomplishments

In 2015, County Parks continues its significant system-wide availability of the recreational opportunities offered to its residents.

In March and April, the Bowdoin Park Naturalist assisted by Parks maintenance staff held Maple Syrup presentations to demonstrate how maple syrup is made using modern and Native American methods. The event attracted many local school groups. An open house pancake breakfast was held in May and attracted 180 people.

The newest Pavilion in the Parks' system located at the top of the hill overlooking the Band Shell in Bowdoin Park, with breathtaking views of the Hudson River, was fully completed by Parks staff with a major assist from DPW-Buildings staff, and has been fully rented during 2015. This pavilion has a kitchen, inside room, restrooms, indoor seating for 72 guests and outdoor seating for 85 guests. It is also used as a warming room for skaters and sledders in wintertime.

The extensive trail network in Bowdoin Park has expanded and the ball fields, existing pavilions, Maple Knoll Lodge and Cabins, all saw increased usage. Mapleknoll Lodge is rented practically every weekend of the year. The Pavilions at Bowdoin Park are fully rented for weekends from May to Columbus Day Weekend. The Park Naturalist is running a very successful summer day camp at the park that was almost completely full again for the 2015 season.

Bowdoin hosted the Dutchess County SPCA event in October, "Paws in the Park," a pet walk and display featuring hundreds of pets and their owners who annually enjoy a day in the park in October.

This fall, the series of High School cross-country meets held on the acclaimed Bowdoin Park cross-country course will culminate in the annual State Cross-Country Federation Championship on November 21st. This year on November 28th, the Bowdoin Park course will again host one of only nine regional meets that will qualify teams for Nike's National Cross-Country Team Championship to be held in Seattle this December. This is quite an honor and it has become an annual event at the park.

Wilcox Park users were offered an expanded season this year, with the park being kept open seven days a week from April through December. To keep the park open and continue to have swimming facilities fully staffed, a nominal admission to the park for County residents was instituted in 2010. In addition, the swimming lake is closed two days a week.

Quiet Cove Riverfront Park was closed for the 2015 season due to a major construction project, but is now open. A new Bulkhead, kayak launch and scenic view riverfront deck have been added.

The open 10.5 miles of the Harlem Valley Rail Trail again saw steady usage in 2015. The design of the project to construct the final 8.25 mile segment, which will complete the portion of the trail in Dutchess County and link up with existing 3.5 mile trail segment in the Copake Falls Area of the Taconic State Park, continues to evolve. This year, extensive environmental studies needed to construct the next phase of the trail through the significant wetlands located in the northern panhandle area of the Town of North East were conducted and are still under review by the DEC. This trail saw extensive re-paving and will have over 4,000 feet of fencing replaced.

The Parks Division continues to see heavy use of the WRSVRT, which is now completed. Rave reviews by all who have used it continue to pour in from local residents and visitors who have been enticed to visit the newest recreation attraction located in their own backyard.

In 2007, County Parks took major steps toward incorporating Dutchess Stadium into the parks system. Parks staff has tried to handle the upkeep of the stadium landscaping and regular maintenance and with a major assist from the Building and Highway Divisions. They have handled planned and unplanned maintenance of the Stadium Facility, as called for in the County's operating agreement with the Hudson Valley Renegades. Major concerts are always a big ticket in the Hudson Valley. The annual K-Fest was held on June 7. The Hudson Valley Renegades expressed their thanks for the support of Dutchess County residents.

Some capital improvements in the parks have been made with recent expansions to enhance accessibility and increase enjoyment of the facilities.

- The newest pavilion at Bowdoin Park (pavilion 5) is open year-round. It is one of the largest Pavilions in the parks' system and features a kitchen, restrooms and outdoor seating for 85, indoor seating for 72, Central A/C and heat, has breathtaking views of the park and Hudson River. A new playground and water spray feature are now open at Bowdoin Park;
- At Bowdoin Park, a 3<sup>rd</sup> soccer field was added to meet demand. A temporary ice rink was installed adjacent to Pavilion 5 and sledding was allowed this past winter. Sledding was re-instated in 2014 and has become extremely popular.

- Maple Knoll Lodge had all windows replaced with double-pane, low E glass and added a layer of spray insulation to the entire Ceiling. These improvements will not only make residents more comfortable but will save on heating costs in the winter and cooling costs in the summer;
- Wilcox Park patrons are enjoying the new full size basketball court;
- Quiet Cove Riverfront Park is planned to have major shoreline restoration and a new bulkhead constructed soon and could be ready for the spring of 2016;
- The Harlem Valley Rail Trail was opened in 1996 when the 4.5 mile trail segment from Amenia to Coleman Station Road was constructed and opened to the general public. The second 3.5 mile section, from Coleman Station Road to Millerton, was opened in 2000. The third 2.5 mile section of the trail, from Amenia to the Wassiac Train Station was completed and opened to the public in 2005. A \$3.4 million dollar federal grant was obtained to facilitate construction of the final section of the trail from Millerton north to Columbia County to connect with the existing trail in the Copake Falls Area of the Taconic State Park. Plans are under review from the DEC to implement this final section of the trail;
- The WRSDRT has given the majority of Dutchess County's population access to a significant recreational amenity within minutes of their homes. This Rail Trail runs through the very heart of Dutchess County. The trail follows the path of the Central Dutchess Utility Corridor Waterlines, which was constructed by the County. This extraordinary undertaking has involved the conversion of over 13 miles of the abandoned Maybrook Rail Line of the Penn Central Railroad to a paved bikeway/walkway with appropriate access in the City of Poughkeepsie and the Towns of Poughkeepsie, LaGrange, Wappinger, and East Fishkill and links to the Walkway over the Hudson, which connects to the Hudson Valley Rail Trail in Ulster County; and
- Dutchess Stadium will continue to be home of the Hudson Valley Renegades with the current 10 year agreement that extends to 2016. A new synthetic turf playing field was installed for the 2014 season. A new Electronic digital sign for Route 9D has been installed as well, which will give the county a window to the public to communicate about programs, special events and other county activities.

## **2016 Initiatives**

- Renovations of the facilities at Quiet Cove Riverfront Park have continued. The Parks Division plans to continue to develop the property and make improvements within this gem of a park over the next few years to realize the full potential of this site. The next project at Quiet Cove is completion of the Shoreline restoration.
- In February 2016, Bowdoin Park will host the New York State Junior Special Winter Olympics.
- The basement in the Bowdoin Park Administration building has been converted into a workshop for the Maintenance staff. The Ellessdie Chapel is being repaired, scraped, primed and re-painted to give it a facelift. Several other buildings in the Parks' inventory are overdue for minor repairs, painting/staining and have been addressed in the fall of 2015. Ramps will be added to the Chapel and Pavilion 1 to make them both ADA accessible.

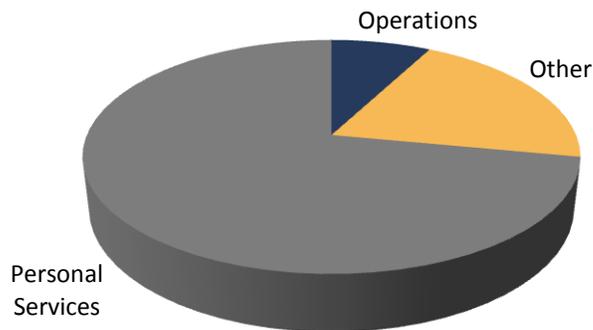
- The planned expansion of the Harlem Valley Rail Trail is on hold pending review from Department of Environmental Conservation (DEC) of the design of the new segment. A variety of innovative techniques are being considered to deal with the extensive wetlands as well as the nesting area of Bog Turtles found along this segment.
- Ongoing maintenance and repair needs will continue to be addressed at the Dutchess Stadium in 2015-2016.
- At Wilcox Park, a new storage building is slated to be completed in the fall of 2015, using funds from H.0434. A replacement garage to house park vehicles will help the Park's maintenance staff keep vehicles and equipment in good repair and condition.
- Also at Wilcox Park, implementation of a Forestry Management Program will help to make the park ecologically healthy by removing old growth trees and allowing for new growth. This program will also generate substantial revenue of \$65,000 in 2015 and a projected \$34,000 for 2016.

# Public Works- Parks Fiscal Summary

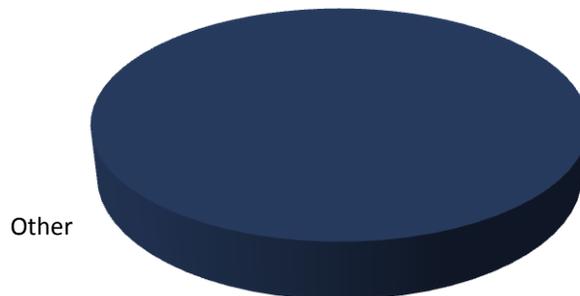
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 1,916,421	\$ 2,045,161	7%
Revenues	\$ 533,610	\$ 592,485	11%
County Cost	\$ 1,382,811	\$ 1,452,676	5%

## 2016 Adopted Appropriations



## 2016 Adopted Revenue

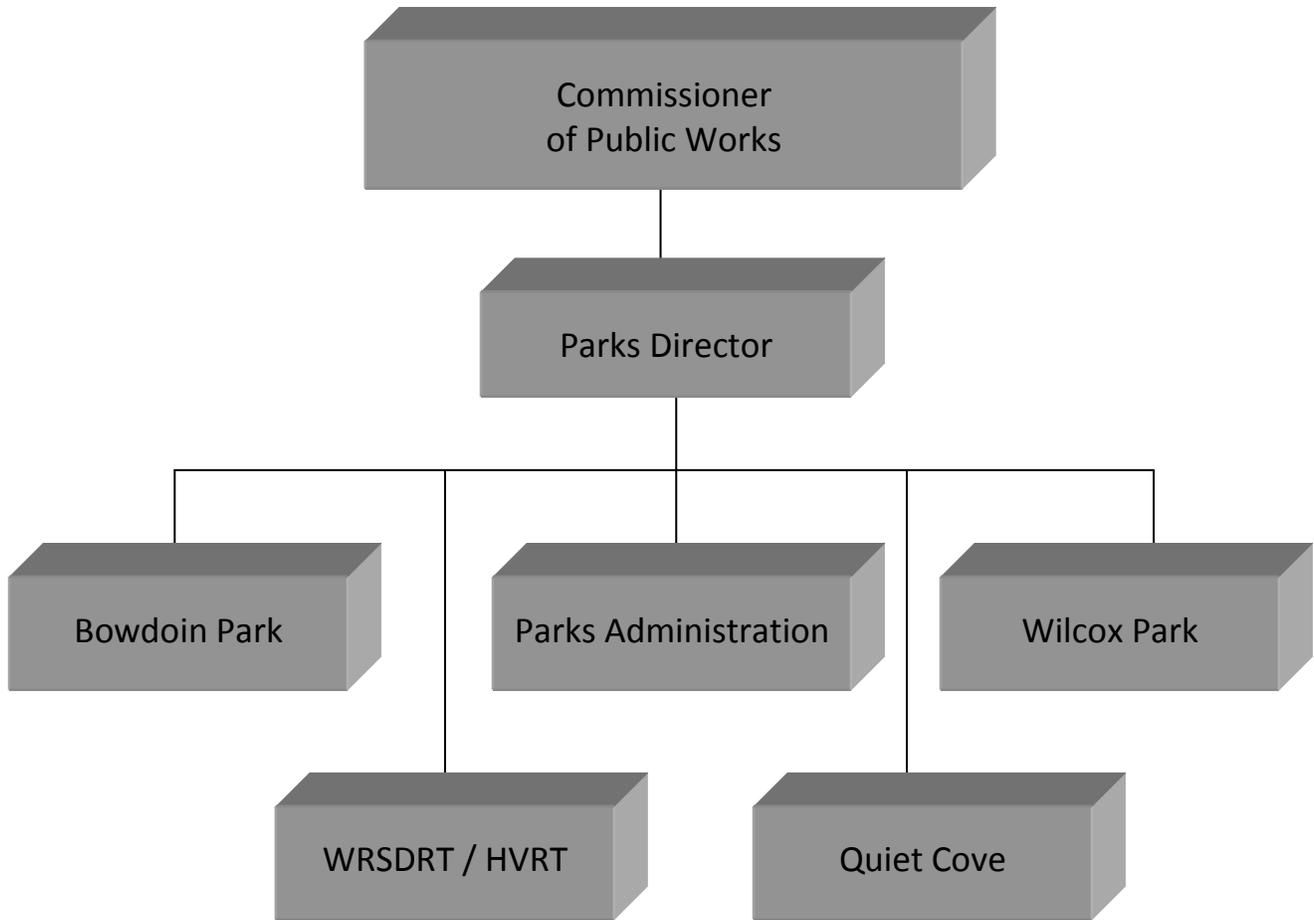


## Public Works- Parks

### \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	860,564	902,698	950,161	1,017,355	67,194	7.07%
Employee Benefits	403,509	412,232	419,127	455,508	36,381	8.68%
Personal Services	1,264,073	1,314,930	1,369,288	1,472,863	103,575	7.56%
Employee Travel, Train & Educ	837	700	480	8,225	7,745	1613.54%
Equipment	12,276	0	1,476	17,995	16,519	1119.17%
Communication	9,515	9,450	10,140	7,275	(2,865)	-28.25%
Supplies	60,588	64,700	68,162	69,120	958	1.41%
Utilities	93,844	78,722	76,782	73,582	(3,200)	-4.17%
Interdepartmental Prog & Srv	7,354	8,294	7,744	8,753	1,009	13.03%
Contracted Services	7,921	5,000	6,875	12,050	5,175	75.27%
Operations	137,103	163,952	159,159	158,650	(509)	-0.32%
Debt Service	134,000	216,315	216,315	216,648	333	0.15%
Total	1,727,511	1,862,063	1,916,421	2,045,161	128,740	6.72%
OTPS	463,438	547,133	547,133	572,298	25,165	4.60%
Departmental Income	220,289	212,560	212,560	257,615	45,055	21.20%
Use of Money and Property	249,641	260,300	260,300	284,670	24,370	9.36%
Sale of Prop and Comp for Loss	21,625	25,000	25,000	20,000	(5,000)	-20.00%
Misc. Local Sources	32,359	35,750	35,750	30,200	(5,550)	-15.52%
Total	523,914	533,610	533,610	592,485	58,875	11.03%
Net to County Cost	1,203,597	1,328,453	1,382,811	1,452,676	69,865	5.05%

# Public Works- Parks Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b>DPW Parks:</b>		
Parks Director	MF	1
Park Manager	14	2
Senior Park Maintenance Mechanic - EA	13	1
Senior Park Maintenance Mechanic	12	2
Park Maintenance Mechanic	11	5
Park Naturalist	11	1
Waterfront Director- Hourly	10-8-H	0.5
Secretary	10	1
Assitant Park Naturalist	9	1
Life Guard	6-8-H	3
Office Assistant	6	1
Park Attendant	6	<u>1</u>
<b>Total:</b>		<b>19.5</b>

# Community Services



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# Planning & Development

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## Functions

The Department of Planning and Development is responsible for comprehensive county-wide planning, Greenway program implementation, Open Space preservation, review of local zoning referrals, planning assistance to local governments, economic development coordination and planning, community development, housing and prevention of homelessness, comprehensive transportation planning and capital program, public information, citizen participation and comprehensive mapping and geographic information systems (GIS) data.

County planning includes the collection, analysis, evaluation and dissemination of data, preparation of plans and development of implementation programs pertaining to open space and farmland protection, affordable housing, long-range economic development, environmental reviews, historic preservation, land-use management, water resource management and assistance to local communities in land-use planning, skills training and plan implementation.

The Department provides technical assistance to municipalities in the County on a range of issues, including downtown revitalization, water resource management, and Greenway implementation. Also the Department assists the Department of Health with “healthy communities” bicycle/pedestrian activities.

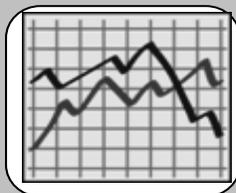
The Department helps maintain and enhance the County's quality of life and economic climate through problem identification, examination of alternatives to these problems and selection of the most beneficial courses of action.

Significant projects and programs include:

- Implementation of *Greenway Connections* in cooperation with Hudson River Valley Greenway Council;
- Coordination of the County's Partnership for Manageable Growth Open Space and Farmland Protection Matching Grant Program to protect farmland and significant open space areas and partner in development of infrastructure critical to economic development;
- Administration of the Federal Community Development Block Grant program and related housing programs;
- Management of the Poughkeepsie-Dutchess County Transportation Council activities, including comprehensive transportation planning and capital program;
- Administration of the County's Agricultural District Program, working closely with, the Agriculture and Farmland Protection Board, Division of Real Property Tax, Cornell Cooperative Extension, and the Soil and Water Conservation District;
- Creation and management of GIS-based maps and databases;
- Coordination of Census and other significant socio-economic data; and
- Administration of the Agency Partners, Grant Program and the Municipal Consolidation and Shared Services Grant Program.

The Department also provides administrative oversight and support to the Traffic Safety and STOP-DWI programs, the Criminal Justice Council, Solid Waste Management and several community agencies, which provide a wide range of programs for the County's residents, businesses, and visitors.

# Planning & Development



## Mission Statement

The Department of Planning and Development helps maintain and enhance the County's quality of life. The Department is responsible for countywide planning, coordination of economic development activities, planning assistance to local governments, and comprehensive mapping and geographic information systems (GIS) data and Solid Waste Management.

### Community Investment Programs

**Goal:** Administer the federal Community Development Block Grant (CDBG), HOME Investment Partnership (HOME), Shelter Plus Care (S+C), Agency Partner Grant, and Municipal Shared Services Grant programs. Also provide general technical assistance to municipalities on community development and housing issues.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
CDBG Municipal Projects Completed	8	10	8	(2)	-20.0%
CDBG Public Service Projects Completed	7	6	6	-	0.0%
Housing Units Created	88	97	105	8	8.2%
Owner-Occupied Rehabilitation Projects Completed	1	20	5	(15)	-75.0%
Housing Units Supported by Rental Assistance	208	60	64	4	6.7%
Agency Partner Contracts Awarded	18	18	15	(3)	-16.7%
Municipal Grants Awarded	15	10	10	-	0.0%

### Planning and Community Design

**Goal:** Review local development proposals (239 Reviews) as mandated by state law; provide lead planner assistance to communities and prepare comprehensive county-wide planning.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Community Assistance Hours	3,419	3,500	3,500	-	0.0%
Information Requests	609	625	600	(25)	-4.0%
Referrals Completed	441	385	450	65	16.9%
% completed within 21 days	92%	90%	90%	0%	0.0%

### Open Space - Partnership for Manageable Growth

**Goal:** Preservation of farmland and significant open space through the Partnership for Manageable Growth matching grant program.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Projects Completed	-	1	2	1	0.0%
Acres Under Easement (cumulative)	3,175	3,263	3,400	137	4.2%

# Planning & Development

## Dutchess County Planning Federation

**Goal:** To provide education and information to members and the public regarding regional, urban, rural, and local land use planning so sound planning and zoning will lead to the orderly growth and development of our communities.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Plan On It Newsletters	9	10	10	-	0.0%
Training Programs	8	8	8	-	0.0%
Training Participants	500	500	500	-	0.0%

## Transportation Planning (MPO)

**Goal:** Support comprehensive County-wide, metropolitan transportation planning program through the Poughkeepsie Dutchess County Transportation Council (PDCTC).

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Traffic Counts (#)	261	275	275	-	0.0%

## Solid Waste Management

**Goal:** The Division of Solid Waste Management of the Dutchess County Department of Planning and Development is responsible for the formulation and implementation of programs for the collection and disposal of solid waste generated within the County.

Indicators:	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Annual Municipal Solid Waste to Waste-to-Energy (WTE) Facility (in tons)	153,645	145,000	145,000	-	0.0%
Annual Municipal Solid Waste Recycling Volumes (in tons)	107,664	95,000	105,000	10,000	10.5%
WTE Net Electric Generation (in Megawatt hours)	43,222	48,445	45,000	(3,445)	-7.1%
Annual WTE Metals Recycled (in tons)	6,230	6,500	6,300	(200)	-3.1%
Household Hazardous Waste to RRA events (pounds)	271,739	200,000	150,000	(50,000)	-25.0%
Solid Waste Enforcement citations	4	20	5	(15)	-75.0%
New Licensed haulers	6	4	4	-	0.0%
Number of Information Requests	166	200	150	(50)	-25.0%
Recycling complaint forms received	2	5	1	(4)	-80.0%

## **KEY BUDGETARY ISSUES:**

- The cost of administering the community development programs exceeds the annual administrative income by \$99,000 as the Federal Grants have decreased. This balance is currently funded from prior years' unexpended administrative funds. However, once prior year funds run out the County will have to fund the balance.
- The budget does not include funds for a Resource Recovery Agency Net Service Fee (NSF), as there is no anticipated NSF for 2016.

## **2015 Accomplishments:**

### **County Planning**

- Promoted and distributed seven new Greenway Guides for adoption by Greenway Compact municipalities.
- Developed a Centers and Greenspaces educational website to encourage centers and greenspaces planning efforts, including case studies.
- Completed revision of Partnership for Manageable Growth (PMG) Guidelines and Criteria to clarify Open Space and Farmland Protection Matching Grant goals and implement Water and Wastewater Infrastructure component of PMG program.
- Completed new Agricultural and Farmland Protection Plan.
- Began eight-year review and analysis of County's Agricultural Districts as required by NYS Department of Agriculture and Markets.
- Assisted three communities with analyzing planning and zoning documents in order to achieve locally-endorsed economic development initiatives.

### **Municipal Planning Support**

- Worked with the City of Poughkeepsie to revise its zoning code for Main Street and the southern waterfront.
- Began work with the City of Poughkeepsie and NYSDOS to help update its Local Waterfront Revitalization Program and prepare a Generic Environmental Impact Statement for key development parcels, consistent with the recommendations in the Waterfront Redevelopment Strategy.
- Assisted the City of Beacon in preparing a new zoning district with illustrative plans for the waterfront area around the train station.
- Assisted the Dutchess County Planning Federation to organize eight short courses for planning and zoning, providing the training hours mandated for municipal board members by NYS law.
- Published nine issues of the DC Planning Federation e-newsletter Plan On It, covering topics related to planning and zoning.
- Reviewed development proposals and the potential impacts in its mandated GML 239 I & M review process and the State Environmental Quality Review Act, and completed the legal agreements with local municipalities to reduce time and paperwork by exempting certain referral categories of actions that have little or no countywide impacts.
- Responded to information requests from municipalities and residents, and provided lead planner and community assistance to each municipality.

- Updated website to improve public access to data from the Census Bureau/American Community Survey.

### **Community Development and Housing**

- Integrated Community Development Block Grant Program (CDBG) with the Agency Partner Grant and Municipal Consolidation and Shared Services Grant by creating consolidated Policies and Procedures and uniform forms of payment, reporting, demographics, extensions, and monitoring.
- Initiated community conversation on the realities of “Aging in Place” with newsletter, an Aging in Place checklist, and two public presentations on the topic.
- Developed staff capacity to upload CDBG bids to the Empire State Purchasing Group to be able to place CDBG bids on the website on behalf of municipalities.
- Reviewed and streamlined CDBG municipal and public service applications. Created a renewal public service application which focuses on the outcomes and evaluation of the prior year’s project.
- Streamlined CDBG, Home Investment Partnership Programs (HOME) and Continuum of Care (CoC) implementation with new/revised checklists, forms and development of resources on website.
- Increased production of DC Senior Rehabilitation Program.
- Re-qualified both CDBG and HOME Consortiums.
- Implemented 2015 Analysis of Impediments activities including one housing related newsletter.
- Implemented CoC activities with a focus on accomplishing HUD goals. Used Federal data to create a higher level analysis of homeless populations in Dutchess County to help inform future policy development.

### **Transportation Planning**

- Approved the PDCTC’s SFY 2015-2016 Unified Planning Work Program (UPWP).
- Completed the Pine Plains Pedestrian Plan and a redesign concept for the Pine Plains Town Center.
- Completed a new Coordinated Public Transit-Human Services Transportation Plan for Dutchess County.
- Developed a County Complete Streets Checklist to be used by County Departments to evaluate future projects.
- Completed the 2015 pavement condition monitoring program for local federal-aid roads.
- Completed the 2015 traffic count program, collecting volume, vehicle classification, and speed data at approximately 275 locations in the County.
- Updated the PDCTC’s FFY 2014-2018 Transportation Improvement Program (TIP).

- Ensured that the MPO is in compliance with the federal requirements identified in the new MAP-21 metropolitan transportation planning rulemaking.
- Started development of the Metropolitan Transportation Plan, *Moving Dutchess 2*.

### **Geographic Information Systems**

- Supported Planning Department initiatives with GIS analysis and mapping in collaborative efforts to disseminate information about the County's agriculture industry.
- Supported community pedestrian planning activities with assistance on sidewalk studies and pedestrian plans.
- Supported Planning Department efforts to disseminate information about Greenway guides and the Centers and Greenspaces Plan to the public.
- Supported Department efforts to guide municipal planning efforts with a wide variety of land use and natural resource mapping.
- Supported coordinated water resource planning through the Water Resources Programs Committee.
- Supported other County Departments with GIS and mapping for special projects of the Departments of Health, Emergency Response, and Public Works, and improving the efficiency of County government.
- Provided information and maps to the public and several municipalities.

### **Economic Development**

- Hosted a county-wide tri-state area broker tour.
- Completed a marketing plan for Dutchess County.
- Oversaw the consolidation of the Dutchess County Economic Development Corporation and the Dutchess County Industrial Agency for greater efficiency and effectiveness.
- Assisted several communities in their discussions regarding appropriate economic development.

### **Solid Waste**

- Completed or began implementation of fifty-four tasks listed in *Rethinking Waste*.
- Submitted the NYS DEC required 2015 Annual Report Form – Planning Unit Recycling Report providing 2014 recycling rate figures. The 2014 recycling rate was 36.4%, exceeding projections.
- Submitted the required 2015 Biennial Compliance Report to NYS DEC and the County, outlining the 2013 and 2014 accomplishments and progress towards implementing the Local Solid Waste Management Plan, *Rethinking Waste*.

- Submitted the first progress report to Keep America Beautiful with recycling data for the public space recycling bins which were awarded to Dutchess County for use in Bowdoin and Wilcox Parks. In a six month period over 1 ton of cans and bottles were collected and recycled.
- Sent warning notices to six previously unidentified unlicensed haulers, five warning notices to entities in non-compliance with recycling, issued one Notice of Violation to an unlicensed hauler, and one Notice of Violation to a multi-family residence not in compliance with providing recycling equipment.
- Implemented Local Law No. 3 of 2014, the amended, Dutchess County Solid Waste Materials Management and Licensing Rules and Regulations.
- Licensed four new solid waste haulers, including one who is a hauler of food scraps only.
- Continued to identify additional sources of recycling data for Dutchess County and added several new sources in 2015.
- Gave three solid waste and recycling presentations to schools and conducted 4 waste assessments for 3 schools and one institution.
- As a member of the Steering Committee, Planning started the Dutchess County Organics Recycling Study under the Cornell Cooperative Extension Cleaner Greener Community Grant Program.
- Identified two institutions doing food scrap diversion and identified one institution that started a food scrap diversion program in 2015.
- Held an Earth Day event making it the third annual Market Street complex clean-up event.
- Provided recycling promotion through presentations, media and printed materials. The website was updated to provide more information and graphics to draw interest, and more information was released through Facebook. One recycling complaint, received through the online complaint form, was responded to.
- Recycling bins, through the bin loan program, were provided for five events. The largest event was the Walkway Marathon Expo and the Marathon. The Walkway Marathon was a Zero to Landfill event and over 760 pounds of materials were recycled and 380 pounds of food scraps composted.
- Attended ten Senior Picnics, providing Resource Recovery Agency's (RRA) recycling and educational information.
- Promoted the RRA Household Hazardous Waste (HHW) collection event.
- Started a Recycling Recognition program.
- Met with the Hudson Valley Regional Council Solid Waste Committee to discuss regional solid waste issues and initiatives.

## **2016 Initiatives:**

### **County Planning**

- Assist three Dutchess County municipalities, with the assistance of Pace University to revise local planning and zoning documents to help implement economic development initiatives.
- Fund projects through the Partnership for Manageable Growth program.
- Complete eight-year review and analysis of County's Agricultural Districts as required by NYS Department of Agriculture and Markets.

### **Municipal Planning Support**

- Work with the City of Poughkeepsie and NYSDOS, to complete the update to the City of Poughkeepsie's Local Waterfront Revitalization Program and prepare a Generic Environmental Impact Statement for key development parcels, consistent with the recommendations in the Waterfront Redevelopment Strategy.
- Complete the preparation of a new zoning district with illustrative plans for the waterfront area around the train station for the City of Beacon.
- Assist the Dutchess County Planning Federation to organize eight short courses for planning and zoning, providing the training hours mandated for municipal board members by NYS law.
- Publish ten issues of the DC Planning Federation e-newsletter Plan On It, covering topics related to planning and zoning.
- Respond to information requests from municipalities and residents, and provide lead planner and community assistance to each municipality.

### **Community Development and Housing**

- Complete updated Analysis of Impediments to Fair Housing Choice based on revised HUD assessment tool.
- Continue implementation of Analysis of Impediments activities including two newsletters, one Planning Federation Presentation, NIMBY resources webpage, fair housing education and webpage, and affordable housing website.
- Complete more comprehensive monitoring of public service agencies focusing on outcomes and evidence-based practices.
- Complete internal policies and procedures manuals for all programs.
- Focus on using technology to streamline implementation of programs including but not limited to electronic filing; mail merge for letters, agreements, and contacts; shared contact files; and project management software.
- Implement updated HUD Section 3 requirements when released by HUD.

## **Transportation Planning**

- Complete *Moving Dutchess 2*, the new long-range metropolitan transportation plan for Dutchess County that will identify the County's transportation needs and priorities for the next 25-years.
- Approve the PDCTC's FFY 2017-2021 Transportation Improvement Program (TIP).
- Approve the PDCTC's SFY 2016-2017 Unified Planning Work Program (UPWP).
- Complete the Upper Route 9G Corridor Management Plan.
- Complete a Sidewalk Inventory and Improvement Plan for the Arlington Business District in the Town of Poughkeepsie.
- Complete the 2016 pavement condition monitoring program for local federal-aid roads.
- Complete the 2016 traffic count program, collecting volume, vehicle classification, and speed data at approximately 275 locations in the County.
- Complete a Safety Assessment for a high-crash location in the County.
- Ensure that the MPO is in compliance with the federal requirements identified in the new MAP-21 metropolitan transportation planning rulemaking.

## **Geographic Information Systems**

- Support Planning Department initiatives with GIS analysis and mapping in collaborative efforts to disseminate information about the County's agriculture industry.
- Support community pedestrian planning activities with assistance on sidewalk studies and pedestrian plans.
- Support Planning Department efforts to disseminate information about Greenway guides and the Centers and Greenspaces Plan to the public.
- Support Department efforts to guide municipal planning efforts with a wide variety of land use and natural resource mapping.
- Support coordinated water resource planning through the Water Resources Programs Committee.
- Support other County Departments with GIS and mapping for special projects of the Departments of Health, Emergency Response, and Public Works, and improving the efficiency of County government.
- Provide information and maps to the public and municipalities.

## **Economic Development**

- Participate in local, regional and national trade shows in partnership with local manufacturers, as well as the targeted industries of data, bio Pharma, IT, aviation, and corporate real estate.

- Implement the Dutchess County Airport's Start Up New York plan in partnership with Dutchess Community College.
- Coordinate and oversee the Dutchess County Economic Development Advisory Council.
- Coordinate and oversee the activities of the member organizations of the Dutchess County Economic Development Alliance, including implementation of their goals and objectives.
- Oversee and administer the Dutchess County Industrial Development Agency (IDA) and the Dutchess County Local Development Corporation (LDC).
- Represent Dutchess County on the Mid-Hudson Regional Economic Development Council, including coordination of the consolidated funding application process in Dutchess County and hosting of the education workshops in Dutchess County.
- Coordinate the consolidated and expedited permitting process in Dutchess County.

### **Solid Waste**

Implement the County's ten-year Local Solid Waste Management Plan, *Rethinking Waste*:

- Complete or begin implementation of the remaining tasks listed in *Rethinking Waste*.
- Submit NYS DEC required 2016 Annual Report Form – Planning Unit Recycling Report.
- Publish the 2016 Division of Solid Waste Management Summary outlining 2015 accomplishments and providing 2015 recycling rate figures.
- Submit progress report to Keep America Beautiful with recycling data for the public space recycling bins which were awarded to Dutchess County for use in Bowdoin and Wilcox Parks.
- Identify unlicensed haulers and non-compliance with recycling, and issue civil penalties.
- License new solid waste haulers.
- Identify additional sources of recycling data for Dutchess County.
- Continue to give solid waste and recycling presentations to schools, institutions and businesses.
- Identify and promote additional yard waste and food scrap composting opportunities and continue to work with Cornell Cooperative Extension on the Organics Survey.
- Identify and initiate a food scraps diversion program for one business or institution.
- Publish eNewsletter concerning solid waste.
- Continue Recycling Recognition program.

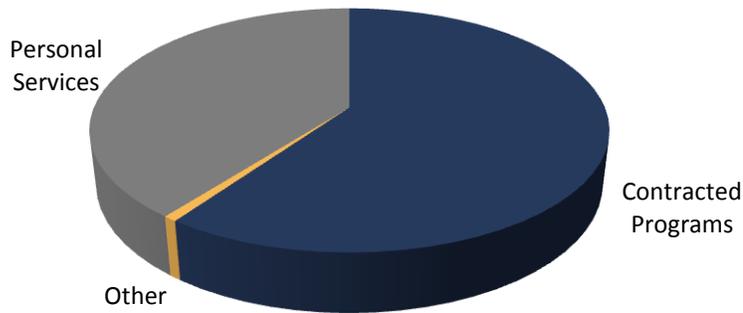
- Hold an Earth Day event and America Recycles Day event to promote recycling.
- Provide recycling promotion through presentations, media and printed materials.
- Promote the RRA's Household Hazardous Waste collection events.
- Work with RRA and NYS DEC to develop an alternative use for combustion ash.
- Continue to meet with the Hudson Valley Regional Council Solid Waste Committee to discuss regional solid waste issues and initiatives.

# Planning & Development Fiscal Summary

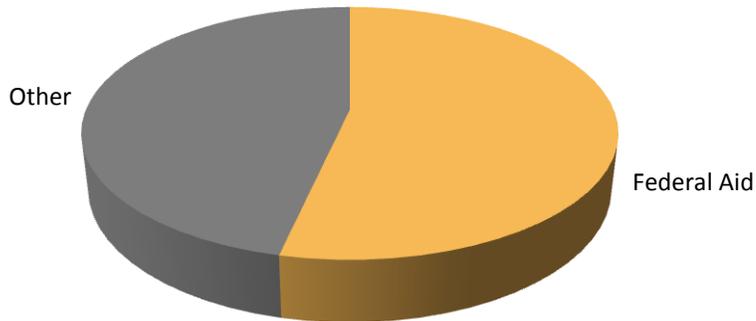
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 6,231,734	\$ 6,192,355	-1%
Revenues	\$ 1,129,978	\$ 1,064,803	-6%
County Cost	\$ 5,101,756	\$ 5,127,552	1%

### 2016 Adopted Appropriations



### 2016 Adopted Revenue

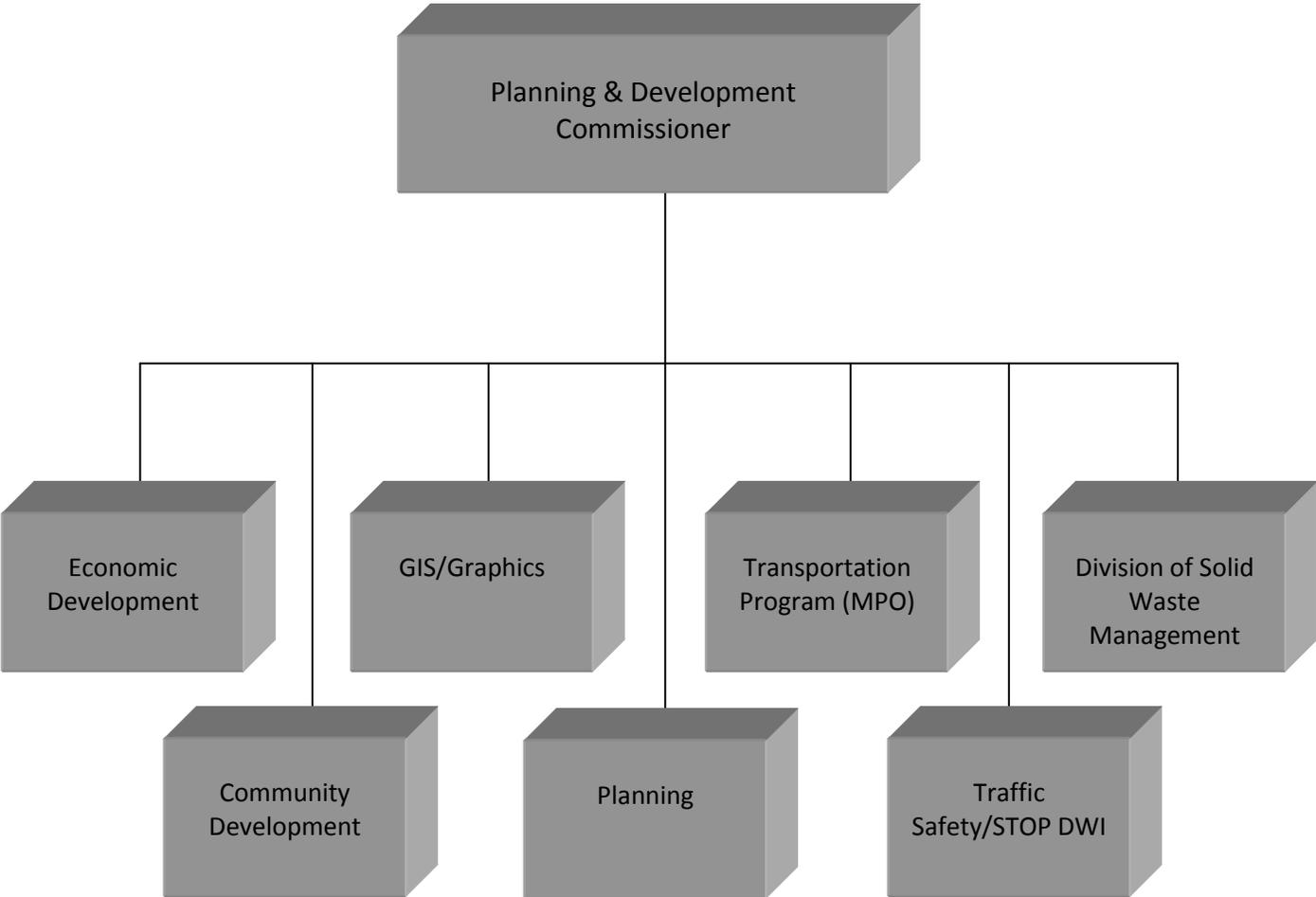


## Planning & Development

### \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Salaries and Wages	1,725,925	1,690,005	1,788,499	1,657,709	(130,790)	-7.31%
Employee Benefits	828,294	784,089	829,001	785,922	(43,079)	-5.20%
Personal Services	2,554,219	2,474,094	2,617,500	2,443,631	(173,869)	-6.64%
Employee Travel, Train & Educ	12,607	15,590	19,250	17,070	(2,180)	-11.32%
Equipment	8,196	2,500	0	550	550	
Supplies	11,405	8,750	15,920	6,890	(9,030)	-56.72%
Interdepartmental Prog & Srv	(167,865)	(2,886)	(1,746)	12,804	14,550	-833.33%
Contracted Services	1,513,509	3,639,100	3,567,371	3,703,380	136,009	3.81%
Operations	1,111,877	13,180	13,439	8,030	(5,409)	-40.25%
Total	5,043,948	6,150,328	6,231,734	6,192,355	(39,379)	-0.63%
OTPS	2,489,729	3,676,234	3,614,234	3,748,724	134,490	3.72%
Departmental Income	19,642	34,000	34,000	23,000	(11,000)	-32.35%
Intergovernmental Charges	389,210	436,978	454,978	471,451	16,473	3.62%
Fines and Forfeitures	900	2,000	2,000	500	(1,500)	-75.00%
Misc. Local Sources	451,740	0	0	0	-	
State Aid	17,965	0	0	0	-	
Federal Aid	592,718	618,000	639,000	569,852	(69,148)	-10.82%
Total	1,472,175	1,090,978	1,129,978	1,064,803	(65,175)	-5.77%
Net County Cost	3,571,773	5,059,350	5,101,756	5,127,552	25,796	0.51%

# Planning & Development Organizational Structure



## Table of Organization

<u>Position Title</u>	<u>Pay Grade</u>	<u># of Positions</u>
<b><i>Planning &amp; Development:</i></b>		
Commissioner Planning & Development	MI	1
Deputy Commissioner Planning & Development	MG	1
Confidential Administrative Assistant	CI	1
Transportation Program Administrator	19	1
Community Development Administrator	18	1
Community Development Coordinator	17	1
Senior GIS Project Coordinator	17	1
Senior Planner	17	2
Senior Planner- Environment	17	1
Graphic Designer	16	1
Community Invest Program Specialist	15	1
Planner	15	1
Rehab Specialist	14	1
Jr Planner	13	2
GIS Technician	12	1
Principal Program Assistant	12	2
Accounting Clerk	9	1
Program Assistant	8	<u>1</u>
Total:		21
<b><i>Planning &amp; Development: Div of Solid Waste</i></b>		
Deputy Comm of Solid Waste Management	MG	1
Solid Waste Compliance Inspector	14	1
Senior Program Assistant	10	<u>1</u>
Total:		3
Department Total:		24

# Division of Water Resources

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## **Functions**

The goal of the Division of Water Resources is to promote sound water resource management and the availability of economical, sustainable water supply and wastewater treatment services throughout the County. The provision of water and wastewater services has been recognized as a critical element in implementing the County Master Plan and in creating opportunities for economic development. In response to this recognition, the Dutchess County Water and Wastewater Authority was formed by the County and State Legislatures in 1992. Since 1995, in cooperation with the County and local municipalities, the Authority has assumed ownership of fourteen water and sewer systems. As the authority has grown and matured, the relationship between the authority and the Division of Water Resources has evolved and the division of responsibilities clarified.

The Authority's core function has become the operation and management of utility systems, and management of new infrastructure projects, both financed by system operational revenues and capital project financing.

The Division of Water Resources functions include; regional and community water and wastewater planning, preliminary evaluation and development of potential Authority water and wastewater projects; efforts to "sell" County reserved capacity in the Central Dutchess Water Transmission Line; representation of Dutchess County in local, regional and statewide forums related to water and wastewater management, and water resource protection. These functions are carried out through a combination of staff resources and funding to acquire necessary legal and technical consulting assistance. In addition, the Division of Water Resources continues to act as a bridge between the Authority and the County, providing a conduit for both policy coordination and funding assistance.

**Regional and Community Water and Wastewater Planning** – Specific objectives include providing technical and financial assistance to community efforts to plan for future water and wastewater system service areas and to evaluate the financial feasibility of specific infrastructure development projects. In 2016 the DCWWA will administer the Water and Wastewater Facility Planning and Development Program as a component of the Partnership for Manageable Growth.

**County Representation in Local, Regional and Statewide Forums** – Specific objectives include insuring that Dutchess County's interests are represented in local, regional and statewide forums relating to water and wastewater issues, and bringing back to the County information on innovative and successful programs being carried out in other areas.

**Preliminary Project Evaluation and Development** – Specific objectives include insuring that potential new Authority water and wastewater infrastructure projects are closely coordinated and aligned with County-wide economic development, land-use planning and environmental projection goals and objectives, and providing funding support for preliminary project development phases that occur prior to capital project dollars or customer revenues being available for project implementation.

**Authority Operations** – To provide affordable, sustainable water and wastewater services, within service areas that promote County economic development and land-use goals, through the ownership and operation of water and wastewater systems.

# Division of Water Resources

## Mission Statement

The mission of the Division of Water Resources is to promote sound water resource management and the availability of economical, sustainable water supply and wastewater treatment services throughout the County.

<b>Goal:</b>	To provide technical and financial assistance to community efforts to plan for future water and wastewater system service areas and to evaluate the financial feasibility of specific infrastructure development projects.				
<b>Indicators:</b>	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Communities assisted	3	3	3	-	0.0%
Community assistance contracts administered	-	-	-	-	0.0%
<b>Goal:</b>	To evaluate potential new water/wastewater infrastructure projects for consistency with County goals, and provide preliminary project development support.				
<b>Indicators:</b>	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Contracts administered	9	9	8	(1)	-11.1%
Projects evaluated	19	22	18	(4)	-18.2%
Projects to be implemented by Authority	2	14	8	(6)	-42.9%
Projects terminated	1	2	1	(1)	-50.0%
Projects ongoing	16	6	9	3	50.0%
<b>Goal:</b>	To sell surplus County "reserved" capacity in the Central Dutchess Water Transmission Line.				
<b>Indicators:</b>	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Projects evaluated	4	2	2	-	0.0%
Potential capacity required (gallons/day)	112,500	30,000	30,000	-	0.0%
Water sale contracts executed	-	-	1	1	100.0%
<b>Goal:</b>	To provide affordable, sustainable water and wastewater services through the Authority's ownership and operation of water and wastewater systems.				
<b>Indicators:</b>	2014 Actual	2015 Estimate	2016 Plan	Change	% Change
Systems Owned	14	21	23	2	9.5%
Customer accounts served	4,165	4,980	5,540	560	11.2%
Annual operating revenues	\$5,111,227	\$5,302,750	\$5,952,700	\$649,950	12.3%
Value of capital projects managed	\$11,100,000	\$10,885,500	\$13,500,000	\$2,614,500	24.0%

## **KEY BUDGETARY ISSUES:**

### **County Service Fee Payment**

The Water and Wastewater Authority does not have taxing power. The County levies taxes on properties within certain county water and sewer districts on behalf of the Authority. These amounts are paid by the County to the Authority as service fees, pursuant to several County-Authority Service Agreements. The amounts levied by the County are not revenues of the County. There is no net impact on the County's

operating budget. The service fees are used by the Authority to pay debt service on Authority bonds issued to finance the purchase, construction and/or improvement of water and sewer infrastructure for the benefit of properties within the County districts. The amount of the 2016 levy is expected to be approximately \$2.8 million. This estimate will be revised as needed when the Tentative Assessment Roll is prepared in September, and will be finalized in December when the Final Assessment Roll is completed.

## **2015 Accomplishments**

- The Division of Water Resources successfully managed and operated fourteen water and sewer systems, providing services to over 4,160 customers. With the exception of the Shore Haven Water System, all systems were in compliance with all relevant federal, state and local regulations. All are on track to close out 2015 within the adopted system budget parameters.
- As a result of the installation of a chloramination disinfection system for the Shore Haven Water System as a means of controlling Disinfection By-Products levels, the water system has remained in compliance with DBP drinking water standards.
- Award construction contracts and begin construction on distribution system improvements and water treatment improvements for the Shore Haven Water System.
- Complete the value engineering, redesign and permitting of an extensive rehabilitation of the Valley Dale wastewater treatment plant to replace aging infrastructure and improve plant efficiency. Construction will commence in 2016.
- Complete the value engineering, redesign and permitting of an extensive rehabilitation of the Chelsea Cove wastewater treatment plant to replace aging infrastructure and improve plant efficiency. Construction will commence in 2016.
- Completed construction of, and placed into service, a pipe replacement project for the Staatsburg Water System to replace aging pipe, known to be leaking, beneath NYS Route 9 in the Town of Hyde Park.
- Continued to work with Dutchess County Department of Public Works to assess the feasibility of, and identify funding sources for the extension of water service from the Central Dutchess Water Transmission Line to the Dutchess County Airport. The Division of Water Resources will enter into an agreement with Dutchess County to manage the pipeline construction project.
- Completed all deliverables for NYS Department of State's Local Government Efficiency Grants to evaluate the dissolution of eight water and sewer districts in the Town of Hyde Park. Obtained Town Board approval to transfer all eight systems to the DCWWA. It is anticipated that six systems will transfer in 2015.
- Continued to assist the Town and Village of Red Hook in improving coordination between the two water systems, including assessment of options to provide water service to a proposed 102 unit residential development on the Hoffman Farm property in the Town of Red Hook, and continued negotiations for DCWWA ownership of the project's proposed sewer system.

- Obtained approval from the Red Hook Fairways Homeowner's Association, Inc to transfer ownership of the Fairways Sewer System to the DCWWA. Will complete the transfer in 2015.
- In response to a request from the Village of Tivoli, the Authority began the process of evaluating the potential transfer to the DCWWA of the Village's water and sewer systems. Assisted the Village in preparing a request for proposals to complete the engineering evaluations, utilizing grant funding from the County Municipal Consolidation and Shared Services Grant program.
- In response to a request from the Town of Rhinebeck, they completed an evaluation of the Vanderburgh Cove Sewer System for potential transfer to the DCWWA.
- The Division of Water Resources worked with the Department of Planning to revise proposed terms and conditions for the Water and Wastewater Facility Planning and Development component of the Partnership for Manageable Growth.
- The Division participated in the Mid-Hudson Regional Economic Development Council's Upstate Revitalization Initiative Team, spearheaded by Pattern for Progress.
- Maintained full compliance with the requirements of the Public Authority Accountability Act.

## **2016 Initiatives**

- Management and operation of DCWWA water and sewer systems will be maintained.
- Construction of water quality treatment improvements and distribution system improvements for the Shore Haven Water System will be completed.
- Construction of the Valley Dale Sewer Wastewater Treatment Plant Improvements will be completed.
- Construction of the Chelsea Cove Sewer Wastewater Treatment Plant Improvements will be completed.
- The Division of Water Resources will transfer ownership of any remaining Hyde Park Town-owned water and sewer systems to the DCWWA.
- Engineering design will begin to extend water service from the Central Dutchess Water Transmission Line to the Dutchess County Airport.
- Complete the evaluation of the transfer to the DCWWA of the Village of Tivoli water and sewer systems and, dependent upon the determination of the Village Board, will commence the process to transfer ownership.
- Dependent upon the project sponsor's decision to proceed, the Authority will complete all steps required to provide water and sewer services to the proposed Hoffman Farm Project in the Town of Red Hook.
- Continue to develop economically viable central sewer projects for the Hyde Park commercial corridor and Village of Red Hook.

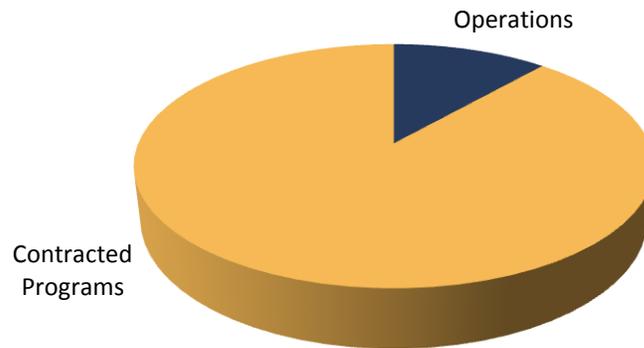
- To the extent the Partnership for Manageable Growth is implemented and funded by the County, DCWWA will evaluate and make funding recommendations for proposed water and wastewater facility planning and development projects.
- Efforts will continue to work with municipalities, private owners and new project sponsors to identify opportunities for DCWWA acquisition and expansion of water and sewer infrastructure.

# Division of Water Resources Fiscal Summary

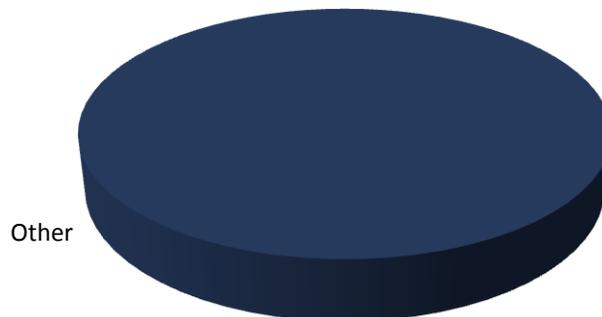
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 97,375	\$ 107,375	10%
Revenues	\$ 85,120	\$ 93,199	9%
County Cost	\$ 12,255	\$ 14,176	16%

## 2016 Adopted Appropriations



## 2016 Adopted Revenue

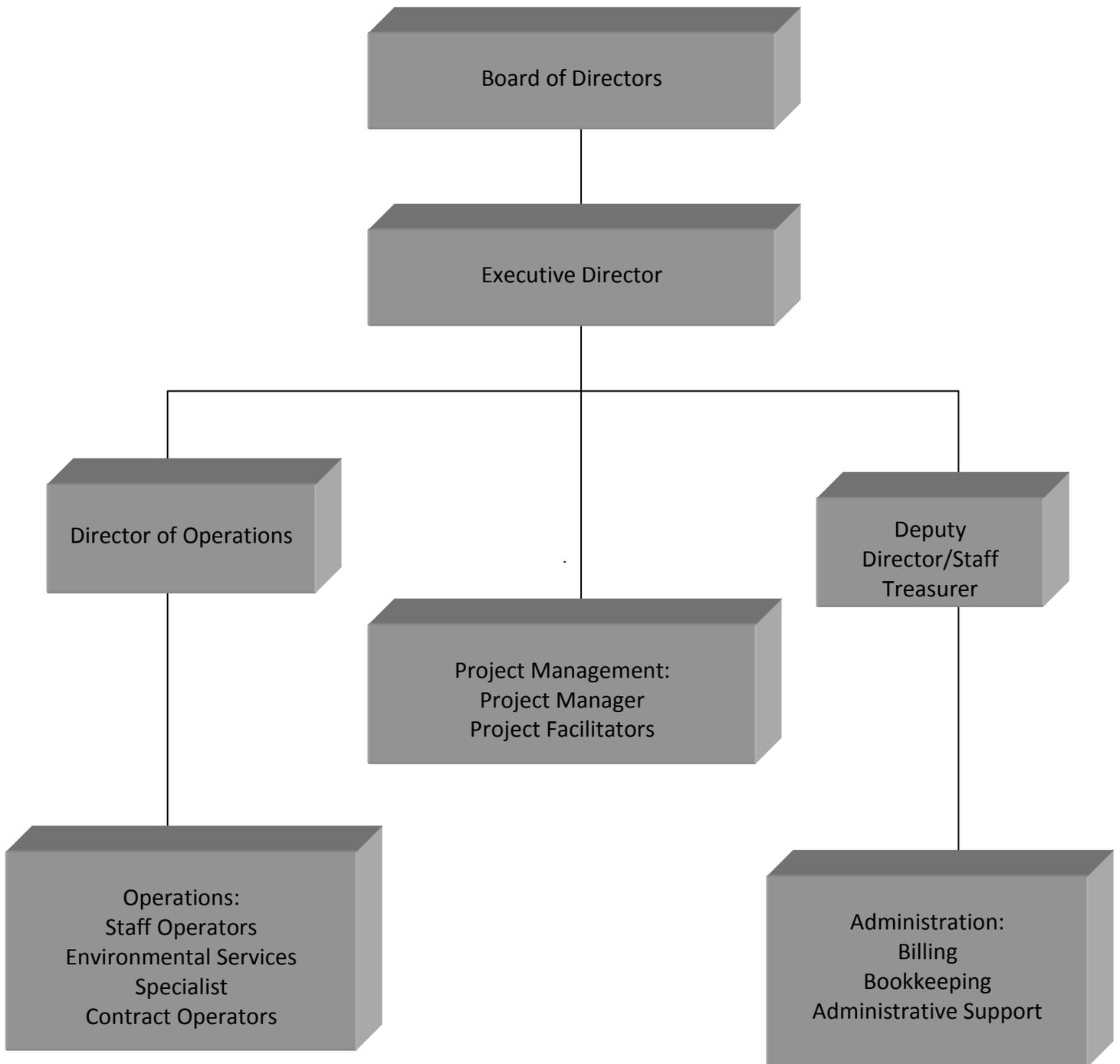


## Division of Water Resources

### \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Contracted Services	75,000	85,000	85,000	95,000	10,000	11.76%
Operations	12,375	12,375	12,375	12,375	-	0.00%
Total	87,375	97,375	97,375	107,375	10,000	10.27%
OTPS	87,375	97,375	97,375	107,375	10,000	10.27%
Use of Money and Property	10,000	10,000	10,000	10,000	-	0.00%
Misc. Local Sources	105,088	75,120	75,120	83,199	8,079	10.75%
Total	115,088	85,120	85,120	93,199	8,079	9.49%
Net County Cost	(27,713)	12,255	12,255	14,176	1,921	15.68%

# Division of Water Resources Organizational Structure



# Natural Resources

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## **Functions**

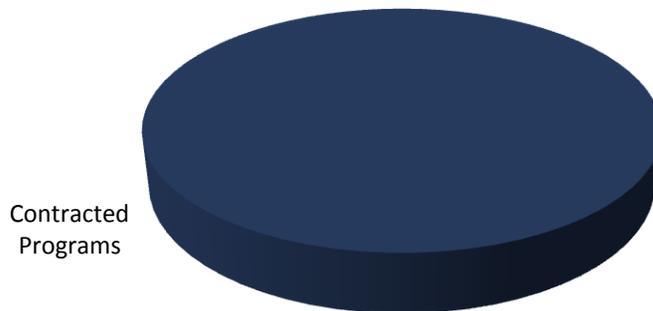
The area entitled “Natural Resources” in the Community Services section of the budget represents the Dutchess County Soil and Water Conservation District.

# Natural Resources Fiscal Summary

## Budget Summary

	2015 Modified		2016 Adopted		% Change
Appropriations	\$	290,000	\$	290,000	0%
Revenues	\$	-	\$	-	
County Cost	\$	290,000	\$	290,000	0%

## 2016 Adopted Appropriations



# Natural Resource

## \*Budget Summary\*

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Contracted Services	265,000	290,000	290,000	290,000	-	0.00%
Total	265,000	290,000	290,000	290,000	-	0.00%
Net County Cost	265,000	290,000	290,000	290,000	-	0.00%

# Debt Service



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# Debt Service

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## **Functions**

Major capital improvement projects such as the construction/reconstruction of buildings, road construction, etc., must be financed through the issuance of bonds. These obligations are paid over a period of time, which varies according to the Local Finance Law. Payments are made for principal and interest cost incurred.

Dutchess County Government continues to demonstrate very strong credit worthiness, as confirmed by a rating from Standard and Poor's (S&P) Rating Services of AA+ bond. The rating indicates the County demonstrates a very strong capacity to meet financial commitments. Standard & Poor's noted several strengths that led to the AA+ rating including the County's strong budgetary performance and fiscal management, low debt burden, increased fund balance and strong cash levels. With total estimated indebtedness of \$118.9 million at December 31, 2015, Dutchess County is projected to be at 5.63% of our \$2.1 billion constitutional debt limit.

As of January 1, 1990 municipal governments became subject to SEC regulations requiring full disclosure for debt issues of \$1 million or more. This requires preliminary official statements prior to bids being received and updated statements at closing date of issue. This requirement has resulted in increased issuance costs to the County.

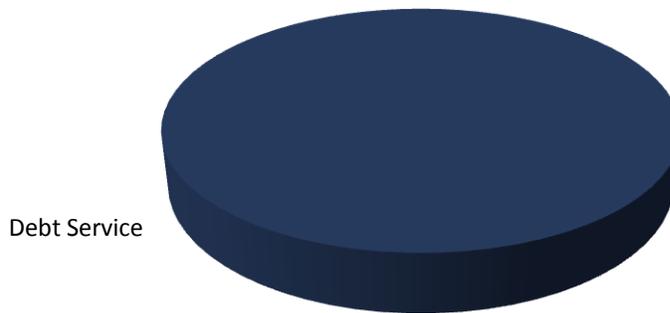
This section does not include debt service for Enterprise Funds or Dutchess Community College, which are budgeted in those respective areas.

# Debt Service Fiscal Summary

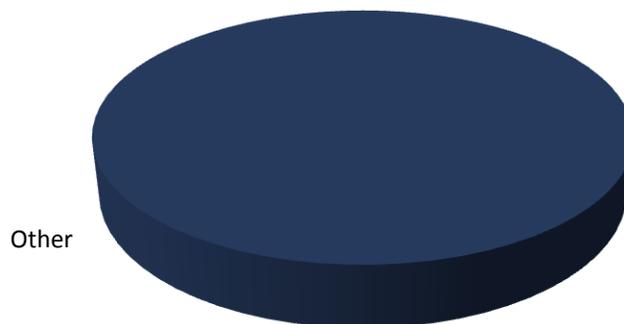
## Budget Summary

	2015 Modified	2016 Adopted	% Change
Appropriations	\$ 17,188,088	\$ 17,924,389	4%
Revenues	\$ 533,000	\$ 35,000	-93%
County Cost	\$ 16,655,088	\$ 17,889,389	7%

## 2016 Adopted Appropriations



## 2016 Adopted Revenue



**Debt Service**  
**\*Budget Summary\***

Classification	2014 Actual	2015 Adopted	2015 Modified	2016 Adopted	\$ Change	% Change
Debt Service	15,772,522	16,728,606	17,188,088	17,924,389	736,301	4.28%
Total	15,772,522	16,728,606	17,188,088	17,924,389	736,301	4.28%
Use of Money and Property	30,185	33,000	33,000	35,000	2,000	6.06%
Misc. Local Sources	1,385,192	0	0	0	-	
State Aid	0	500,000	500,000	0	(500,000)	-100.00%
Interfund Transfers	45,070	0	0	0	-	
Total	1,460,448	533,000	533,000	35,000	(498,000)	-93.43%
Net County Cost	14,312,074	16,195,606	16,655,088	17,889,389	1,234,301	7.41%

**KEY BUDGETARY ISSUES:**

The Commissioner of Finance is currently working with the County’s financial advisors on a \$27.9 million bond issue to be completed this year. The bond proceeds will be used to fund Capital Projects previously authorized by the Legislature. The principal and interest for this borrowing is included in the 2016 proposed budget.

# Glossary



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## Glossary of Budget Terms

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

**Accrual Basis of Accounting:** Transactions are recorded to a fiscal year when the event takes place, without regard for when the cash is actually received. Revenues are recorded in the periods in which the revenue-generating activities are performed. Expenses are recorded when goods and services are received. In Dutchess County, all funds are reported on the modified accrual basis of accounting.

**Appropriation:** An authorization made by the legislative body, which allows officials to incur obligations for specific purposes and to expend public funds. Appropriations are typically limited in amount and granted for a one-year period.

**Assessed Valuation:** The estimated value of real estate or other property by a government as a basis for levying taxes.

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

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

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

**Balanced Budget:** A budget in which estimated revenues, including any appropriated fund balance, is equal to estimated expenditures or appropriations.

**Bond:** A written promise to pay a specified sum of money on a specified date in the future with a specified interest rate. Repayment of principle and interest payments are detailed in a debt schedule and are budgeted as debt service. Bonds are primarily used to fund large capital projects, such as building improvement, bridges, equipment and vehicle replacement and other large projects benefiting multiple future fiscal years. Bond authorization must be approved by two thirds of the governing legislative body.

**Bond Rating:** A system of rating securities for the purpose of indicating the relative creditworthiness. A bond rating is performed by an independent rating service. Dutchess County's Aa1 rating is higher than 83% of Moody's rated counties in New York State. The ranking indicates that obligations are judged to be of high quality and are subject to very low credit risk.

**Budget:** A comprehensive plan of financial operation which allocates available revenues and projects expenditure requirements for a given time period. Dutchess County develops a budget for a single fiscal year, which is approved by the legislative body and the County Executive on an annual basis.

**Budget Amendment:** The legal process used to revise a budget appropriation or revenue. Authorized by legislative approval, modifications to the adopted budget specify each line item impacted.

**Budget Message:** The Budget in Brief serves as the official budget message as referred to in section 29.05 (c) of the Administrative code. It accompanies the proposed budget and articulates priorities and issues for the upcoming year. The Budget in Brief explains and highlights the most important aspects of the budget and the views and recommendations of the County Executive.

**Budget Transfer:** Modifications to the operating budget, which involve the transfer of appropriations or revenues within and between organizational units and accounts, but not between funds.

**Budgetary Control:** The control or management of a government in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and estimated revenues.

**Capital Expenditure:** The spending for the acquisition, improvement or addition to a fixed asset that has a useful life of more than one year.

**Capital Improvement Plan (CIP):** A plan of proposed capital expenditures to be incurred each year over a period of five future years. The plan details each capital project, the time period in which the project will occur, the amount to be expended and the means of financings those expenditures.

**Capital Improvements:** Improvements to land, buildings or other physical assets. Capital improvements typically include buildings, roads, or park improvements, and equipment and vehicle replacements.

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

**Constitutional Tax Margin:** The maximum legal property tax rate (or levy) at which a municipality may levy a tax. The 2014 Tax Levy in Dutchess County is only 18% of the total tax authority available.

**Constitutional Debt Limit:** The maximum legal amount of debt that can be incurred by the county. The 2014 outstanding obligations of Dutchess County are only 4.0% of the total debt authority available.

**Contingency:** A budgetary reserve set aside for unforeseen expenditures that occur during the fiscal year. An appropriation from contingency requires a two third vote of the Legislature.

**Debt Service:** The payment of principal and interest on borrowed funds, according to a predetermined payment schedule.

**Deficit:** The excess of liabilities over assets or the excess of expenses over revenues during a given accounting period or on an accumulated basis.

**Defeasance:** A method by which an outstanding bond issue can be made void, both legally and financially. Although a defeasance is generally the outcome of a refunding transaction, a defeasance can also be accomplished with cash rather than the issuance of any bonds.

**Department:** An organizational unit used to provide and deliver specific governmental service or closely related services. A department may be composed of sub-departments or divisions.

**Depreciation:** Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. The portion of the cost of a capital asset, which is charged as an expense during a particular period.

**Dutchess County Legislature:** The County Legislature is the policy-making and appropriating body of County Government. It is presently comprised of 25 part-time Legislators, who are elected from separate districts throughout the County.

**Encumbrance:** The commitment of appropriated funds to purchase an item or service. Encumbering funds sets aside or commits funding for future expenditure.

**Enterprise Fund:** A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The Dutchess County Airport and Public Transportation department operate as enterprise funds.

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

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

**Fiscal Restraint:** The practice of restraining growth in expenditures to remain within revenue forecasts.

**Fiscal Year (FY):** A twelve month period designated as the operations year for an organization, also called the budget year. For the County, the fiscal year is January 1 through December 31. The New York State fiscal year is April 1 to March 31. The Federal fiscal year is October 1 to September 30.

**Forecast:** Re-evaluation of revenue and expenditure projections for a given fiscal period based on updated economic data and trends, providing actual revenues, expenditures, and performance for the current fiscal year to date, plus a projection for the remainder of the fiscal year.

**Full Value:** Full value is equivalent to market value. The market value of all property in the county, after exemptions, as indicated on the assessment rolls.

**Full Value Tax Rate:** The tax rate (per \$1,000 of value) that would be applied if all property were assessed at market value.

**Fund:** An independent fiscal and accounting entity that accounts for revenues and expenditures, segregated for the purpose of carrying on specific activities or attaining certain objectives.

**Fund Balance:** The difference of a fund's total assets versus its total liabilities.

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards for financial accounting and recording, as established by the Governmental Accounting Standards Board (GASB). Dutchess County prepares and reports its financial statements in accordance with GAAP.

**General Fund (A):** The County's primary operating fund, which accounts for most of the County's financial resources. General Fund revenues include property tax, county portion of sales taxes, State and Federal aid, licenses and permits, fees for services, and other types of revenue. The General Fund also includes expenditures and financing for most of the basic operating services, such as public safety, finance, data processing, parks and recreation, and highway and engineering.

**General Obligation Bonds:** Bonds backed by the full faith and credit of government ensuring repayment. The Legislature must approve the bonding of all capital projects by a two-thirds vote.

**Grant:** Typically, these are contributions made to local governments from the state and federal government for a specified purpose.

**Hotel Tax:** A surcharge on services rendered at hotels and motels. Dutchess County currently has a 4% hotel tax.

**Indirect Costs:** Costs associated with, but not directly attributable to, the operation of a department. These costs are usually incurred by departments in the support of other operating departments, such as Human Resources, County Attorney, Finance, OCIS, etc.

**Interdepartmental Service Charges:** A cost billed to one County department by another County department for the provision of direct and measurable services, such as printing, facilities management, computer and technical support, etc.. These represent an appropriation in the County user department's budget and a negative appropriation in the County provider department's budget.

**Interdepartmental Program Changes:** A cost billed to one County department for a service provided to the public on behalf of another County department. These represent an appropriation in the County user department's budget and a revenue in the Department's budget providing the program.

**Interest:** The price paid for the use of money, or the return on investment obtained from investing cash.

**Long Term Debt:** Debt with a maturity date of more than one year after the date of issuance.

**Mandate:** Any responsibility, action or procedure that is imposed by one sphere of government on another through legislative, executive, or judicial action as a direct order.

**Mission Statement:** A clear, concise statement of purpose for the entire County or department. The mission focuses on the broad, yet distinct, results the County or department will achieve for its customers.

**Modified Budget:** The adopted financial plan as changed by budget amendments and budget transfers between account codes throughout the year.

**Modified Accrual Basis of Accounting:** Under the modified accrual basis, revenues are recognized when measurable and available to pay current obligations, and expenditures are recognized when the related obligation is incurred. Dutchess County uses the modified accrual basis for all funds.

**Operating Budget:** Plans of current expenditures and proposed means of paying for them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

**Outcome:** Qualitative consequences associated with a program or service, such as the number of mental health hospitalizations prevented, or the percentage of juveniles not reconvicted within 12 months.

**Post Employment Benefits:** (Retirement benefits) Benefits that extend past the period of employment and are provided as part of the total compensation offered to qualified employees including health benefits for retirees.

**Principal:** The par value or face value of a bond, note, or other fixed amount security, payable on stated dates of maturity.

**Property Tax:** Countywide taxes levied on all real property according to the property's assessed valuation and tax rate.

**Reimbursements:** Repayments of amounts spent on behalf of another party.

**Request for Proposals (RFP):** A document prepared by the County to request offers for the provision of goods or services. An RFP is used when a competitive sealed bidding process is not practical or advantageous and price is only one of several evaluation factors to be weighted by the County in awarding the bid.

**Restricted Fund Balance:** consists of amounts that are subject to externally enforceable legal purpose restrictions imposed by creditors, grantors, contributors, or laws and regulations or other governments; or through constitutional provisions or enabling legislation.

**Revenue:** Income that a government receives that can be used to fund expenditures. Revenue sources include property tax, sales tax, fees and fine, receipts from other governments, interest income, state and federal grants, and more.

**Revenue Estimate:** A prediction of how much revenue will be earned from a specific revenue source for a specified period of time.

**Sales Tax:** A surcharge applied to retail sales of certain tangible personal property and services. The Sales Tax rate in Dutchess is 8.125% of which 3.75% goes to the county, 4% goes to the State and .375% goes to the MTA.

**Self-Insurance Fund:** The County's Self-Insured Workers' Compensation Plan is administered by the County with claims managed by an experienced third-party administrator. Wage

replacement and medical claims as well as related expenses are paid from a self-insurance fund up to the limit of an excess workers' compensation insurance policy.

**Serial Bond:** A written promise to repay a specified amount of money (principal face value) at a specified date in time (maturity date), with periodic interest paid at a specified percentage of the principal (interest rate).

**Tax Base:** The aggregated value of taxed items. The base of the county's real property tax is the market value of all real estate in Dutchess County.

**Tax Levy:** The total amount of money that the county will collect in property taxes.

**Tax Rate:** The amount of tax levied for each \$1,000 of assessed value.

**Tax Roll:** The certification of assessed/taxable values prepared by the Assessor and presented to the taxing authority each year. The list of all of the properties and how much they are required to pay.

**Taxes:** Compulsory charges levied by a government to finance services performed for the common benefit.

**Unassigned Fund Balance:** Represents the residual classification for the government's general fund, and could report a surplus or deficit. In funds other than the general fund, the unassigned classification should be used only to report a deficit balance resulting in overspending for specific purposes for which amounts had been restricted, committed, or assigned.

**Useful Life:** The estimated period of probable usefulness of an asset, by which the depreciation schedule can be determined. The useful life also establishes the maximum period of time available, by law to repay indebtedness.

**User Fees:** The direct payment of a fee by a party benefiting from a public service, such as the rental of park pavilion.