Dutchess County 2014 Adopted Executive Summary

Transforming County Government Year Two

Marcus J. Molinaro
County Executive

2014
Adopted Executive Budget

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Marcus J. Molinaro

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Colleen Pillus, Communications Director

BUDGET OFFICE

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2014

DUTCHESS COUNTY DEPARTMENT HEADS AND ELECTED OFFICIALS

Erik Haight
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Elections Commissioner
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

William V. Grady
District Attorney

Dana Smith
Coordinator
Emergency Response

Pamela Barrack
Commissioner
Finance

Kari Reiber, MD
Acting Commissioner
Health Department

Kenneth M. Glatt, Ph.D., ABPP
Commissioner
Department of Mental Hygiene

Timothy E. Mahler
Commissioner
OCIS

Steven J. Rector
Commissioner
Human Resources

Kealy Salomon
Commissioner
Planning & Development

Mary Ellen Still
Director
Probation & Community
Corrections

Tom Angell
Public Defender

Noel Knille, AIA, ASLA
Commissioner
Department of Public Works

Mary Kaye Dolan
Director
Office for the Aging

Adrian H. Anderson
Sheriff

Robert B. Allers
Commissioner
Department of Community &
Family Services and Youth

William C. Johnson
Administrator
STOP DWI/Traffic Safety

2014 - 2015

MEMBERS OF THE DUTCHESS COUNTY LEGISLATURE

Robert G. Rolison, *Chairman*

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

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

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

District 4: ***Sue Serino***
Town of Hyde Park

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

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

District 7: ***Richard Perkins***
Town of Hyde Park

District 8: ***Robert G. Rolison***
City/Town of Poughkeepsie

District 9: ***Gwen Johnson***
City of Poughkeepsie

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

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

District 12: ***Robert A. Weiss***
Town of East Fishkill

District 13: ***Donna Bolner***
Towns of LaGrange/Union Vale/Wappinger

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

District 15: ***Joseph Incoronato***
Towns of Poughkeepsie/Wappinger

District 16: ***Alison E. MacAvery***
Towns of Fishkill/East Fishkill/City of Beacon

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

District 18: ***April Farley***
City of Beacon

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

District 20: ***Michaela J. Strawinski***
Town of Red Hook

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

District 22: ***Gerald E. Hutchings***
Town of Beekman

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

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

District 25: ***Michael Kelsey***
Towns of Amenia/Pleasant Valley/Stanford/Washington

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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 19th 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.

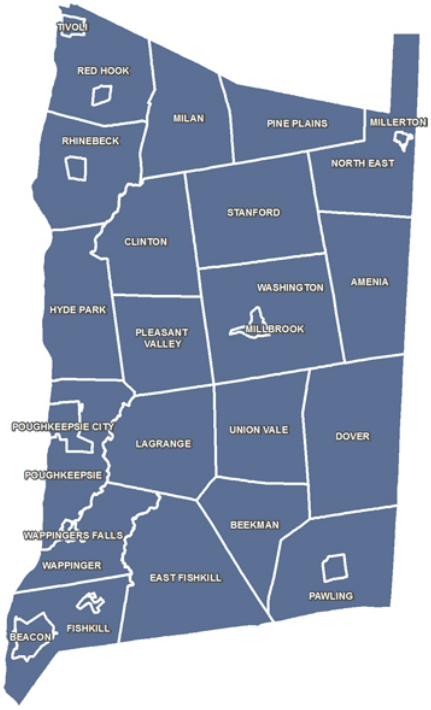
The executive branch is headed by the County Executive, who is elected on a County-wide basis to serve a four-year term. The County Executive is the chief executive officer and chief budgetary officer of the County and is responsible for preparing and submitting the annual operating budget to the County 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.

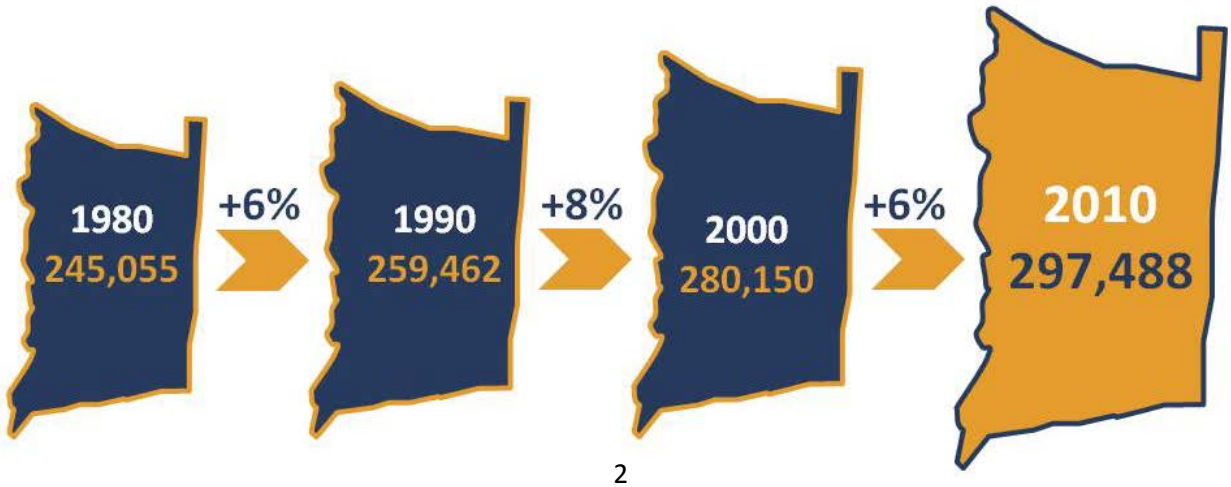
Municipalities within Dutchess County



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

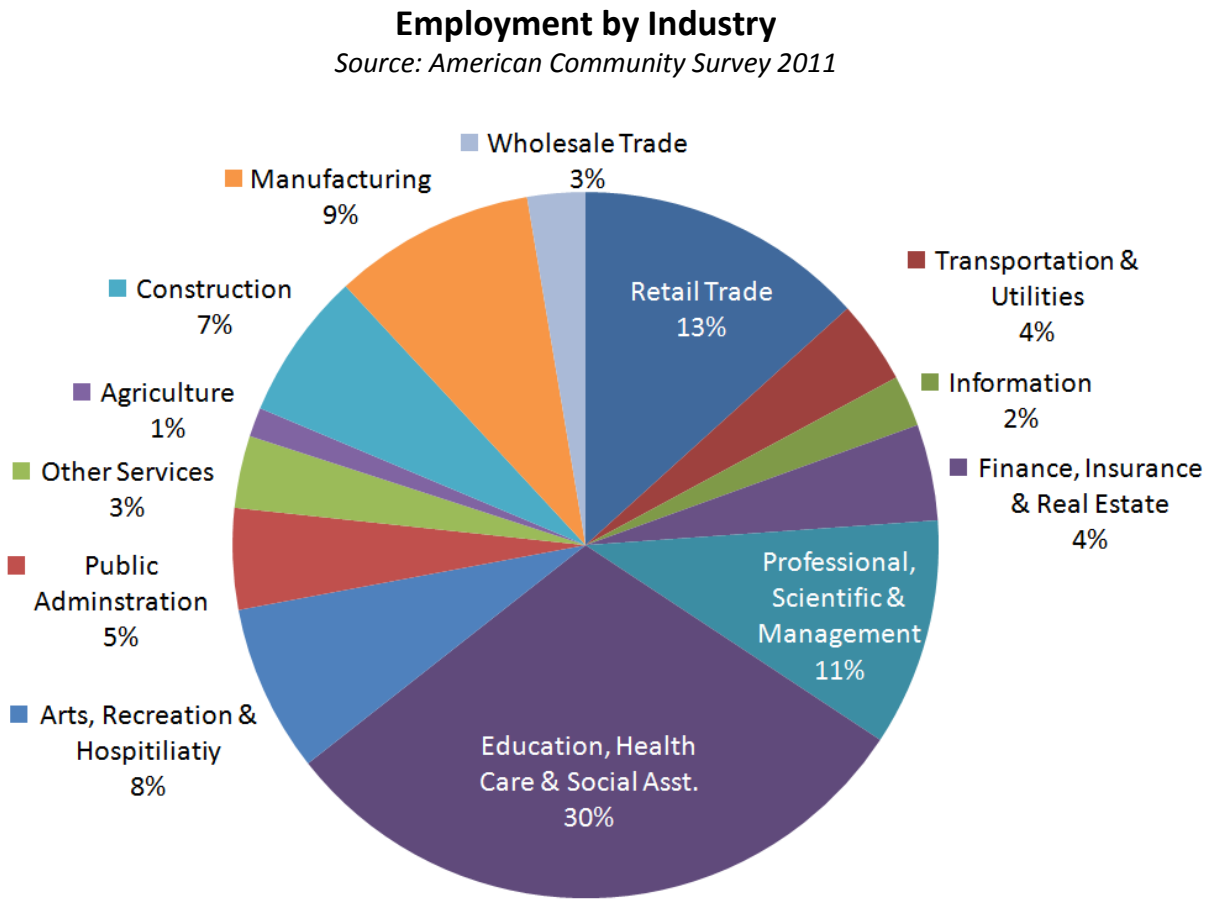


Dutchess County has a population of 297,488 according to the 2010 United States Census. Following a boom in the 90s that resulted in an 8% population increase, Dutchess has experienced moderate growth and remains just below 300,000 residents. The population and land area by municipality is reflected 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
Total Towns & Villages	251,844	814.23
City of Beacon	14,599	4.86
City of Poughkeepsie	31,045	5.70
Total Cities	45,644	10.56
Total Dutchess County	297,488	824.77

Local Economy

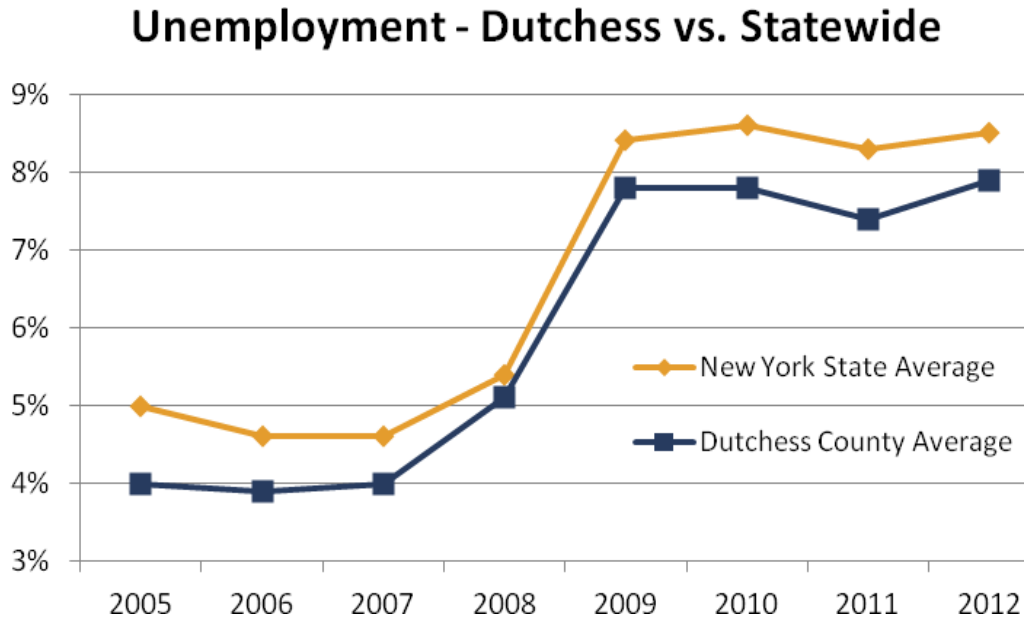
The Dutchess County economy is dynamic and vibrant, consisting of a variety of industries. The chart below indicates the prominence of various industries in Dutchess County.



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
- NYS Dept of Transportation
- St. Francis Hospital
- Taconic Developmental Services
- Vassar College
- Wappinger School District

These economic engines have helped to maintain Dutchess County's high employment levels, with more than 133,000 residents employed in 2012 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 2011 American Community Survey estimated that Dutchess County is home to more than 107,000 households. The estimated median household income is $67,727 and the median individual earnings were estimated to be $32,266.

Bond Rating

Dutchess County Government continues to demonstrate very strong credit worthiness, as confirmed by Moody's Investors Service Aa2 bond rating with a stable outlook in December 2013. This Aa2 rating indicates that obligations are judged to be of high quality and are subject to very low credit risk, and that Dutchess County demonstrates strong ability to repay short-term debt obligations. This Aa2 rating also reflects the County's sizable tax base with above average wealth levels and modest debt burden. With total indebtedness of $99.5 million, Dutchess County is at only 4.2% of our $2.4 billion constitutional debt limit. According to Moody's, only 7 of the rated New York State (NYS) counties have rated higher.

Moody'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 Moody's Investors Service Rating of New York State Counties as of January 2014.

Rating	Number of Counties*
Aaa	1
Aa1	6
Aa2	**5**
Aa3	14
A1	12
A2	5
Baa1	1
Baa3	1

*Note: Moody's rates 45 of 57 New York State Counties.

Culture, Recreation, and Higher Learning

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. 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

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

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

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

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 countless 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 for the following year. A strategy is designed and goals are established and 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 is adopted, 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

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

Goal 1: Exemplary Stewards 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

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

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 the Legislature adopts. 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- includes a five year plan of capital projects necessary to maintain and improve the County's assets and infrastructure. This plan also 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 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.

Once the budget is adopted by the Legislature, the Tentative Budget is updated and is the Adopted Budget for the new fiscal year. Additionally, the Tentative Executive Summary is also updated with adopted information and becomes the Adopted Executive Summary. The Capital Improvement Program is presented with any attached amendments.

Budget Document Format

The Tentative / Adopted 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 Budget in Brief is the Tentative Budget Message and not recreated for the adopted budget.

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, 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.
- **2013 Accomplishments & 2014 Initiatives**

    - Highlights key program accomplishments in the department as well as any significant plans for 2014.
- **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 the following 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.

In the Tentative Executive Summary 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. For the Adopted Budget, personnel information is presented in a separate Authorized Positions booklet.

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

The Tentative / Adopted 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, 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 Adopted Budget salary schedules are published together with all authorized positions in a separate authorized positions booklet. The last section is an index which provides a guide for looking up detailed information.

The Capital Improvement Plan-

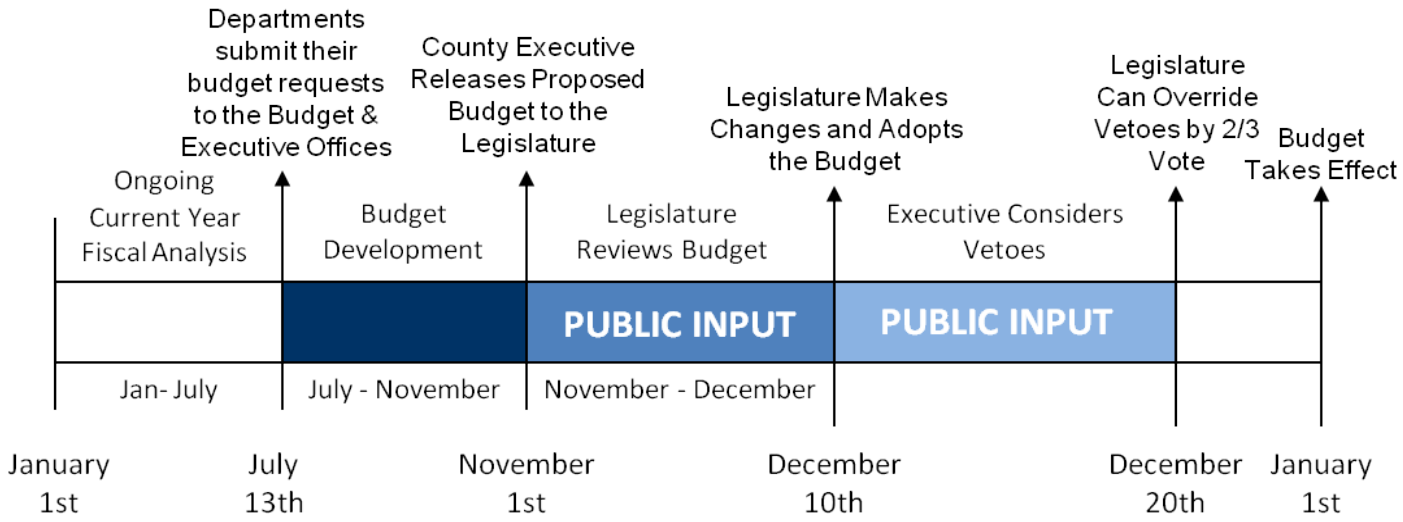
The first section is the *Introduction* which provides an overview of the capital planning process, information about debt service, impacts of the plan on the operating budget, and key highlights of the program. The S*ummary* section provides a five year overview of projects by cost area detailing the total cost and county cost for the 2014 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.

Changes to Look for in the 2014 Budget:

In an effort to provide transparency and help legislators and the public better understand the budget, budget processing and county government, the 2014 budget has been restructured to provide more fiscal summaries, budget processing detail and a more in depth overview of how county government functions. Changes to look for in the 2014 Budget include:

- The introduction to Dutchess County, in the **Dutchess at a Glance** section, includes population and demographic information, data about the local economy, and information about local history and culture.
- The formalized **Mission and Vision Statement** for Dutchess County articulates the vision for our county and the role Dutchess County Government can play in building a better community for residents and visitors.
- The **Strategic Planning and Goals** section explains the core principles used for decision making as well as the way in which the strategic goals and plans for Dutchess County are reflected in the annual budget document.
- The budget process is explained in the new **Budget Overview** section, which highlights the stages of budget development, the approach to budgeting, budget monitoring, budget access, and the format of the budget documents.
- County-wide and area specific **Financial Policies**, such as debt issuance and management, fund balance management, capital planning strategies, investment policies, and multi-year financial planning objectives have been added.
- Newly updated **Organization and Fund Structure** charts are now included which explain the makeup of Dutchess County government, as well as the various funds and how they are budgeted and reported.
- Additional **Fiscal Summaries** detailing historic appropriations and revenues as well as trend analysis for revenue sources have been included to provide greater information on how revenue estimates are determined. Major appropriation areas and concerns are highlighted in the fiscal summary section as well.
- Summary charts and information about **Fund Balances** explain historic use, current reserves, and applied fund balances for the budget year.
- Historic and current year **Position Information** is now presented in a summary table by department with detailed information about all proposed personnel changes for the budget year.
- The new **Glossary of Budget Terms** offers helpful definitions of financial and budgetary terms to better explain the budget document.

Budget Timeline



January – July

- January 1st 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
- 1st Quarter & 2nd 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 1st 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 5th
- 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 10th
- The County Executive may line item veto any change and return it to the Legislature by December 15th
- The County Legislature has until December 20th to override any vetoes with a 2/3 vote of the Legislature

Budget Access

All of the Tentative budget documents are available for reference at the Adriance Memorial Library, 93 Market Street, Poughkeepsie, NY 12603. The Adopted budget document is also available at the library; however, the Adopted Executive Summary is not printed in hard copy but is available on the County's website at www.dutchessny.gov along with all other adopted documents.

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- 6th Floor
Poughkeepsie, NY 12601

Maintenance of the Budget and Monitoring

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

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

- 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, 2012 shall not exceed the statutory limit of $2.4 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

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

- 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 2014 Capital Improvement Program.

Investment Policy

- 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

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.

- Rebuild fund balance to the recommended 5-10% of total budget. Strong fund balance reserves help to protect against future unexpected exposures and promote a favorable Moody's 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 newly established Municipal Consolidation and Shared Services Grant Program provides financial incentives to improve collaboration between county and local governments through consolidation of services and regional service delivery, 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.

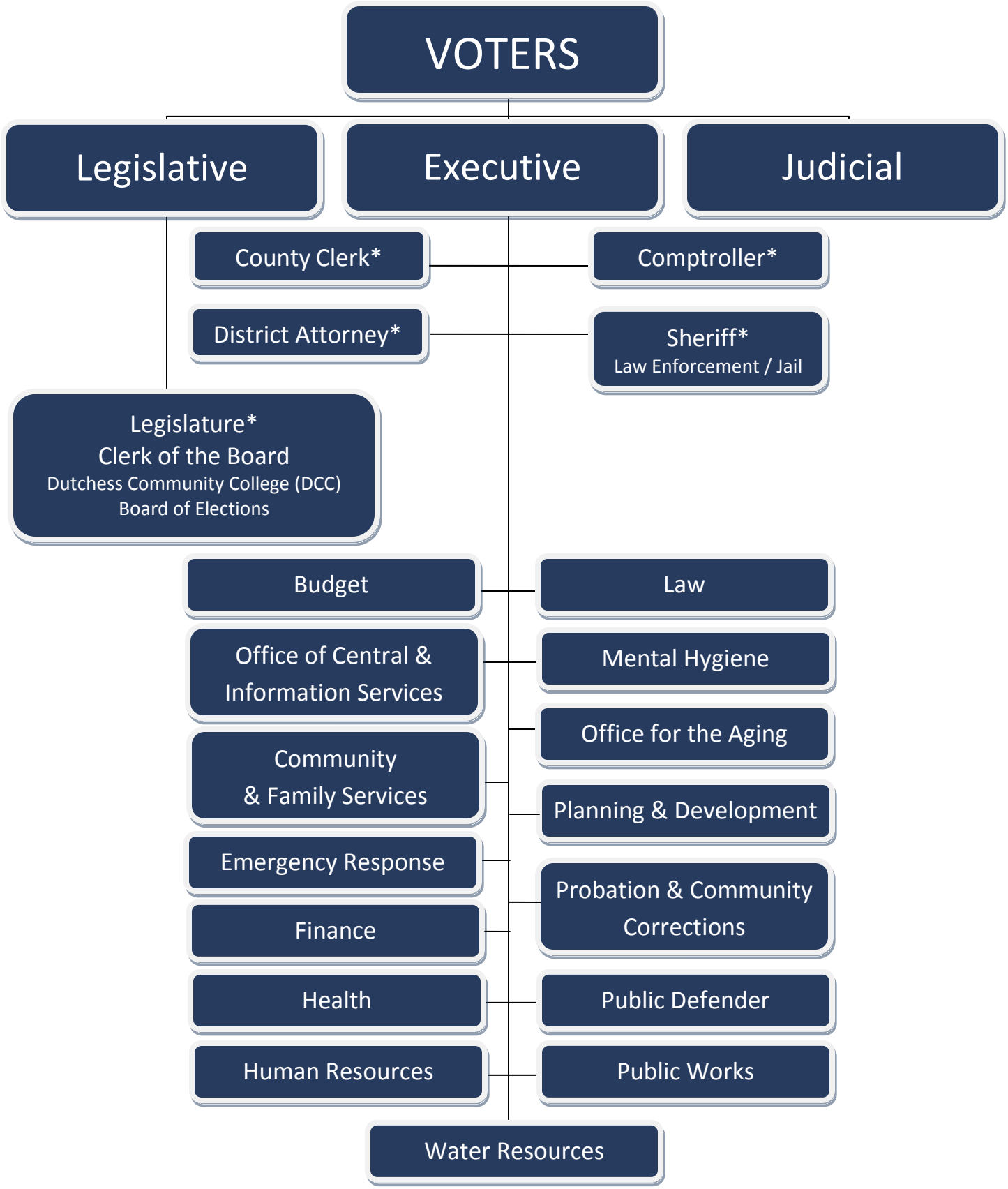
- Continue to advocate for comprehensive State mandate relief. Actively support mandate reform to produce greater local autonomy from the State to more efficiently mange the county's finances and save taxpayer money.

- 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.

- Elimination duplication of services to improve efficiency and service delivery within county government.

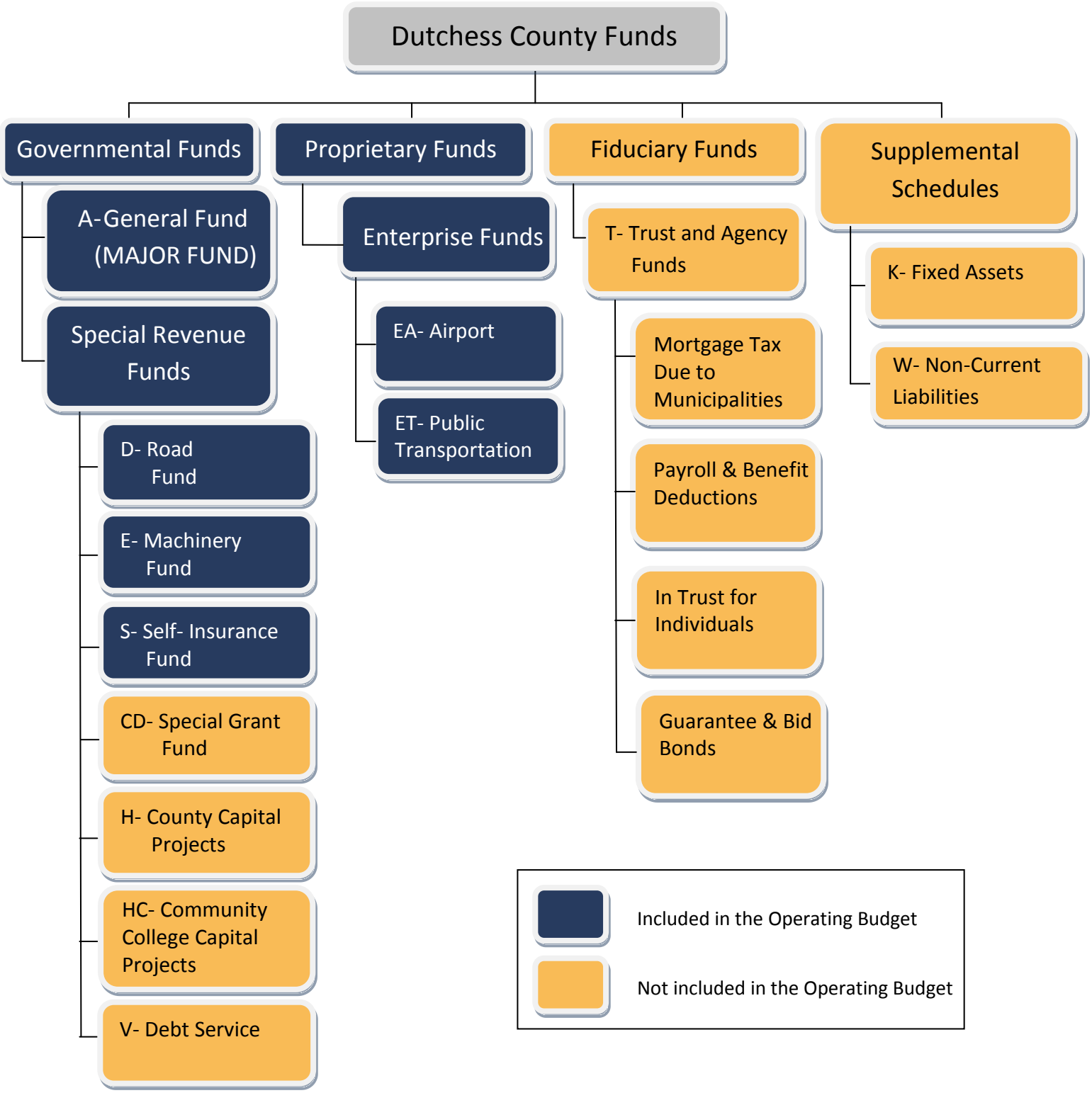
- Minimize the reliance on one-year or non-recurring revenue to balance the budget.

Organization



*Independently Elected Official

Fund Structure



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.

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:

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.

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.

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).

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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Fiscal Summaries

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2014 Adopted Budget Summary

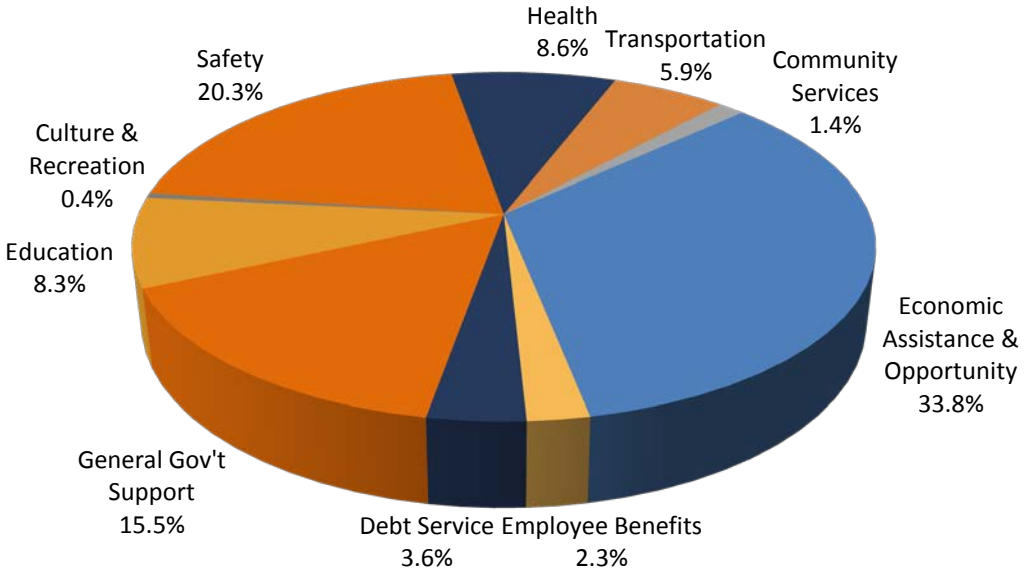
	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	Amount Change*	% of Change*
Appropriations						
Salaries & Wages	$112,118,381	$107,609,907	$109,070,463	$107,437,387	(1,633,076)	-1.5%
Pension	20,764,890	22,306,587	22,293,030	22,030,527	(262,503)	-1.2%
Worker's Compensation	3,954,936	3,431,067	3,431,067	3,399,034	(32,033)	-0.9%
Health Insurance	24,421,856	24,431,171	24,431,920	26,485,243	2,053,323	8.4%
Other Employee Benefits	11,004,694	10,427,111	10,524,425	10,490,083	(34,342)	-0.3%
Total Personal Services:	**$172,264,757**	**$168,205,843**	**$169,750,905**	**$169,842,274**	**$91,369**	**0.1%**
Equipment	1,131,585	424,750	846,644	410,244	(436,400)	-51.5%
Supplies	3,476,832	3,584,406	3,755,922	3,696,468	(59,454)	-1.6%
Gas / Utilities	3,840,878	4,790,726	4,599,815	4,259,578	(340,237)	-7.4%
Insurance	1,691,199	1,384,444	1,384,444	1,620,150	235,706	17.0%
Contracted Services	54,322,871	56,778,911	59,851,599	87,627,073	27,775,474	46.4%
Mandated Programs	123,406,612	129,140,229	131,275,252	129,317,054	(1,958,198)	-1.5%
Contingency	0	1,500,000	0	1,500,000	1,500,000	
Resale	909,068	746,184	1,048,083	924,800	(123,283)	-11.8%
Debt Service	17,885,211	18,393,052	18,393,052	18,223,818	(169,234)	-0.9%
Operations	16,451,112	15,478,995	15,660,109	14,451,176	(1,208,933)	-7.7%
Other	6,158,398	8,795,197	8,825,527	7,464,526	(1,361,001)	-15.4%
Total OTPS:	**$229,273,766**	**$241,016,894**	**$245,640,447**	**$269,494,887**	**$23,854,440**	**9.7%**
Total Appropriations:	**$401,538,523**	**$409,222,737**	**$415,391,352**	**$439,337,161**	**$23,945,809**	**5.8%**
Revenue						
Property Tax Levy (net)	101,085,415	104,887,740	104,887,740	106,974,160	2,086,420	2.0%
Sales Tax**	135,520,228	144,859,676	144,859,676	182,240,361	37,380,685	25.8%
Mortgage Tax	0	4,845,349	4,845,349	0	(4,845,349)	-100.0%
Interest Earnings	162,984	133,600	133,600	126,195	(7,405)	-5.5%
State	62,750,129	66,000,804	68,334,928	65,751,778	(2,583,150)	-3.8%
Federal	37,572,577	32,812,055	33,570,490	33,044,978	(525,512)	-1.6%
Other	58,125,994	48,264,013	49,078,194	49,199,689	121,495	0.2%
Approp. of Fund Balance***	0	7,419,500	9,681,375	2,000,000	(7,681,375)	-79.3%
Total Revenue:	**$395,217,327**	**$409,222,737**	**$415,391,352**	**$439,337,161**	**$23,945,809**	**5.8%**

**2014 Adopted vs. 2013 Modified*

***The 2014 budget includes gross sales tax revenue and the distribution of sales tax to muncipalities, prior year does not.*

****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.*

2014 Adopted Appropriations



Appropriations:	2011 Actual	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted
General Gov't Support *	35,823,423	36,394,503	41,077,951	38,853,598	68,104,503
Education	35,606,694	35,063,161	34,693,381	35,747,003	36,507,978
Safety	78,849,766	84,483,163	83,250,871	88,010,848	89,037,153
Health	44,641,384	41,519,847	38,775,949	39,969,694	37,596,682
Transportation	25,566,948	25,936,178	26,572,573	26,982,378	26,010,697
Economic Assistance & Opportunity	142,548,956	143,478,675	150,585,420	150,505,237	148,323,451
Culture & Recreation	1,642,024	1,718,732	1,877,048	1,869,165	1,861,037
Community Services	7,436,977	8,904,152	8,346,091	8,367,927	6,113,677
Employee Benefits	7,642,090	8,916,515	8,229,611	9,271,660	10,009,460
Debt Service	14,705,555	15,123,597	15,813,842	15,813,842	15,772,523
Total Appropriations	**394,463,817**	**401,538,523**	**409,222,737**	**415,391,352**	**439,337,161**

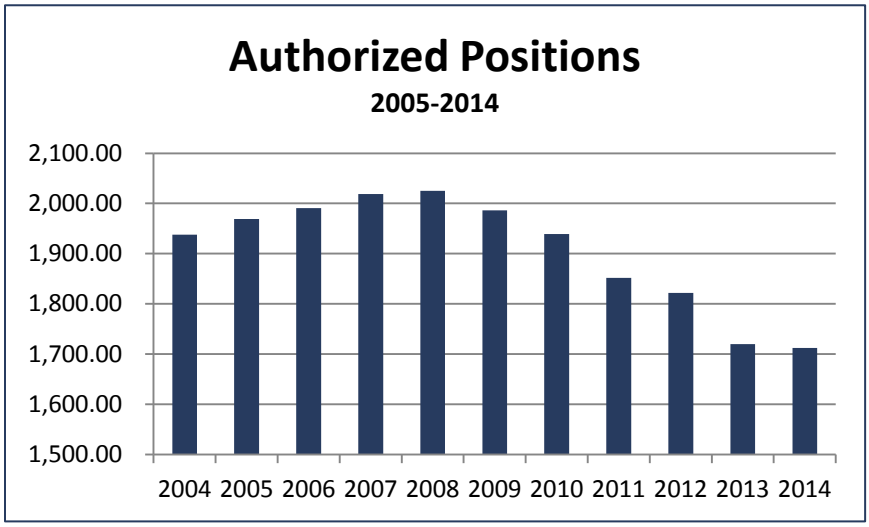
*In 2014, for the first time, General Gov't Support includes the distribution of sales tax to municipalities.

Overview

Dutchess County's 2014 adopted spending plan totals $439.3 million, which includes for the first time sales tax revenue and expenses which will be distributed to municipalities. Disregarding this revenue and pass through expenditure, the adopted budget realizes a decrease of $4 million or almost (1%) compared to the 2013 modified budget demonstrating our priority to control spending and restructure and transform county government. Significant areas of expenditure are outlined below.

Workforce Costs

Workforce costs for 2014, including salaries and fringe benefits for all county employees, are flat compared to the 2013 modified budget. Proposed salaries are down by approximately $1.7 million or (1.7%) compared to the 2013 modified budget. This includes the deletion of 14.75 full-time equivalent (FTE) positions and the addition of 9.34 FTEs for targeted key program areas, mostly funded by new revenue. Most significant however, is the continued restructuring underway with an additional 43 positions reclassified in the 2014 budget to better accommodate the changing structure of County government. While some positions involve an increase to grade and responsibilities, others reflect a decrease in grade to accommodate the necessary work level required as the County continues to transform to a new structure that is smaller and more efficient. These changes represent a savings of $512,000.



Over the past few years, County government has implemented significant consolidation and restructuring with the elimination of 312 positions over six years. In 2013 alone, County government saved approximately $2.5 million through consolidation and restructuring for nearly $14 million in savings projected over the next five years. Last year, 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 the next five years.

The budget includes step increments and longevities for unionized employees as well as longevities for eligible management and confidential employees. There are no cost of living increases included in the budget for any of our employee groups. Fringe benefits for 2014 are increasing by $1.7 million due primarily to increases in employee health insurance of $2 million offset by a $312,000 reduction in state

pension rates for next year from an annual average of 20.9% to 20.1% for the April 1, 2014 to March 31, 2015 state fiscal year.

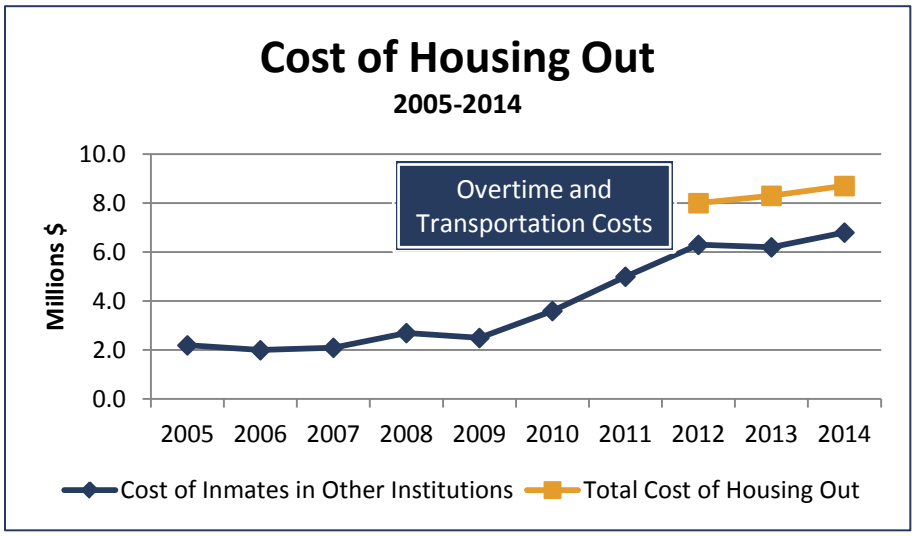
Mandates

In Dutchess County, 70% of net county costs are devoted to mandated programs and services. The remaining 30% is earmarked for "optional spending" including crucial government functions such as health and mental health services, Sheriff's road patrols, road repair, snow removal, public transportation and public safety E-911 dispatch.

Mandates continue to dominate our 2014 budget including a net to county cost of $44 million for Medicaid, $12.2 million for Foster Care, $3.8 million for Safety Net, $9.3 million for the Preschool Special Education and Early Intervention Programs and over $40 million for the Jail.

While the State implemented a property tax cap for all local governments in 2012, there has been little immediate, significant mandate relief to help local governments stay within that cap without dismantling crucial "optional" services. Looking forward, with the ability to impact only 30% of costs, the County must have mandate reform and greater local autonomy from the State if we are going to be able to efficiently manage our finances and save taxpayer money.

Jail



One of County government's most pressing fiscal issues is the cost of housing out Jail inmates. In 2014, the County will pay a projected $6.8 million to jail facilities in other counties to house our inmates, based on a daily average Jail inmate population of 458 inmates, with an average of over 200 housed out on most days. When we factor in the full cost for housing out including staff costs, transportation, medical and administration, that cost is expected to exceed $8.7 million next year; and is likely to increase annually with a total projected cost of more than $36 million over the next four years.

RicciGreene Associates (RCA), a nationally recognized planning and design firm specializing in criminal justice projects, conducted a validation study of the Dutchess County Criminal Justice Council (CJC) *Criminal Justice System Needs Assessment* report. The study concurred with the CJC report and the recommendation for the need for construction of a new, larger jail facility to address the long standing issue of housing out inmates.

The Validation Study recommended to the County the next steps to be undertaken for a comprehensive examination of potential sites: an expansion of the existing, overcrowded Jail in the City of Poughkeepsie and vacant land at the state's former Hudson River Psychiatric Center. In June of 2013, the County Legislature adopted a resolution authorizing $1.2 million for the project definition phase to move forward with detailed technical and design studies for each site option. The plan provides for the use of temporary housing PODS at the Jail site, to return housed out inmates to the Dutchess County Jail while a permanent Jail solution is undertaken. Logistically, this would mean some one-time startup costs, as well as operational and staff costs, but at the same time, this interim housing solution would eliminate the payments to other county jails to house our inmates.

In late August county officials agreed to cease interest in the psychiatric center property pending the outcome of a separate private development application for the site that could show significant investment and economic benefits. At the same time, preliminary stipulations by the NYS Commission on Corrections (SCOC) that regulates jails, plus higher operational estimates to bring back housed-out inmates postponed the installation of temporary housing pods at the Jail. The county made the decision to construct the new facility on the existing jail site and work with the SCOC to negotiate a realistic plan for moving forward with the temporary pods.

2014 Adopted Budget
Appropriations by Budget Area

General Gov't Support	2012 Actual	2013 Modified[1]	2014 Adopted	% Change
Courts	$ 2,057,624	$ 2,338,619	$ 1,677,618	(28.3)
Board of Elections	2,750,015	2,306,393	2,425,962	5.2
Central & Information Services	6,924,114	6,835,433	6,805,431	(0.4)
Comptroller	1,600,777	1,499,132	1,453,096	(3.1)
County Clerk	4,263,517	4,372,337	4,465,119	2.1
County Executive	1,119,743	1,227,188	1,227,334	0.0
County Legislature	1,325,372	1,344,401	1,341,943	(0.2)
Finance	4,034,584	4,217,351	4,121,495	(2.3)
County Attorney	1,549,558	1,424,973	1,426,115	0.1
Human Resources	2,977,373	4,399,460	5,084,760	15.6
DPW- Buildings & Admin	5,617,955	5,682,678	5,764,305	1.4
Contingency / Vacancy [2]	0	(1,000,000)	500,000	(150.0)
Contrib. to Enterprise Funds	1,452,538	2,868,758	2,663,325	(7.2)
Interfund Transfer	650,000	1,300,000	1,250,000	(3.8)
Transfer to Capital Proj. Fund	71,334	36,875	0	0.0
Shared Revenue[3]	0	0	27,898,000	N/A
Total	**$ 36,394,504**	**$ 38,853,598**	**$ 68,104,503**	**75.3**
Education				
Handicapped Parking Program	$ 8,300	$ 4,310	$ 3,710	(13.9)
Dutchess Community College	14,866,633	15,089,542	15,265,410	1.2
Pre-School Special Ed Ages 3-5	15,757,312	16,402,577	16,566,139	1.0
Early Intervention Ages 0-3	4,430,915	4,250,574	4,672,719	9.9
Total	**$ 35,063,160**	**$ 35,747,003**	**$ 36,507,978**	**2.1**
Safety				
District Attorney	$ 5,493,468	$ 5,809,971	$ 5,827,425	0.3
Emergency Response	5,642,929	6,879,967	6,409,145	(6.8)
Probation	13,956,316	13,845,058	13,786,253	(0.4)
Public Defender	3,586,503	4,257,684	4,796,767	12.7
Sheriff/Jail	54,035,709	54,979,264	56,301,123	2.4
Traffic Safety/ STOP DWI	885,215	808,273	781,115	(3.4)
Juvenile Detention	867,915	1,337,706	1,070,000	(20.0)
Criminal Justice Council	15,109	92,925	65,325	(29.7)
Total	**$ 84,483,164**	**$ 88,010,848**	**$ 89,037,153**	**1.2**

[1] As of January 3, 2014.

[2] 2014 Contingency includes $1,500,000 for General Contingency and ($1,000,000) for County-wide Vacancy Factor.

[3] 2014 Adopted includes the distribution of sales tax to municipalities, the 2013 modified does not.

2014 Adopted Budget
Appropriations by Budget Area

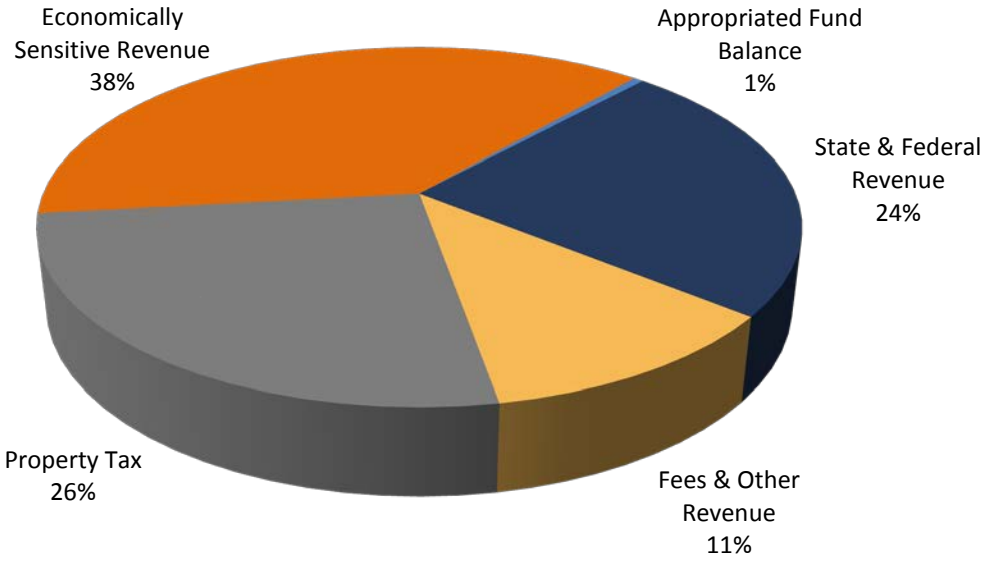
Health	2012 Actual	2013 Modified[1]	2014 Adopted	% Change
Health	$ 13,358,394	$ 13,136,735	$ 12,189,793	(7.2)
Mental Hygiene	28,161,453	26,832,959	25,406,889	(5.3)
Total	**$ 41,519,847**	**$ 39,969,694**	**$ 37,596,682**	**(5.9)**
Transportation				
Public Transportation	$ 6,986,480	$ 7,634,312	$ 7,300,815	(4.4)
DPW- Highway, Engineering & Auto	13,374,692	13,623,658	13,400,582	(1.6)
DPW- Airport	2,897,803	2,985,568	2,546,324	(14.7)
MTA	2,677,203	2,738,840	2,762,976	0.9
Total	**$ 25,936,178**	**$ 26,982,378**	**$ 26,010,697**	**(3.6)**
Economic Assistance & Opportunity				
Office for the Aging	$ 5,514,917	$ 5,914,390	$ 5,700,206	(3.6)
Department of Community & Family Services	$ 137,963,758	$ 144,590,847	$ 142,623,245	(1.4)
Total	**$ 143,478,675**	**$ 150,505,237**	**$ 148,323,451**	**(1.4)**
Culture & Recreation				
History	$ 14,356	$ 76,977	$ 88,276	14.7
DPW- Parks	1,704,376	1,792,188	1,772,761	(1.1)
Total	**$ 1,718,732**	**$ 1,869,165**	**$ 1,861,037**	**(0.4)**
Community Services				
Planning & Development	$ 8,591,777	$ 8,045,552	$ 5,761,302	(28.4)
Water & Wastewater	77,375	87,375	87,375	0.0
Natural Resources	235,000	235,000	265,000	12.8
Total	**$ 8,904,152**	**$ 8,367,927**	**$ 6,113,677**	**(26.9)**
Employee Benefits				
Fringe Benefits[2]	8,916,515	9,271,660	10,009,460	8.0
Total	**$ 8,916,515**	**$ 9,271,660**	**$ 10,009,460**	**8.0**
Debt Service				
Debt Service[2]	$ 15,123,597	$ 15,813,842	$ 15,772,523	(0.3)
Total	**$ 15,123,597**	**$ 15,813,842**	**$ 15,772,523**	**(0.3)**

	2012 Actual	2013 Modified[1]	2014 Adopted	% Change
Grand Total:	**$ 401,538,523**	**$ 415,391,352**	**$ 439,337,161**	**5.8**

[1] As of January 3, 2014.

[2] Does not Include Enterprise Funds.

2014 Adopted Revenue

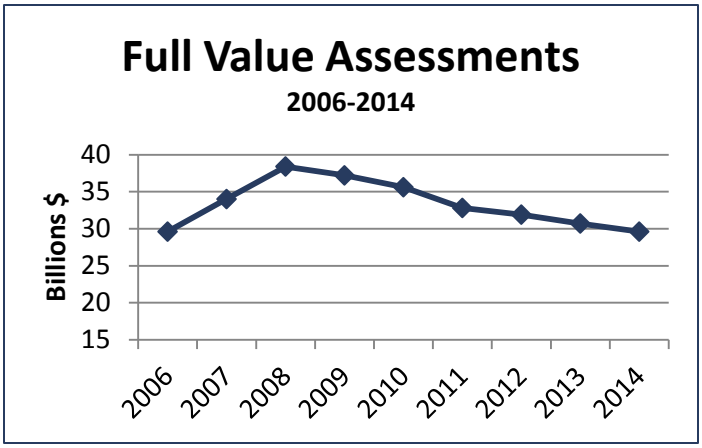


Revenues:	2011 Actual*	2012 Actual*	2013 Adopted	2013 Modified	2014 Adopted
Property Tax (Net)	98,255,877	101,085,415	104,887,740	104,887,740	106,974,160
Sales Tax	134,307,041	135,520,228	144,859,676	144,859,676	182,240,361
Interest Earnings	182,233	162,984	133,600	133,600	126,195
OTB	389,353	392,710	340,000	340,000	340,000
Hotel Surcharge	1,936,218	2,025,448	1,920,000	1,920,000	2,110,000
Mortgage Tax	0	0	4,845,349	4,845,349	0
Appropriated Fund Balance*	0	0	7,419,500	9,681,375	2,000,000
State Revenue	76,724,904	62,750,129	66,000,804	66,334,928	65,751,778
Federal Revenue	34,036,164	37,572,577	32,812,055	33,570,490	33,044,978
All Other	59,024,016	55,707,836	46,004,013	46,818,194	46,749,689
Total Revenues	**404,855,805**	**395,217,327**	**409,222,737**	**415,391,352**	**439,337,161**

* NOTE: 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.

Property Tax

There is currently a property tax levy cap set by the State at 2% or the rate of inflation whichever is lower. For 2014, the State has set that cap at 1.66% based on inflation. The County cannot exceed the cap without two thirds majority approval of the County Legislature. Dutchess County has experienced a significant decline in the tax base over the past several years, resulting in rate increases to residents. Again this year, the County's tax base continues to decline – 23% or $8.8 billion since 2008, from $38.4 billion to $29.6 billion, as a result of a downturn in the residential and commercial construction market, overall decline in home values as well as the reassessment activity over the past few years at the municipal level.



The property tax cap as established by Chapter 97 of the Laws of 2011, applies to all local governments in New York State, and is calculated annually subject to exclusions and adjustments. 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 Total Property Tax Levy Limit for 2014 is $112,065,585. The Total Property Levy Limit includes multiple components, as seen in the following table.

2014 Preliminary Property Tax Cap Calculation	
2014 Property Tax Levy Limit	112,065,585
WWA Benefit Assessments	(2,824,918)
Chargebacks for Erroneous Assessments	(249,707)
Chargebacks for Assessment Roll Printing	(142,663)
Other (WWA)	(572,863)
Omitted Taxes	29,858
2014 County Property Tax Levy Cap:	108,305,292
2013 Adopted Levy (Gross):	105,887,740
Allowable Increase within Tax Cap	$ 2,417,552
Percentage Allowable:	2.28%

Economically Sensitive Revenue

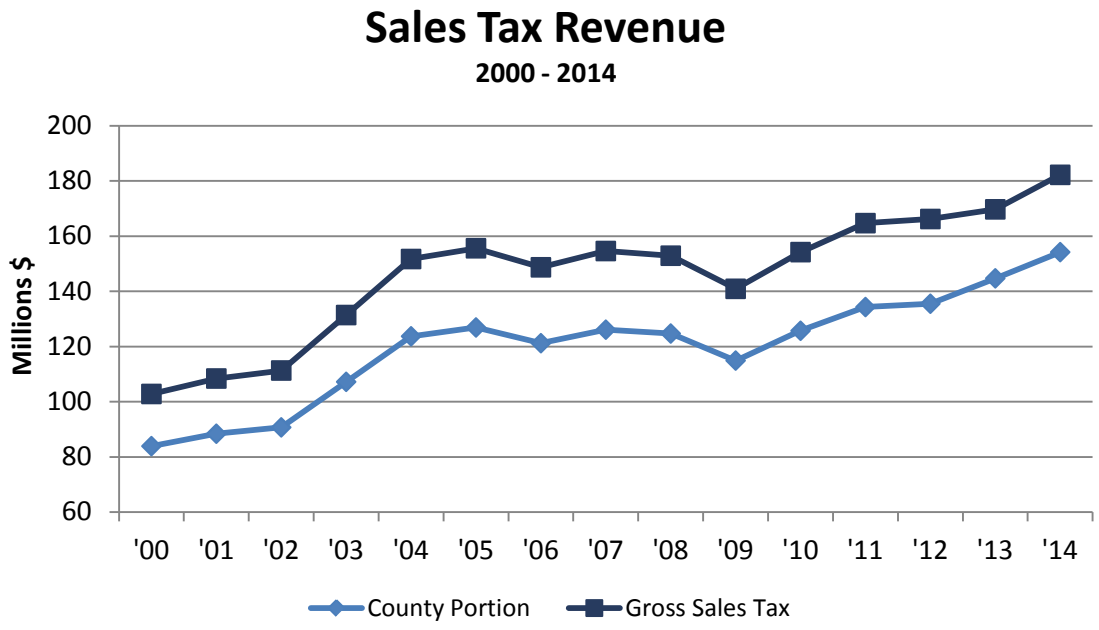
Certain revenues decline, sometimes significantly, due to economic conditions, causing other taxes or fees to be increased, or optional programs / services to be cut in order to balance the budget. Forecasting future revenues in these areas requires close monitoring and analysis of key economic

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, Interest Earnings, OTB, Hotel Surcharge, and Mortgage Recording Fee – 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. In 2003, an additional ¾ of 1% went into effect causing a significant revenue increase in 2003 and 2004. The County currently exempts sales tax on residential energy sources and services including natural gas, electricity, certain amounts of propane, steam, gas, fuel oil, coal and wood (for heating). In 2006, the County Legislature voted to exempt sales tax on clothing and footwear purchases under $110. This exemption was repealed effective March 1st 2010, resulting in significant gains in sales tax revenue that year. 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 new agreement guarantees the distribution of $25 million to municipalities and provides for the distribution of 18.453% of any growth in sales tax from the 2012 base year distributed by population. 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 and 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 2014 sales tax is based on projected growth from 2012 to 2013, growth between 2013 and 2014, and additional revenue from the repeal of the sales tax exemption on residential energy sources. Any growth in the gross sales tax receipts (including the additional revenue received from the repeal of the exemption on residential energy sources) between the 2012 base year and 2014 actual receipts will be shared with municipalities at a rate of 18.5% according to the sales tax contract.

2012 Base Year	**$ 166,186,650**
2013 Projected Growth	**3,474,883**
2014 Projected Growth	**4,681,535**
Repeal of Residential Energy Exemption	**7,897,293**
Total 2014 Gross Sales Tax Projection	**$182,240,361**

The **2013 Sales Tax projections** are based on the following assumptions:

National Economy

- National economic growth continues in the second half of the year, with GDP increasing by 2.4%.
- Economic drivers, such as, inventory building, rising motor vehicle sales, and an improving housing market are expected to strengthen in 2013.
- Consumer spending will grow over 2% in 2013.
- Inflation will remain stable with no change in short-term interest rate expected.
- Oil prices are assumed to remain relatively stable at around $95 to $100 per barrel.

Dutchess County Economy

- The regional economy should continue to grow at a modest pace through the remainder of 2013.
- The housing sector will continue to see growth through the end of the year.
- Unemployment is expected to decline to lower levels than the 2012 rate of 7.9%; unemployment through August 2013 is 7.0%.

The **2014 Sales Tax projections** are based on the following assumptions:

National Economy

- National Economy expands at a modest pace with GDP increasing by 3.0% in 2014.
- The main drivers of economic growth in 2014 will be inventory building, rising motor vehicles sales, improving housing market, and increasing output and hiring in the small business sector.
- Corporate profits will strengthen business spending in 2014.
- Consumer spending is expected to grow at a rate of 2.8% in 2014.
- Inflation should remain stable in the coming year.
- No significant change in Fed policy or interest rate policy is expected through 2014.
- Oil prices are assumed to decline slightly to around $85 to $95 per barrel.

Dutchess County Economy

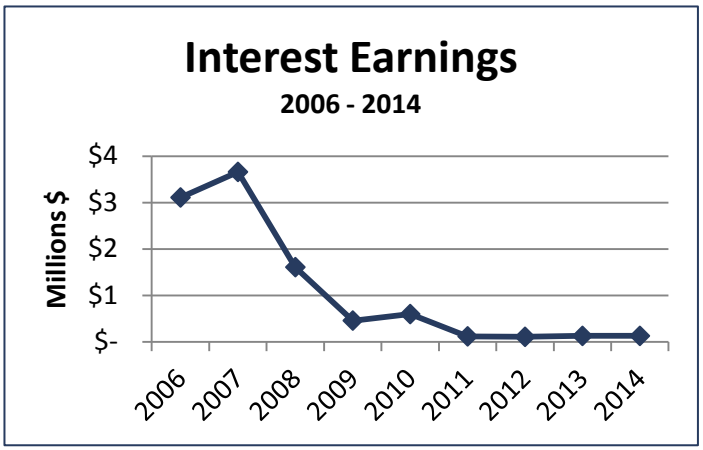
- Dutchess area employment should increase between 0.5% or 1,200 jobs and 1.0% or 2,500 jobs in 2014, with unemployment projected to decline to 6.9% in 2014.
- Economic drivers in the local economy in the coming year include business and professional services, health care, construction, leisure and hospitality and retail trade.
- Recovery in the regional housing sector will continue.

The revenue projections from the repeal of **sales tax on residential energy** sources are based on the following assumptions:

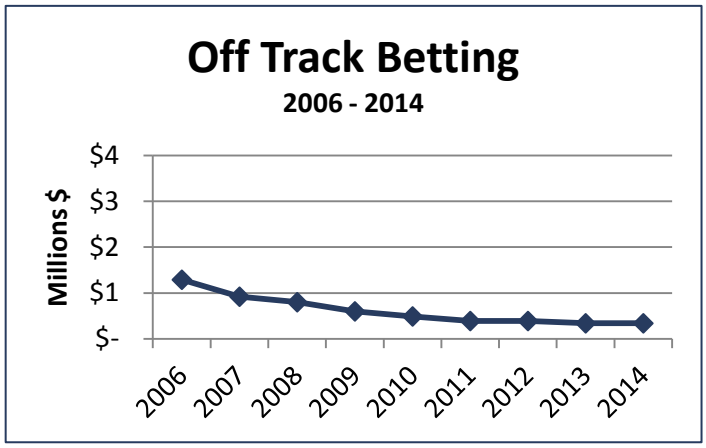
- Taxable energy sales per household average is estimated to be approximately $2,550 annually.
- Total energy sales in Dutchess County (based on the average sales per household and 107,000 households) are expected to be $273 million.
- The repeal of the exemption will go into effect March 1st, 2014.
- Uncertain weather conditions, exemptions and energy prices could impact revenues.

Interest Earnings

Interest earnings have declined dramatically in the past several years as interest rates have dropped. Limited excess cash flow for short term investments have also reduced total interest earnings as seen in the accompanying chart. In 2014, we expect that interest rates are unlikely to rebound and will produce level interest earnings with the prior year.



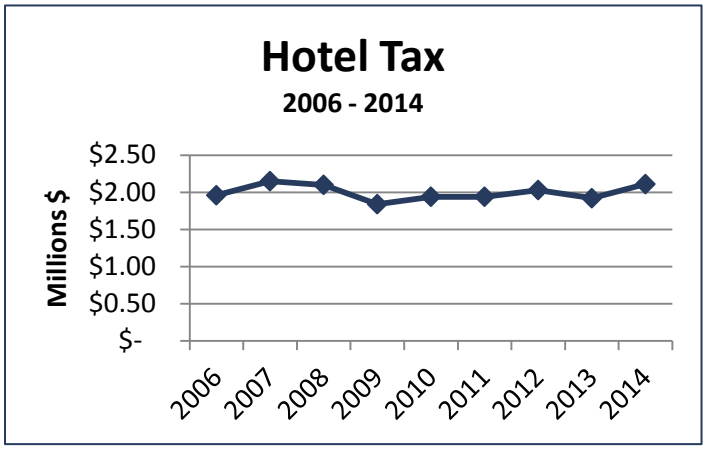
Off Track Betting



Dutchess County has received informal indications from the State that Off Track Betting (OTB) revenues are likely to remain level with the prior years following the trend of 2011-2013. There are no significant policy changes anticipated that would dramatically impact this revenue stream.

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 2014 budget assumes that tourism, leisure and hospitality sector will experience slight growth in the coming year.



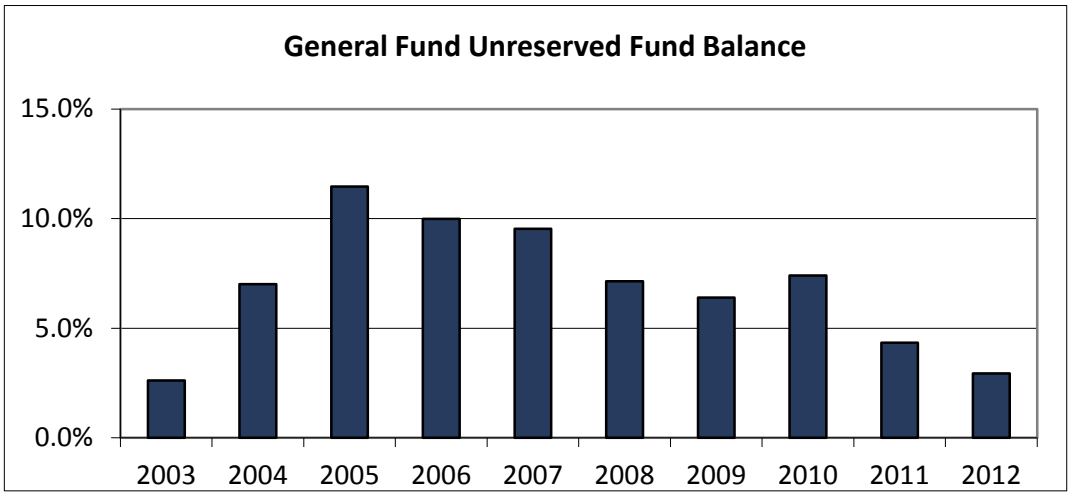
Mortgage Recording Fee

The 2013 budget included a mortgage recording fee revenue estimate of $4.8 million pro-rated for a mid-year implementation and based on a percentage of the mortgage amount paid as a one-time fee at the time of closing. This revenue was expected to yield $7 million annually to help county government offset the cost of state mandates and other operational cost increases. When the 2013 budget was developed, there were assurances from Albany there would be support for the required State "home rule" authorization to implement this needed revenue stream. However, state support did not materialize creating a $4.8 million revenue shortfall in the 2013 budget.

Appropriated Fund Balance

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 return to at year end. Fund balance can be appropriated as a source of revenue to offset tax increases, or 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 that a county's fund balance minimally be 5-10% of the county budget. For Dutchess this means the county's fund balance should be between $20 million and $40 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 2012 was $12.1 million.



	General Fund Revenues (in millions)	Unreserved General Fund Balance (in millions)	General Fund Balance As a % of Revenues
2003	$290.7	$7.6	2.61%
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	$403.5	$29.9	7.41%
2011	$416.9	$18.1	4.34%
2012	$411.4	$12.1	2.94%

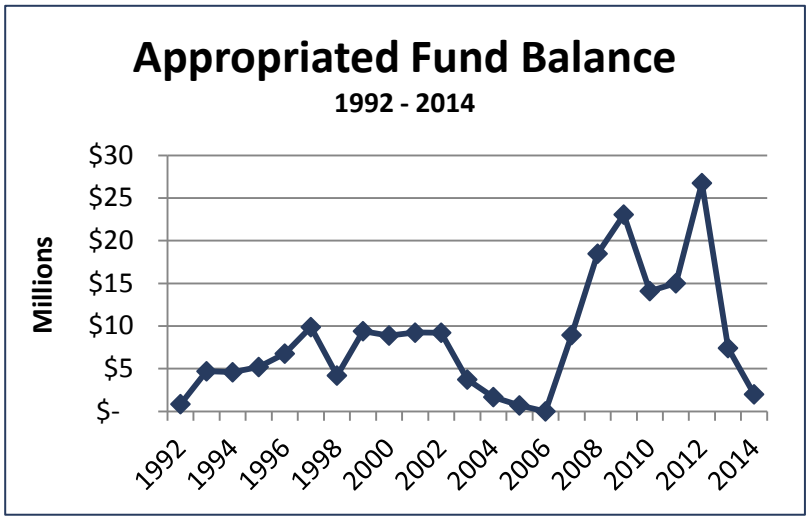
Fund balances for the remaining county funds are summarized in the table below, which details reserves and appropriations of all fund balances.

Summary of Fund Balances for All Funds 2012 - 2014

Fund Balance

Fund Name	Unreserved 12/31/2012	Appropriated 2013 Budget	Available 1/1/2013	Add'l Approps as of 10/2013	Estimated 12/31/2013	Adopted 2014 Budget
General	$ 12,072,960	$ 5,400,000	$ 6,672,960	$ 2,261,875	$ 4,411,085	0
Community Development	69,361	-	69,361		69,361	
Road	1,446,955	750,000	696,955		696,955	600,000
Machinery	195,687	200,000	(4,313)		(4,313)	
Enterprise Airport	(1,081,974)	-	(1,081,974)		(1,081,974)	
Enterprise Transportation	3,655,503	69,500	3,586,003		3,586,003	400,000
Capital Projects	26,582,016		26,582,016		26,582,016	
Self Insurance - Workers Comp	3,725,657	1,000,000	2,725,657		2,725,657	1,000,000
Total	**$ 46,666,165**	**$ 7,419,500**	**$ 39,246,665**	**$ 2,261,875**	**$ 36,984,790**	**$ 2,000,000**

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



After several years of large appropriations of general fund balance, such as the 20 year high appropriation of nearly $24.5 million in the 2012 budget, the general fund balance has declined significantly. The County ended 2012 with an audited general fund balance of $12.1 million, a decrease of $6 million from the 2011 year end audited general fund balance of $18.1 million.

As reflected in the County's audited financial statements for the year ended December 31, 2012, this change in fund balance was primarily due to a receivable that was recorded twice within the General Fund. As a result, the County's revenues and fund balance were overstated in prior years and required a prior period adjustment to beginning fund balance for the year ended December 31, 2012 to remove the net $6.7 million receivable amount.

A corrective action plan has been developed and the department is working with New York State to receive additional claims training and will implement policies and procedures to include improved communication with the County's Finance Department to maintain the most current and accurate revenues and aging analysis on a continuous basis. Additionally, a new Director of Budget and Finance

was established in the 2014 budget for the department to strengthen fiscal management and oversight, and to provide for more internal controls within the financial processes of the department.

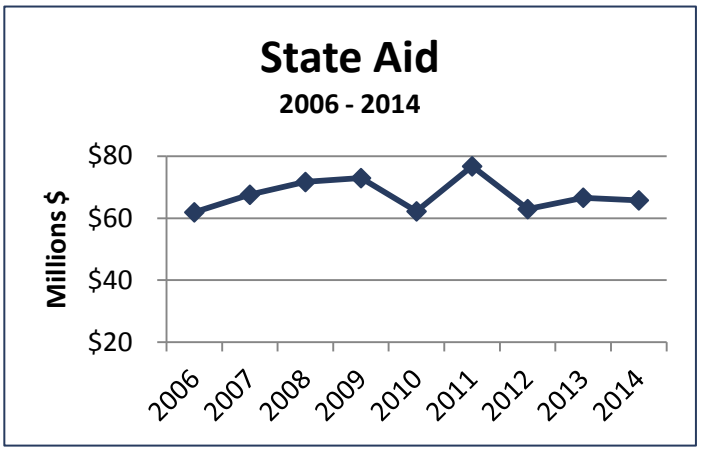
For the first time since 2006, the adopted budget includes no appropriation of general fund balance, with only modest appropriations from the Road Fund (D), Public Transportation Fund (ET), and the Worker's Compensation Fund (S) demonstrating our goal to replenish and protect fund balance. We will be 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.

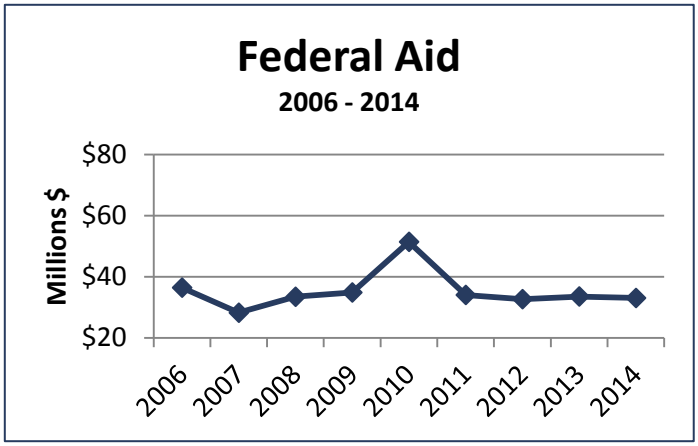
Fund Balance Applied	
Fund	**Amount**
General Fund- A	0
Road Fund- D	600,000
Public Transportation Fund- ET	400,000
Self- Insurance Fund- S	1,000,000
Total	**2,000,000**

The 2014 $2,000,000 appropriation of fund balance is $5,419,500 less than the $7,419,500 fund balance appropriated in the 2013 adopted budget, and $24,756,178 less than the $26,756,178 fund balance appropriated in the 2012 budget.

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 have to 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. Fiscal challenges at the state level have impacted state aid, causing reductions in revenue in recent years.





Various adjustments caused by temporary stimulus funding made available through the Federal American Recovery and Reinvestment Act of 2009, created anomalies in Federal and State Aid in recent years. This funding has concluded, and both state and federal aid are down slightly from the prior year.

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 2014 budget, several user fees, including park programming fees, and health inspection monitoring fees, have been adjusted to help offset the cost of providing valuable services.

2014 Adopted Budget
Summary by Fund

Fund	Total Appropriations	LESS Non-Property Tax Revenues[1]	LESS Appropriated Fund Balance	Balance of Appropriations to be Levied
General	$ 414,138,562	$ 317,632,922	$ -	$ 96,505,640
Road	10,305,870	1,867,370	600,000	7,838,500
Machinery	2,651,170	21,150		2,630,020
Airport	2,546,324	2,546,324		0
Public Transportation	7,300,815	6,900,815	400,000	0
Self-Insurance	2,394,420	1,394,420	1,000,000	0
Total	**$ 439,337,161**	**$ 330,363,001**	**$ 2,000,000**	**$ 106,974,160**

Provision for Uncollected Taxes	800,000
Provision for Tax Refunds	200,000
Total Property Tax Levy	**$ 107,974,160**

Note: Includes General Fund Contributions to Airport and Public Transportation Funds.

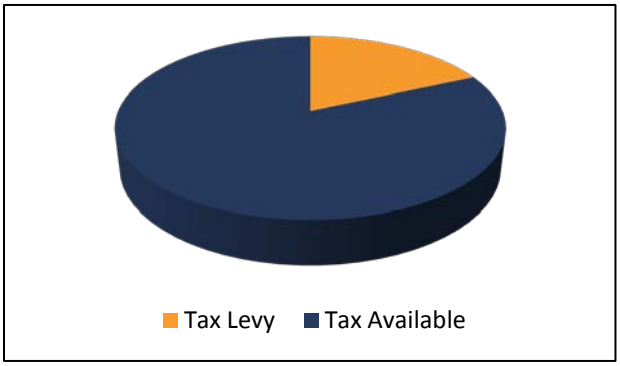
2014 Adopted Budget
Property Tax Levy & Rate

Item Descriptions	2011 Adopted Budget	2012 Adopted Budget	2013 Adopted Budget	2014 Adopted Budget
Appropriations	$ 403,883,387	$ 411,356,384	$ 409,222,737	$439,337,161
Non-Property Tax Revenue	(289,292,492)	(281,813,820)	(296,915,497)	(330,363,001)
Approp. Fund Balance & Reserves	(15,015,100)	(26,756,178)	(7,419,500)	(2,000,000)
Provision for Uncollected Taxes	800,000	800,000	800,000	800,000
Provision for Tax Refunds	200,000	200,000	200,000	200,000
Property Tax Levy	**$ 100,575,795**	**$ 103,786,386**	**$ 105,887,740**	**$ 107,974,160**
True Value Assessments	$ 32,811,057,769	$ 31,895,759,238	$ 30,660,118,245	$ 29,575,302,089
Property Tax Rate/$1,000	$3.06	$3.25	$3.45	$3.65

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.

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.



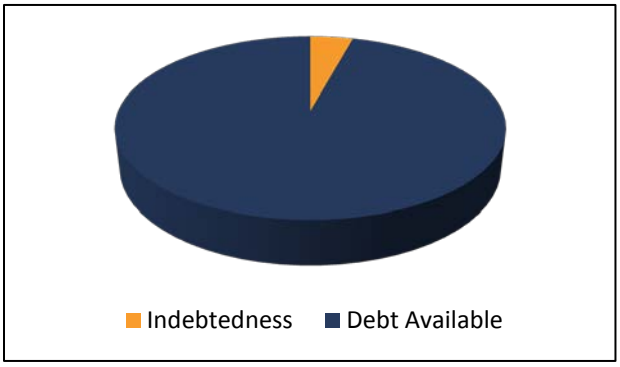
2014

Total Taxing Power	$502,750,291	
Tax Levy*	$ 91,217,465	18.34%
Tax Margin Available	$410,532,826	81.66%

*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.



2014

Debt Limit	$2,356,131,769	
Total Indebtedness	$ 99,504,871	4.22%
Debt Limit Available	$2,256,626,898	95.78%

Capital Projects & Debt Service

Overview

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." Whenever possible, the County also pursues federal, state and other funding opportunities to help pay for capital improvement costs.

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 the application to the rating agency. For more information regarding debt service policy, refer to the Budget Overview – Financial Policies section of this document.

Ongoing Projects

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 2014.

- Energy Efficiency Improvements at Various County Facilities
- Roof Replacement Program
- HVAC Piping & Infrastructure Replacement Program
- Highway & Bridge Improvement & Reconstruction
- Highway Construction Vehicles

- Airport Maintenance and Obstruction Removal
- Dutchess Community College Infrastructure Improvements
- Open Space & Farmland Protection
- 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 2014

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 2014 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 2014.

Non-Recurring Capital Projects for 2014		
Department	**Project**	**Estimated County Cost ($000)**
Central & Information Services	Aerial Photos & Planimetrics for GIS	$160.0
DPW – Buildings	Emergency Response Equipment Garage Expansion	$350.0
DPW – Buildings	Auto Service Center Operational & Interior Improvements	$1,000.0
DPW – Buildings	County-Wide Hazmat Survey & Budget Report	$450.0
DPW – Buildings	Emergency Generators for Various county Facilities	TBD
DPW – Buildings	Sanitary System Repairs at 47 Cannon Street	$150.0
DPW – Parks	Harlem valley Rail Trail Rehabilitation	$85.0
DPW – Parks	Electrical upgrades at Bowdoin and Wilcox Parks	$80.0
	Total	**$2,275**

For detailed information regarding these projects, including project descriptions and total project costs, please refer to the 2014 Capital Improvement Program.

Impacts on Operating Costs

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 2014 Debt Service Obligation by Fund is detailed in the table below and includes the borrowing that occurred in 2013.

2014 Debt Service Summary by Fund			
Fund	**Serial Bond Principal**	**Serial Bond Interest**	**Debt Service Totals**
General Fund	12,688,248	3,233,595	15,921,843
Community College	1,323,661	269,908	1,593,569
Airport	359,977	130,508	490,485
Public Transportation	167,985	49,933	217,918
Total	**14,539,871**	**3,683,944**	**18,223,815**

The below table indicates the projected 2014 debt service by department, including the borrowing that occurred in 2013.

2014 Debt Service Summary by Department			
Department	**Serial Bond Principal**	**Serial Bond Interest**	**Debt Service Totals**
Community & Family Services	$48,000	$3,056	$51,056
Community College	$1,323,661	$269,908	$1,593,569
Comptroller	$381,800	$33,579	$415,379
DPW Airport	$359,977	$130,508	$490,485
DPW Buildings	$4,282,203	$1,076,132	$5,358,335
DPW Highway & Engineering	$4,569,562	$1,073,230	$5,642,792
DPW Parks	$816,224	$369,506	$1,185,730
Emergency Response	$700,982	$306,424	$1,007,406
Jail	$738,000	$64,978	$802,978
Public Transportation	$167,985	$49,933	$217,918
Office of Central and Information Systems	$595,745	$130,377	$726,122
Planning & Development	$496,989	$154,281	$651,270
Probation & Community Correction	$45,743	$15,095	$60,838
Sheriff	$13,000	$6,937	$19,937
Total	**$14,539,871**	**$3,683,944**	**$18,223,815**

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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General Government Support

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Courts

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:

In October, the County Legislature authorized an additional $525,000 to pay for projected assigned counsel costs through the end of the year, increasing the 2013 Family Court assigned counsel budget from $1.17 million to $1.69 million. This increase is due in part to an increase in the number of cases and the hours worked by 18B attorneys on those cases in 2013, as well as the delay in the transition and expansion of the Public Defender's Family Court Unit intended to reduce these costs.

The 2014 executive budget includes continued funding for the Public Defender's Family Court Unit to reduce Family Court assigned counsel costs by an estimated $633,000 next year. Two additional Public Defender attorneys and a second legal secretary dedicated solely to Family Court were hired this fall, bringing the total staff in this unit to four attorneys and two legal secretaries. Staff and administrative costs for this unit are covered 100% by NYS Indigent Legal Services (ILSF) grant funding. In 2014, the Family Court Unit will address approximately 50% of the family court cases.

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.

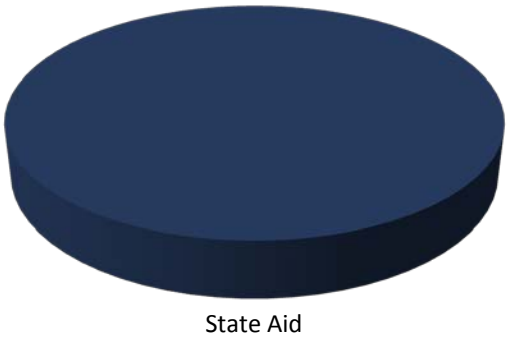
Courts Fiscal Summary

Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 2,338,619	$ 1,677,618	-28%
Revenues	$ 472,168	$ 232,825	-51%
County Cost	$ 1,866,451	$ 1,444,793	-23%

2014 Adopted Appropriations

2014 Estimated Revenue



Board of Elections

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: registration and maintenance of voter registration submissions; 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; take delivery of and process 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; ensure 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Voter Registration - Includes Local, Central Mail & NVRA	16,521	17,000	23,000	6,000	35.3%
Cancellations	1,073	1,000	750	(250)	-25.0%
Movers - within County	6,118	7,000	7,200	200	2.9%
Mail Check Mandated	154,264	170,173	160,500	(9,673)	-5.7%
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	44	41	45	4	9.8%
Public Awareness Sessions	1	-	-	-	
Polling Sites	128	102	102	-	0.0%
Polling Sites handicap accessible	128	102	102	-	0.0%
Digitization Images from new registrations	16,521	17,000	23,000	6,000	35.3%
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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Absentee Primary:					
Applications	675	150	1,300	1,150	766.7%
Ballots Mailed and Retro	657	350	800	450	128.6%
Absentee General:					
Applications	6,823	1,300	3,500	2,200	169.2%
Ballots Mailed and Retro	7,841	2,200	3,200	1,000	45.5%
Affadavit Ballots	2,797	300	900	600	200.0%
Military & Special Federal	909	116	348	232	77.3%

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

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Petitions Filed & Caucus	121	1,500	123	(1,377)	-91.8%
Campaign Filers Forms	5	13	5	(8)	-61.5%

Board of Elections

Goal:	To conduct voter education and outreach to area high schools				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Youth Voter Registration	758	975	1,000	25	2.6%
Schools served	8	9	9	-	0.0%
Goal:	Provide new voter registration forms to all community groups in a timely manner.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Post Offices	3,500	3,500	3,500	-	0.0%
Schools	1,100	1,300	1,400	100	7.7%
Town Halls	2,100	2,100	2,100	-	0.0%
Community Groups	3,000	3,000	3,000	-	0.0%
Mailed Registrations processed	6,006	5,350	7,300	1,950	36.4%

KEY BUDGETARY ISSUES:

The 2014 recommended budget for the Dutchess County Board of Elections (BOE) represents a 5% increase in appropriations compared to 2013, acknowledging the BOE will administer three major elections in the upcoming year. The 2014 net to county cost for BOE is down 3.8% due to revenues accrued through HAVA (Help America Vote Act).

There are no salary increases for BOE staff included in the 2014 budget consistent with all other county employees.

Due to a shift in policy set by the County Executive and County Legislature last year, the BOE is no longer reimbursed through election charge backs to local municipalities and is funded through the County Budget.

2013 Accomplishments

In 2013, the BOE continued to provide election programming and voting machines to schools and villages. Last year also brought the challenge of creating and altering election districts per the change of Election Law placing the sole responsibility with individual County Boards of Elections, whereas in the past, municipalities held that authority. This task required communicating with municipalities with ward systems of government to incorporate the creation or revision of new or redrawn wards into their registration system. The creation of new election districts and the assignment of voters to these divisions were also accomplished. New poll sites were visited as well as existing sites for accessibility inspections and retrofitting of poll sites. New maps have also been created through the use of Maptitude Software. Due to the recent redistricting, the Dutchess County Board of Elections was able to accomplish significant consolidation of election districts, and in turn, poll sites. The reduction of election districts has allowed the opportunity to utilize poll sites that are most strategically located, ADA compliant and appealing for voters. This accomplishment saves the county money through the utilization of less Election Day workers, transportations costs, interdepartmental printing, and commercial printing costs.

This year the BOE has also carefully researched and compared commercial printing vendors to obtain the best quality of service and cost effectiveness for Dutchess County. The provided service will allow the BOE to fulfill state regulations such as the MOVE Act, the MOA- Language Access Program which requires Spanish registrations and ballot to be printed, and expedited processing of data and delivery of goods at a more inclusive and cost effective rate.

In 2013, the BOE finalized an agreement with the New York Attorney General's Office to implement a Language Access Program specifically tailored for Dutchess County Voters of Puerto Rican heritage with limited English proficiency. The agreement recognizes Dutchess County's cooperation with the Attorney General and commitment to fair and efficient democratic process. The BOE has been tasked to recruit and identify sufficient numbers of bi-lingual poll workers for certain polling places on Election Day and enhance training for all election inspectors regarding the requirements for providing language assistance. This agreement outlines a sufficient number of Spanish ballots and registration materials to be available for elections for the next five years in certain election districts in Poughkeepsie, Beekman, Beacon, Wappingers and Fishkill.

Staff at the BOE has also worked to improve the quality of training and instruction of Election Day Workers through the use of updated testing materials and technology that has been used to aid in the instruction process. Also, the website has been revamped to be more informative and easily navigated to aid the public in the election process.

2014 Initiatives

In 2014, the Dutchess County Board of Elections will be tasked to administer three elections; the 2014 Federal Primary, the 2014 State Primary Election and the 2014 General Election. The goal of The BOE 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.

It is the goal of the BOE to continue to train qualified and informed Election Day Workers through the use of effective teaching tools and evolving technology. Through the use of the Federal HHS Disability Access Improvement Grant, poll sites will be continually evaluated for ADA compliance and accessibility.

Voter outreach will continue through visits to local High Schools, collaboration with New York Motor Vehicle, and other New York agency based organizations. The BOE will also continue to fulfill FOIL requests and provide assistance to the public, candidates, school districts, library districts, fire districts, villages and towns.

Election costs will be monitored through the use of interdepartmental services, vendor comparisons and vendor negotiations. Each election dictates the required number of election districts and poll sites. BOE goal of cost reduction will be realized through consolidation of election districts and poll sites which ultimately results in fewer Election Day workers, and cheaper transportation and printing costs.

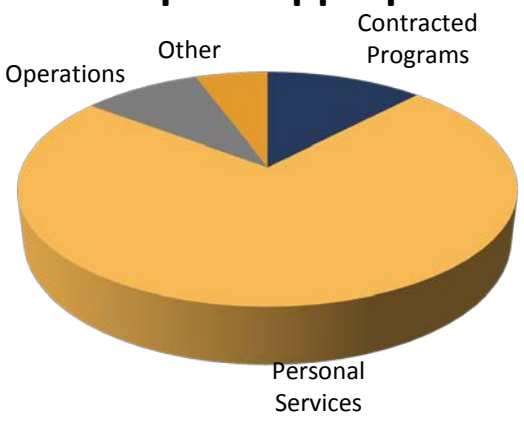
The BOE is fortunate that staff has developed the expertise to handle these challenges and will continue to deliver the highest standards of election administration.

Board of Elections Fiscal Summary

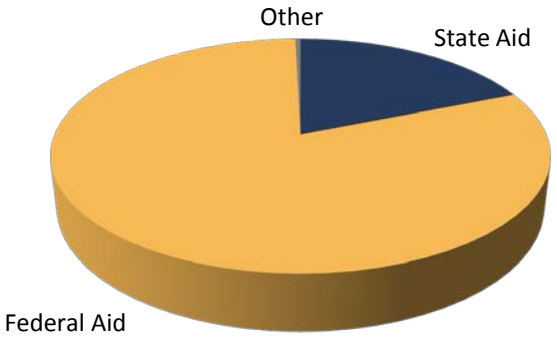
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 2,306,393	$ 2,425,962	5%
Revenues	$ 50,475	$ 254,841	405%
County Cost	$ 2,255,918	$ 2,171,121	-4%

2014 Adopted Appropriations



2014 Estimated Revenue



Board of Elections

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	1,552,382	1,216,290	1,228,790	1,284,413	55,623	4.53%
Employee Benefits	409,055	431,897	433,631	489,580	55,949	12.90%
Personal Services	1,961,437	1,648,187	1,662,421	1,773,993	111,572	6.71%
Employee Travel, Train & Educ	18,931	11,990	14,990	14,735	(255)	-1.70%
Communication	0	1,200	1,200	1,200	-	0.00%
Supplies	39,849	33,500	31,500	32,500	1,000	3.17%
Utilities	2,309	18,357	18,357	9,187	(9,170)	-49.95%
Interdepartmental Services	74,345	74,628	74,628	77,955	3,327	4.46%
Interdepartmental Programs & Srv	74,345	74,628	74,628	77,955	3,327	4.46%
Contracted Services	421,197	292,919	294,919	294,566	(353)	-0.12%
Operations	231,948	214,378	208,378	221,826	13,448	6.45%
Total	2,750,015	2,295,159	2,306,393	2,425,962	119,569	5.18%
OTPS	788,578	646,972	643,972	651,969	7,997	1.24%
Departmental Income	801	2,500	2,500	1,000	(1,500)	-60.00%
Intergovernmental Charges	185,666	0	0	0	-	
Sale of Prop and Comp for Loss	10	0	0	0	-	
Misc. Local Sources	183	0	0	0	-	
State Aid	4,081	35,904	35,904	48,313	12,409	34.56%
Federal Aid	11,119	12,071	12,071	205,528	193,457	1602.66%
Total	201,860	50,475	50,475	254,841	204,366	404.89%
Net to County	2,548,155	2,244,684	2,255,918	2,171,121	(84,797)	-3.76%

Board of Elections Organizational Structure

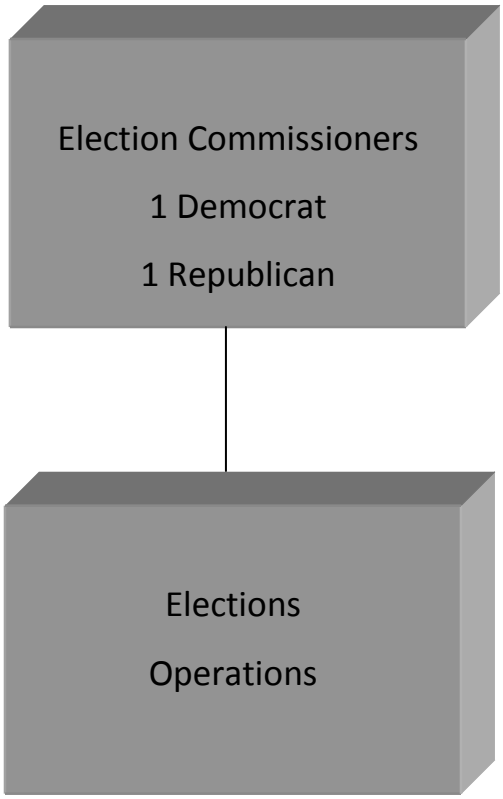


Table of Organization

Position Title	Pay Grade	# of Positions
Board of Elections:		
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	6
Total:		16

Comptroller

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

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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 Community and Family Services payments. Approves and processes purchases from County Storeroom through inventory journals.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Invoice Transactions	26,030	30,000	30,000	-	0.0%
Capital & Contract Invoices Processed (included in line 1)	6,793	6,800	6,800	-	0.0%
P-Card Transactions Audited	3,079	3,500	3,500	-	0.0%
Employee Reimbursement Transactions	4,241	5,000	5,000	-	0.0%
Social Services Warrants - Audit	1,104	1,000	1,000	-	0.0%
Inventory Journals	183	175	175	-	0.0%

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

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
County Payrolls Audited - 33 (as of 2011) Departments, plus adjustment memos	858	858	858	-	0.0%
Legislator Payrolls Audited	12	12	12	-	0.0%
Public Transportation Payrolls Audited	52	52	52	-	0.0%
Election Worker Payment Review	2,088	1,596	1,596	-	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Contracts Received & Processed	1,153	1,300	1,300	-	0.0%
Purchase Orders / Vouchers	2,433	2,100	2,100	-	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Audits Completed	10	12	12	-	0.0%
Audits in Progress		4		(4)	-100.0%
Contract Agencies	7	8	6	(2)	-25.0%
County Departments/ Entities	3	4	6	2	50.0%
Contracts Reviewed	60	63	70	7	11.1%
Grants Reviewed	20	6	8	2	33.3%
Capital Projects Reviewed		10	10	-	0.0%
Special Reports	3	1	1	-	0.0%

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

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
A87 Costs	$2,226,090	$2,731,302	$3,326,298	$594,996	21.8%

Key Budgetary Issues

The 2014 proposed budget's expenditures are dominated by necessary personnel costs and fees for required consultants. This budget request also includes funding to continue the professional training required of audit organizations and minimum staff to meet the requirements of the office.

2013 Accomplishments

The Comptroller's Office has nine internal and agency audits completed or in-process, and will complete an unknown amount of additional audits for release by the end of 2014, due to personnel shortfalls and political realities.

The Comptroller's Office incorporated review of financial statements, CHAR 500 and IRS 990 filings into agency audits. Their 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. They will continue the practice of our 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. They also began implementing paperless transactions for LOGOS with multiple County departments.

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 2012 Dutchess County Financial Statements. They supported and completed the A-87 Indirect Cost Allocation Report to support additional federal claiming by the County.

2014 Initiatives

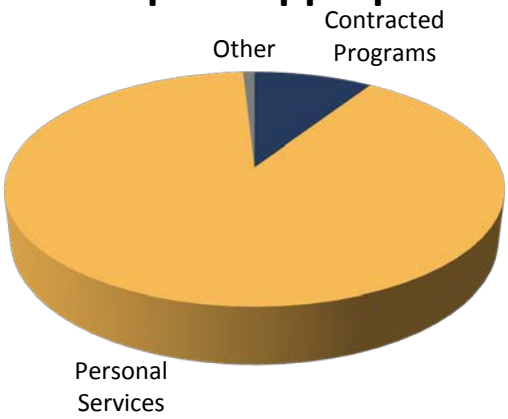
The Comptroller's Office will continue to enhance post audit activities refine and enhance FMS processes, and support the new contract module as it is implemented. They will continue to follow-up on agency and department audits, and prioritize their audit efforts on high-dollar/high-risk payment contracts,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

Comptroller Fiscal Summary

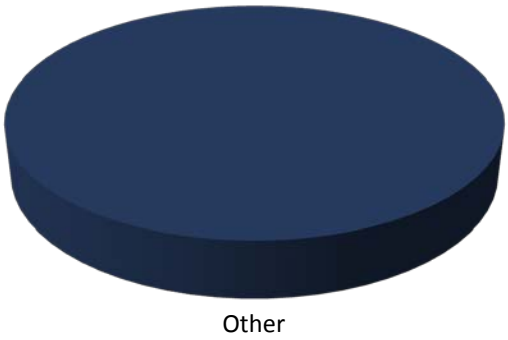
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 1,499,132	$ 1,453,096	-3%
Revenues	$ 12,500	$ 12,500	0%
County Cost	$ 1,486,632	$ 1,440,596	-3%

2014 Adopted Appropriations



2014 Estimated Revenue



Comptroller

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	939,040	824,926	834,426	878,871	44,445	5.33%
Employee Benefits	416,903	388,218	407,450	428,093	20,643	5.07%
Personal Services	1,355,943	1,213,144	1,241,876	1,306,964	65,088	5.24%
Employee Travel, Train & Educ	837	5,010	5,010	5,010	-	0.00%
Supplies	1,885	2,835	2,835	2,835	-	0.00%
Interdepartmental Services	5,061	6,261	6,261	4,782	(1,479)	-23.62%
Interdepartmental Prog & Srv	5,061	6,261	6,261	4,782	(1,479)	-23.62%
Contracted Services	237,050	243,000	243,000	133,355	(109,645)	-45.12%
Operations	0	150	150	150	-	0.00%
Total	1,600,777	1,470,400	1,499,132	1,453,096	(46,036)	-3.07%
OTPS	244,834	257,256	257,256	146,132	(111,124)	-43.20%
Departmental Income	14,924	12,500	12,500	12,500	-	0.00%
Misc. Local Sources	413	0	0	0	-	
Total	15,337	12,500	12,500	12,500	-	0.00%
Net to County Cost	1,585,440	1,457,900	1,486,632	1,440,596	(46,036)	-3.10%

Comptroller Organizational Structure

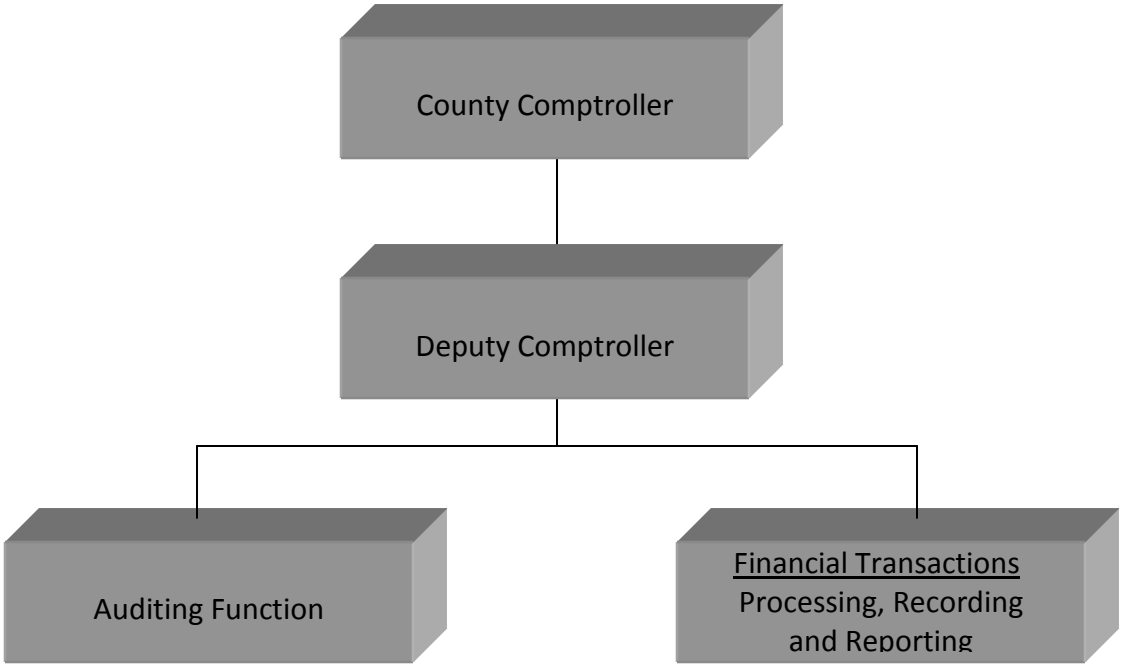


Table of Organization

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

Office of Central and Information Services

Functions

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

Division of Information 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

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.

    - Purchasing 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, local Municipalities, Towns, Villages, Fire Districts, etc. The Division will assist in the continued development and enhancement of a County wide purchasing cooperative and other shared services to further reduce costs to 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
County Web-site average monthly pages	460,000	580,000	600,000	20,000	3.4%
ParcelAccess and GeoAccess average monthly pages *	579,000	563,000	570,000	7,000	1.2%

Goal: Improve and expand services for County departments.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Help Desk Calls for Service	3,251	3,300	3,350	50	1.5%
Computer Applications maintained for County Departments	89	100	106	6	6.0%
County Active Directory Network Clients	2,315	2,045	2,045	-	0.0%
County Wide Email Maintained (# Clients)	1,403	1,390	1,390	-	0.0%
Internet Service (# Clients)	784	794	781	(13)	-1.6%

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

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Fiber Optic Connections (# Sites)	11	12	12	-	0.0%
Cable/DSL Connections (# Sites)	21	22	23	1	4.5%
County Servers maintained	115	139	180	41	29.5%

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

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Install New and Replacement Workstations	182	175	175	-	0.0%

Goal: Expand GIS services and usage.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
GIS Data Layers developed/ maintained	156	156	156	-	0.0%

* These GIS applications were re-written. As part of this internal functions were consolidated; thus decreasing the number of pages served.

Office of Central and Information Services

Goal:	To provide a system with a cost effective and efficient procurement program.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Purchase Orders Issued	1,290	1,100	1,000	(100)	-9.1%
P-Card Transactions	3,079	4,068	4,570	502	12.3%
Dollar Value of PO's ($M)	$16.1	$9.5	$9.0	-$0.5	-5.3%
Goal:	To provide a cost effective, efficient and reliable telephone program.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Installations	7	50	20	(30)	-60.0%
Maintenance	338	224	30	(194)	-86.6%
Program	106	200	250	50	25.0%
Goal:	To provide a cost effective and efficient method of mail delivery.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# Pre-Sort Pieces	280,000	240,000	245,000	5,000	2.1%
# Full Rate Pieces	206,700	197,400	202,000	4,600	2.3%
Total Mail Pieces	486,700	437,400	447,000	9,600	2.2%
Total Postage $	$293,578	$338,000	$355,000	$17,000	5.0%
Pre-Sort Savings $	$10,000	$10,000	$10,000	-	0.0%
Goal:	To provide cost effective purchasing and efficient delivery of office supplies.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Requisitions Processed	1,495	1,800	1,900	100	5.6%
$ Value at Cost	$172,310	$190,000	$200,000	$10,000	5.3%
Revenue	$2,726	$2,500	$2,600	$100	4.0%
Goal:	To provide a cost effective and efficient method of printing.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Impressions	4,950,138	6,000,000	6,500,000	500,000	8.3%
# of Masters Used	1,391	1,600	1,600	-	0.0%
# of Requisitions	1,197	1,200	1,200	-	0.0%

KEY BUDGETARY ISSUES:

The 2013 consolidation of Computer Information Services and Central Services into the new OCIS has been very successful. Aside from more than $300,000 in annual savings, the integrated divisions have added efficiencies to operations and services.

Division of Computer Services

- The only new initiative in the proposed operating budget relates to support of the Enterprise Content Management (ECM) System.
- The Information Services division request includes a new Web Designer/Analyst position to focus on the analysis, design and support of the County Internet and Intranet websites, as well as work closely on a number of shared services projects with municipalities. The cost of this position is offset by the deletion of two positions in the Central Services Division. There are two position reclassifications. The staff count is five (5) less than it was thirteen (13) years ago.
- A $23,395 decrease in the 4628-Interdepartmental Expense line. This savings is due to the elimination of two large Computer Room Copier/Printers. Large quantity printing, like tax bills will now be done at the Central Services Print Shop.
- The only significant increase is in the 4609-Maintenance/Service line ($65,215). This increase is nearly all due to ECM and Network Infrastructure equipment that are coming off warranty. This equipment relates to the new integrated IP Phone/Data Network. The costs are about $10,000 lower than projected when the two related Capital Projects were approved.
- Included is $85,000 for computer equipment for County departments and OCIS. This equals the lowest amount in some 30 years.

Division of Central Services

- Budgeted 1010-Positions will be reduced at Central Services from 20 to 18.
- $4,000 reduction in 1040-St Overtime for 1610-Administration reflects less after hours work as a result of staff transitioning well into their new positions.
- 1650.4230.52 Cell Phone costs have been reduced by $33,486 (-26%) due to a new, New York State Contract.
- Lower than anticipated IP Phone/UCS software costs has resulted in a reduction of $25,000 (-38%) in the 1650.4609 Maintenance/Service line.
- There is a $36,319 (12%) increase in the 1670.4570.63 Rental/Lease line for the Copier Program. The $350,000 budget submission is based on projected costs for a new 42-month copier lease, as a result of a recent RFP. In 2013 Central Services re-leased the old copiers at a reduced rate which resulted in the 2013 $313,681 being artificially low. The new copier lease is actually about $20,000 less/year than the previous full lease that ended in 2012.

2013 Accomplishments

Below are some key 2013 OCIS and Central Services accomplishments:

Division of Computer Services

- The new IP-based phone system is implemented and has provided significant annual cost savings to the County. This was a joint venture between both divisions.
- Continued efforts on eGovernment initiatives. These include:
  - Late last year Division of Computer Services rolled out the redesigned County Website (dutchessny.gov); they also continued to make improvements in 2013. Their primary focus was to expand citizen engagement through new innovative services. At the center of this public outreach is the new DutchessDelivery service that allows residents to receive information directly via email or text message by subscribing to a broad-range of 60 topics. The public outreach is coupled with on-line services such as the new County Clerk Document Search System. This system allows Businesses and the Public to search and view images of 1,300,000 filed land and legal documents. There is a modest fee to download the documents. This is handled seamlessly through credit card processing. Since the system was implemented Spring 2012, 779,000 digital pages have been downloaded/printed.
  - As part of the County Executive's Shared Services initiative, DutchessDelivery has been offered to all municipalities at a much reduced cost. Three municipalities (V/Millbrook, T/Pawing and V/Pawling) have signed up for this service. They will be implemented by year-end. Additional municipalities have voiced interest; so Division of Computer Services expects more to come on board in 2014.
  - A new website Budget Survey was implemented that provides residents with information about how County property tax dollars are spent and impact of revenues. This provides the ability for residents to provide feedback about programs and services that are important to them. This is a joint project between the Budget Office and OCIS.
- Completion by year-end of two major applications to support the County Clerk operations.
  - Cash Receipts system that will allow acceptance of credit card payments at the public counters and Records Room.
  - Document Management system that replaces an old system that could no longer be supported.
- Work is underway on the recently funded Enterprise Content Management (ECM) project. The first "pilot" project involves County Contracts. The ECM system will be used county-wide to manage the life-cycle of a broad range of document types from initial publication or creation all the way through archival and eventual disposal. The primary goals and anticipated benefits for this enterprise-wide solution involve costs savings, staff efficiencies and productivity. These are to be achieved through:
  - Better storage, tracking, access and searching of documents;
  - Improved business processes and electronic workflows;
  - Enhanced cross-department document collaboration and shared access;
  - Reduction in printed copies of documents and expanded "green" initiatives;
  - Improved Records Retention adherence and eDiscovery capabilities; and
  - Reduction in documents at the Records Management Center which is currently nearing its capacity.
- New Personnel Actions workflow application. This time savings system is used by departments to submit requests to fill vacancies, new hires, position changes and Civil Service status changes.
- Ongoing Enhancements to Criminal Justice applications and planned reporting for Criminal Justice Council.

- Replacement of the outdated Microsoft Office 2003 and Outlook 2003 products with current software versions. This was a considerable undertaking. It allows for seamless integration with iPhones and other smart phones.
- Two large network/phone related County Building moves – Health Department and Medical Examiner went off without a hitch.
- Building a new DMH Server infrastructure at OCIS; this replacing the old servers that were previously housed at DMH. This provides a more secure and stable environment.
- 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 ongoing work on Disaster Recovery.
- National Award: The Center for Digital Government and the National Association of Counties (NACo) has recognized Dutchess County Government with the #2 ranking as the most digitally-advanced county government in the United States in the 250,000-499,000 population category in the 2014 Digital Counties Survey. Dutchess has ranked in the nation's top ten for the last decade, one of only six counties in the nation to be ranked for ten consecutive years.
- OCIS continues to be part of FAST to streamline operations and reduce costs.

Division of Central Services

- Continued participation in Dutchess County Chamber of Commerce events to assist local businesses in understanding how to compete for County goods and services. Sponsored a series of workshops along with the Chamber of Commerce and the Small Business Development Center to assist businesses in navigating the online procurement program the County utilizes to procure goods and services.
- Initiated a comprehensive shared services program. Met with many municipal officials to discuss opportunities to provide cost saving opportunities.
- Developed in-house marketing material to promote shared services.
- Met with many departments and division heads to discuss ways to improve services
- Analyzed county procurement procedures and transferred the posting of DPW bids and RFP's to Central Services.
- Completed the purchase of 30 new vehicles, 23 of which are replacements for the Sheriff's Department.
- Held auctions of surplus County vehicles and equipment creating revenue for the County.
- Redistributed 134 pieces of equipment to County departments, towns and municipalities following the Health Department relocation.
- Completed expansion of P-Card program with all interested departments. Transitioned to PaymentNet 4 with P-Card vendor.
- Awarded new contract for countywide copier program. Through a cooperative bid with the City of Poughkeepsie, Dutchess Community College and several municipalities the cost per machine was reduced.
- Successfully issued over 100 competitive quotes, bids, and RFP's providing savings to the County including:
    - Copiers
    - Transit buses

- Mass casualty trailer
- Paper cleaning products and miscellaneous supplies
- Agriculture and farmland protection plan
- Food services for inmates
- Office supplies
- Licensed insurance broker
- DOH-DMH operational review analysis
- Dutchess Stadium field replacement

- Joined with Rockland County, Albany County, Orange County, the Town of Colonie and Western Suffolk BOCES the ESMPG (Empire State Municipal Purchasing Group) provides a statewide inter-municipal purchasing cooperative which will combine the purchasing power of counties and municipalities to reduce prices.
- Transferred printing of municipal tax rolls and bills to the Print Shop.
- Cross trained mail staff on various print shop jobs.
- Soap dispenser standardization completed.
- Purchasing DPW supplies through the Storeroom inventory system and providing storage space for some items.

2014 Initiatives

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

Division of Information Services

Below are examples of how technologies will be used in 2014 to assist the County in these goals.

- Implement Unified Communications Systems (UCS) as part of expansion of the new IP Phone System. This is likely to include integration of email and voice mail as well a "pilot" project for video conferencing.
- Continue the 18-month Enterprise Content Management (ECM) "pilots" projects. Work in 2014 will likely involve:
    - Records Center Study
    - HR Records
    - Permits and Inspections
    - Legislative Resolutions
    - Preliminary work on a Public Portal
- Continue to expand DutchessDelivery for County departments and as a shared service for municipalities.

- Enhance and streamline the County Clerk's operation through the implementation of new systems involving:
    - County Clerk Corporate Electronic Filings (Development by OCIS)
    - NYS Court Electronic Filings (NYSCEF) System
- Continue the study of Public Transportation automation and computer information to improve its operations.
- Continue the expansion of Electronic Payments. As part of this, various candidate projects will be assessed.
- The Computer Services division will be part of a Data Workgroup to help assist the Criminal Justice Council (CJC) with its data/reporting needs for planning and evaluation.
- Training of County Staff on important cyber security issues, if funding is approved.
- Continue to further automate the Disaster Recovery process which involves mirroring the computer environment at the IBM Business Continuity and Resiliency Center.
- Keeping the network/server environment robust, to meet the needs of users. These activities include the installation of servers, network equipment, systems software and replacement workstations.

Division of Central Services

- Enhance and expand Shared Services efforts.
- During the course of a year Central Services will successfully execute over 100 quotes, bids and RFP's providing significant savings to the County.
- Enhance ESMPG cooperative efforts to share procurement costs between the members and increase membership.
- Be the lead agency for local cooperative bidding; seek cost savings for all local municipalities who participate.
- Make bids and RFPs more available for municipalities to utilize.
- Explore purchasing for towns and villages.
- Continue to coordinate activities with local business, not-for-profits, and municipalities to expand local participation.
- Create a web based ordering system for outside agencies on the Digital Storefront.
- Receive Print Shop requisitions electronically.
- Consolidate billing of print jobs and supplies used on jobs.
- Continue training Departments on asset tracking and their responsibilities.
- Participate in purchasing seminars to further professional purchasing development.
- Cross train mail staff on storeroom functions.

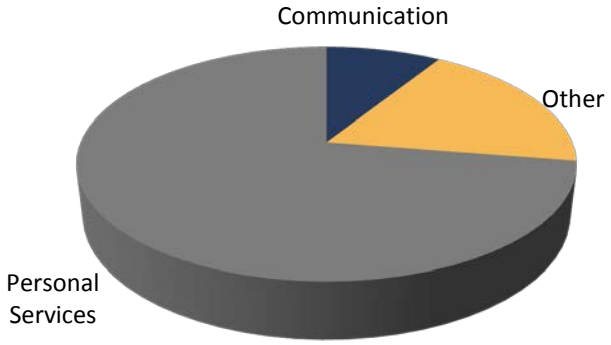
- Establish a program to sell some County surplus equipment on E-Bay to increase revenue.
- Create a database system to track surplus furniture and equipment.
- Continue to promote P-Card usage where it benefits the County. Encourage use of P-Card for County travel needs.
- Update the Central Services Policy and Procedure Manual.
- Continue standardization of County bathroom supplies through towel and toilet paper dispenser contracts.

Office of Central and Information Services
Fiscal Summary

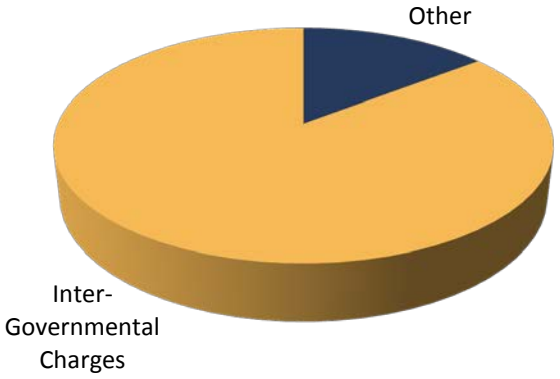
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 6,835,433	$ 6,805,431	0%
Revenues	$ 349,058	$ 391,892	12%
County Cost	$ 6,486,375	$ 6,413,539	-1%

2014 Adopted Appropriations



2014 Estimated Revenue

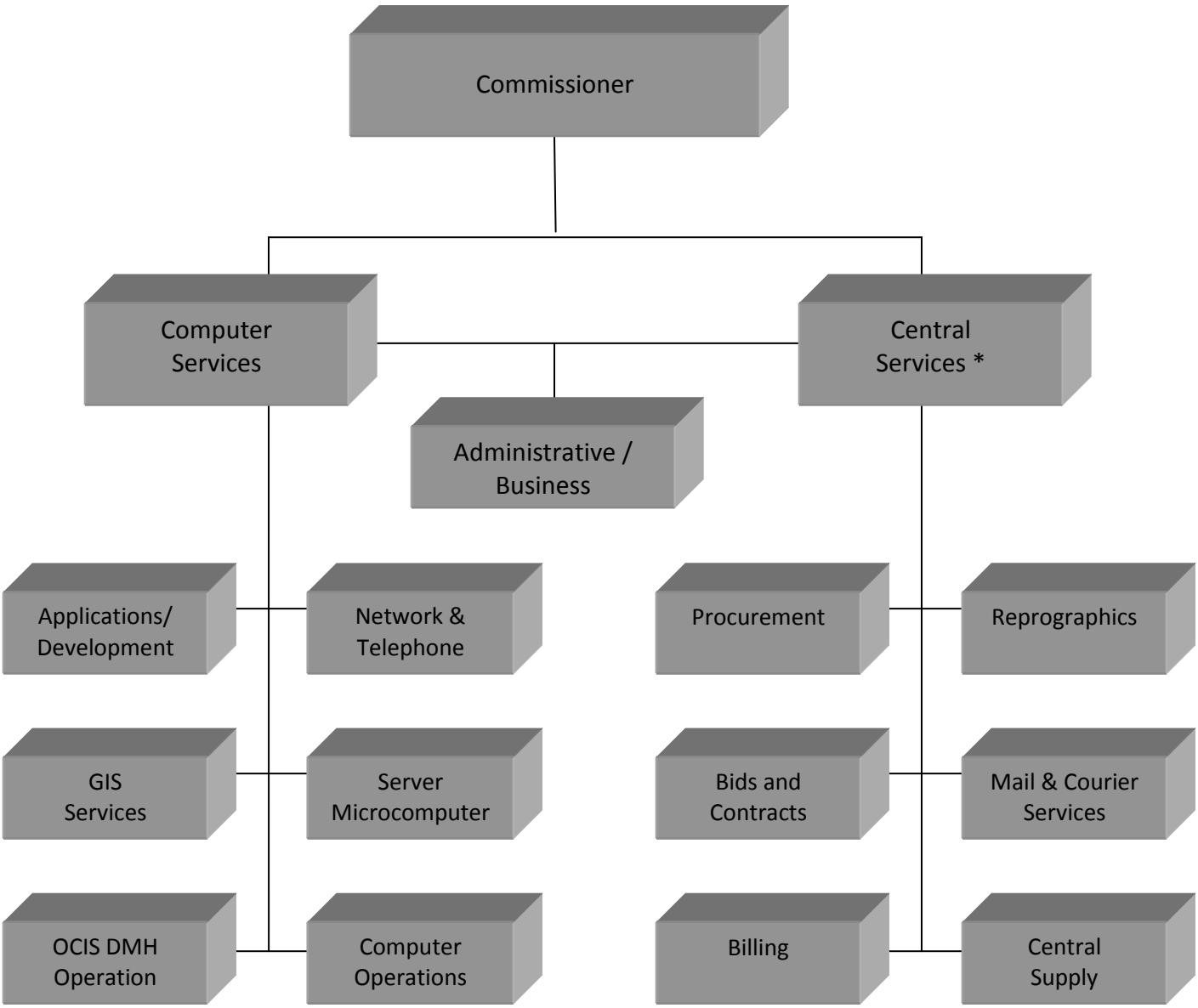


Office of Central and Information Services

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	4,388,694	4,340,444	4,386,251	4,300,652	(85,599)	-1.95%
Employee Benefits	1,921,114	1,986,592	1,943,638	1,992,679	49,041	2.52%
Personal Services	6,309,808	6,327,036	6,329,889	6,293,331	(36,558)	-0.58%
Employee Travel, Train & Educ	21,831	22,474	25,042	27,284	2,242	8.95%
Equipment (Non-Depreciable)	46,444	37,000	45,505	37,000	(8,505)	-18.69%
Equipment (Depreciable)	7,709	48,000	24,500	48,000	23,500	95.92%
Equipment	54,154	85,000	70,005	85,000	14,995	21.42%
Communication	825,205	686,194	677,004	606,139	(70,865)	-10.47%
Supplies	359,440	282,484	254,944	282,484	27,540	10.80%
Interdepartmental Services	(1,856,946)	(1,993,944)	(1,993,784)	(1,967,061)	26,723	-1.34%
Interdepartmental Prog & Srv	(1,856,946)	(1,993,944)	(1,993,784)	(1,967,061)	26,723	-1.34%
Contracted Services	25,605	37,000	43,100	37,000	(6,100)	-14.15%
Operations	1,185,017	1,386,143	1,429,233	1,441,254	12,021	0.84%
Total	6,924,114	6,832,387	6,835,433	6,805,431	(30,002)	-0.44%
OTPS	614,306	505,351	505,544	512,100	6,556	1.30%
Departmental Income	27,975	33,000	33,000	33,000	-	0.00%
Intergovernmental Charges	286,260	292,058	292,058	334,892	42,834	14.67%
Use of Money and Property	24,621	23,000	23,000	23,000	-	0.00%
Sale of Prop and Comp for Loss	5,096	500	500	500	-	0.00%
Misc. Local Sources	29,585	500	500	500	-	0.00%
Total	373,537	349,058	349,058	391,892	42,834	12.27%
Net to County Cost	6,550,576	6,483,329	6,486,375	6,413,539	(72,836)	-1.12%

OCIS Organizational Structure



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

Table of Organization

Position Title	Pay Grade	# of Positions
Division of Information Services		
Commissioner of Central & Info Services	MJ	1
Deputy Commissioner Central & Info Systems	MH	1
Applications Manager	MG	1
GIS County Coordinator	MG	1
Infrastructure Manager	MG	1
Project Leader	MF	4
Project Leader - Webmaster	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	5
Microcomputer / Network Supp Spec (PH)	17	1
Programmer / Analyst	17	5
Programmer / Analyst (GIS)	17	1
Programmer / Analyst (MH)	17	1
Web Designer / Analyst	17	1
Supervisor of Computer Operations	16	1
Programmer Analyst (TR)	15	1
Users Services Administrator	14	1
Users Services Liaison	12	1
Total:		41
OCIS - CS Admin		
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	2
Total for Administration		7
OCIS - Telecomm		
Telecom Systems Manager	17	1
Telecom Technician	12	1
Total for Telecomm		2

Table of Organization

Position Title	Pay Grade	# of Positions
OCIS - Stores		
Principal Program Assistant	12	1
Total for Stores		1
OCIS - Print / Mail - Printing		
Reproduction Supervisor	13	1
Offset Printer	10	3
Total for Print / Mail - Printing		4
OCIS - Print / Mail - Mail		
Senior Program Assistant	10	1
Courier	6	3
Total for Print / Mail - Mail		4
Department Total		59

County Clerk

Functions

The County Clerk is an independently elected official and has the following duties and responsibilities:

- A custodian of all land records, indexing and recording all deeds, mortgages and liens;
- Electronically scanning and archiving all land records;
- Collects mortgage and deed transfer taxes;
- As Clerk of the Supreme and County Courts acts as the repository of all court papers, criminal actions, indictments, records of conviction and all other court related documents;
- Operates the customer service desk for the retrieval of land records, maps, court related documents and other public records archived by the County Clerk;
- Acts as agent for the State in the operation of the Dutchess County Department of Motor Vehicles;
- Acts as agent for the federal government in the arranging and holding of Naturalization Ceremonies for new citizens and in verifying documentation and processing passport applications;
- Other services include: Notary Public filings, DBA (assumed name) filings, corporate filings, Oath of Office filings, Veterans Discharge records, and pistol permit filings;
- Issues "Return the F.A.V.O.R." discount cards to honorably discharged veterans;
- Acts as the records manager which operates the County Records Management Center for the storage, processing and servicing of all non-current and archival records for all County Departments and agencies. The Records Center currently contains in excess of 42,884 boxes of records, all inventoried and recorded as to location and;
- Supervises the Dutchess County Historian who serves as a resource for the general public on ethnic, religious, genealogical, or other related historical information and is responsible for collecting and preserving documents, maps, photographs and other materials relating to the history of Dutchess County. Other responsibilities of the County Historian include writing grant proposals and providing assistance to county and municipal historical societies.

The County Clerk occupies the first and second floors of the County Office Building. Motor Vehicle, receiving of documents and passport applications areas are located on the first floor. Public access to records is located on the second floor. The County Clerk also stores public records in the basement of the County Office Building and the Records Management Center on Washington Street in the City of Poughkeepsie. Motor Vehicle services are also provided in Beacon, Millbrook, Pawling and Wappinger Falls.

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 continue to be the 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 cermonies for new American citizens.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Legal Division recordings and transactions	106,537	116,125	121,900	5,775	5.0%

Goal: To deliver personal service at a reasonable cost while generating revenue for the county. In 2012, 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
DMV Transactions	302,512	279,000	272,000	(7,000)	-2.5%

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

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Records Management :					
Requests for records	6,850	7,000	7,200	200	2.9%
Records added	2,139	2,257	500	(1,757)	-77.8%
Records destroyed	1,738	1,000	2,000	1,000	100.0%

KEY BUDGETARY ISSUES:

Department of Motor Vehicles

Transactions and revenue are expected to continue to decline through 2015 as the result of a repeating cycle created when New York State changed from a 5 year drivers' license to an eight year license.

The most significant new expenditure contained in this budget is for the replacement of the Q-Matic queuing system in Poughkeepsie and Wappingers. After this year, the current version will no longer be supported. Loss of these systems would have a significant negative impact on productivity and customer service. The total cost is $32,046.

County Clerk- Legal Division

In the Legal Division, revenue is tracking significantly ahead of projections in mortgage recording fees, deed recording fees and miscellaneous filings. The increase in deed filings reverses a trend that began with the recession. The increase in miscellaneous fees is attributed to the increased online availability of documents. Credit card transactions now account on average for about $10,000 in revenue a month.

The recommended budget includes the reclassification of a Registry Clerk, grade 8, to a Principal Registry Clerk, grade 11, to assist with the realignment of duties in the receiving division of the County Clerk's Office, as well as temporary help funding for a part time clerk.

In 2013, revenues exceeded expenditures by $991,995. In 2014, revenues are expected to exceed expenditures by $1,367,863, less any costs associated with the personnel changes.

2013 Accomplishments

Department of Motor Vehicles

Continue to maintain the productivity gains achieved over the past 6 years. In 2007, DMV processed 270,000 transactions with 31 FTE positions. In 2013, DMV expects to process 274,000 transactions with 29 FTE positions. This is an 8.5% increase in efficiency.

County Clerk - Legal Division

In partnership with a significant investment in time and talent from OCIS, the legal division will operate a new document and financial management system for County Clerk operations. This will allow for productivity gains internally as well as offer the customers the convenience of paying by credit card at the counters.

Records Management

In collaboration with the Department of History, County Clerk has been approved for a New York State Local Records Management Grant for $30,000. The County Clerk will use this funding to catalogue, digitize and re-house their earliest court records (aka Ancient Documents) making these primary sources available to researchers and the public. This is a precursor to a much larger grant application to organize their early paper records.

2014 Initiatives

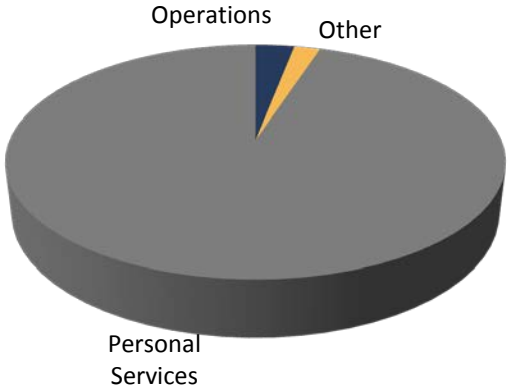
In collaboration with the Office of Court Administration the County Clerk will initiate E-filing of court cases in the first quarter of 2014. This will allow attorneys and the public to file cases at their convenience. It will also reduce operational costs and allow the County Clerk to re-assign personnel to address the increases in land recordings that are being experienced.

County Clerk Fiscal Summary

Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 4,372,337	$ 4,465,119	2%
Revenues	$ 5,364,332	$ 5,832,982	9%
County Cost	$ (991,995)	$ (1,367,863)	38%

2014 Adopted Appropriations



2014 Estimated Revenue

County Clerk

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	2,627,748	2,674,035	2,728,035	2,716,682	(11,353)	-0.42%
Employee Benefits	1,413,310	1,554,071	1,449,250	1,524,248	74,998	5.17%
Personal Services	4,041,059	4,228,106	4,177,285	4,240,930	63,645	1.52%
Employee Travel, Train & Educ	6,460	8,165	8,175	7,525	(650)	-7.95%
Equipment (Non-Depreciable)	1,211	0	0	0	-	
Equipment (Depreciable)	0	0	0	28,900	28,900	
Equipment	1,211	0	0	28,900	28,900	
Communication	1,785	1,980	1,980	1,980	-	0.00%
Supplies	43,697	53,240	45,540	50,540	5,000	10.98%
Utilities	4,089	4,883	4,883	4,883	-	0.00%
Interdepartmental Services	26,138	(25,900)	(25,900)	(8,648)	17,252	-66.61%
Interdepartmental Progr & Serv	26,138	(25,900)	(25,900)	(8,648)	17,252	-66.61%
Contracted Services	3,655	9,350	9,398	4,850	(4,548)	-48.39%
Operations	135,423	143,334	150,976	134,159	(16,817)	-11.14%
Total	4,263,517	4,423,158	4,372,337	4,465,119	92,782	2.12%
OTPS	222,458	195,052	195,052	224,189	29,137	14.94%
Departmental Income	5,627,857	5,361,732	5,361,732	5,829,287	467,555	8.72%
Use of Money and Property	332	100	100	195	95	95.00%
Sale of Prop and Comp for Loss	3,419	2,500	2,500	3,500	1,000	40.00%
Misc. Local Sources	0	0	0	0	-	
Total	5,631,608	5,364,332	5,364,332	5,832,982	468,650	8.74%
Net County Cost	(1,368,091)	(941,174)	(991,995)	(1,367,863)	(375,868)	37.89%

County Clerk Organizational Structure

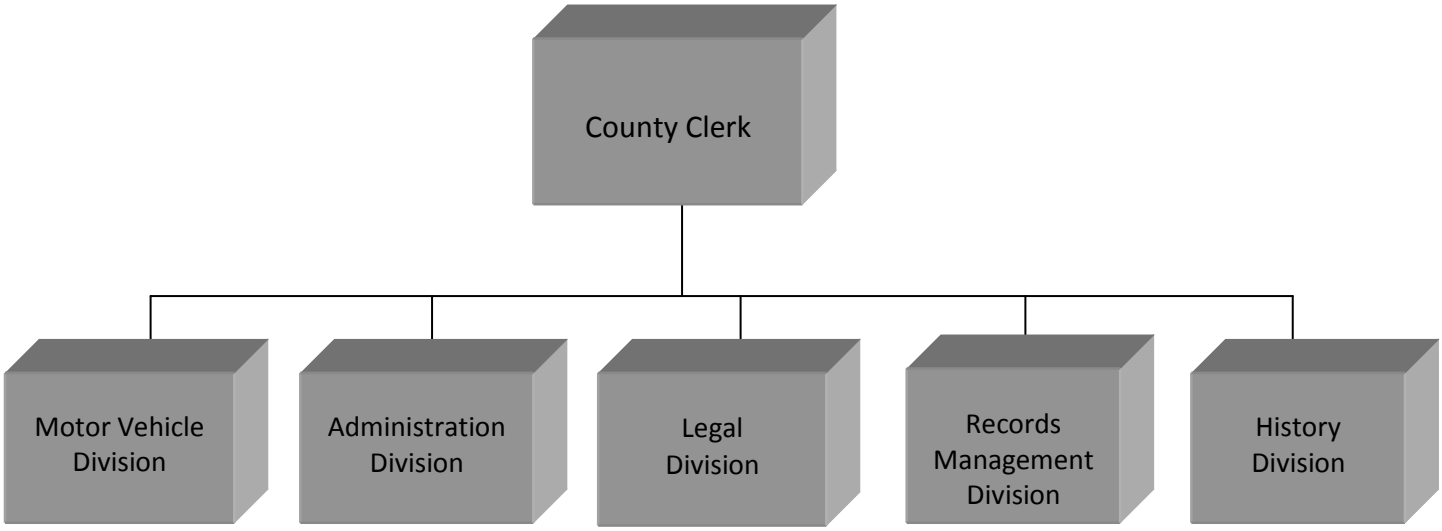


Table of Organization

Position Title	Pay Grade	# of Positions
County Clerk Administration:		
County Clerk	E	1
Deputy County Clerk	ME	2
Confidential Administrative Assistant	CI	1
Courier	6	1
Total:		5
County Clerk DMV:		
Supervising MV Clerk	13	6
Principal Motor Vehicle Clerk	11	8
Motor Vehicle Clerk	9	15
Total:		29
County Clerk Legal:		
Supervising Registry Clerk	13	2
Principal Registry Clerk	11	6
Receiving Registry Clerk	9	6
Registry Clerk	8	10
Total:		24
Records Management:		
Principal Program Assistant	12	1
Clerk (55)	4	1
Total:		2
Department Total:		60

County Executive

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:

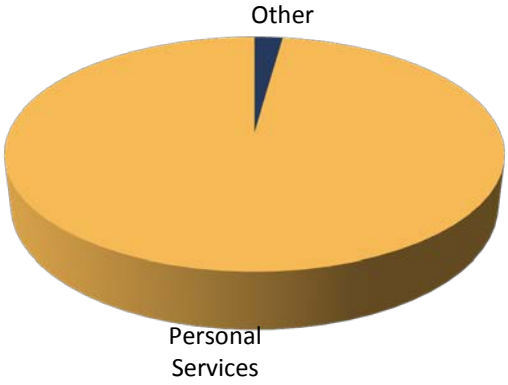
- appoints department heads and appointive executive officers of the County Government, subject to confirmation by the County Legislature;
- supervises, directs and controls the administration of all departments;
- supervises and directs the internal structure and organization of every department of 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

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 1,227,188	$ 1,227,334	0%
Revenues	$ -	$ -	
County Cost	$ 1,227,188	$ 1,227,334	0%

2014 Adopted Appropriations



County Executive & Budget Office

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	783,874	828,574	829,074	815,571	(13,503)	-1.63%
Employee Benefits	318,376	382,879	374,054	385,020	10,966	2.93%
Personal Services	1,102,250	1,211,453	1,203,128	1,200,591	(2,537)	-0.21%
Employee Travel, Train & Educ	2,461	6,775	4,465	7,375	2,910	65.17%
Supplies	3,898	2,760	3,024	3,300	276	9.12%
Interdepartmental Services	10,239	12,740	13,590	14,512	922	6.78%
Interdepartmental Prog & Srv	10,239	12,740	13,590	14,512	922	6.78%
Contracted Services	140	170	170	170	-	0.00%
Operations	755	1,115	2,811	1,386	(1,425)	-50.69%
Total	1,119,743	1,235,013	1,227,188	1,227,334	146	0.01%
OTPS	17,493	23,560	24,060	26,743	2,683	11.15%
Misc. Local Sources	40	0	0	0	-	
Total	40	0	0	0	-	
Net to County Cost	1,119,703	1,235,013	1,227,188	1,227,334	146	0.01%

County Executive Organizational Structure

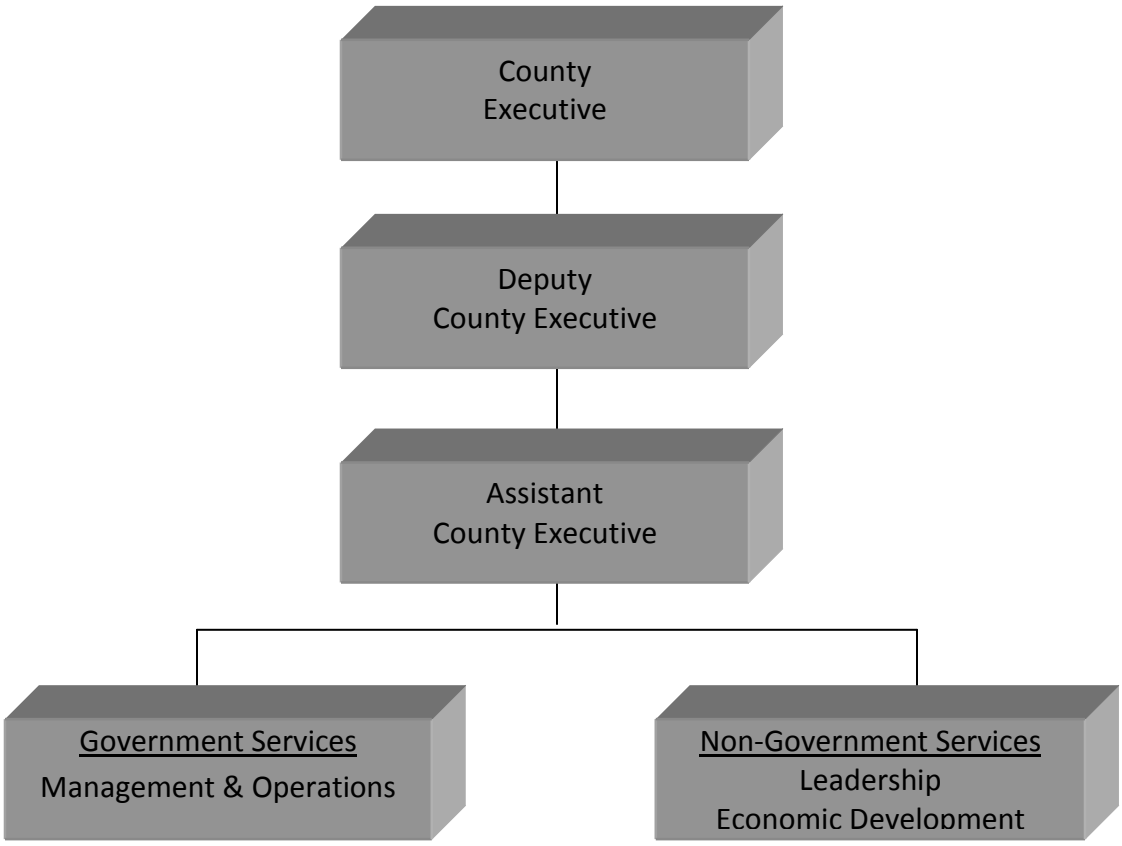


Table of Organization

Position Title	Pay Grade	# of Positions
County Executive:		
County Executive	E	1
Deputy County Executive	MJ	1
Assistant County Executive	MI	1
Communications Director	MF	1
Executive Secretary	MC	1
Total:		5

Budget Office

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 and is a member of the Government Finance Officers Association (GFOA).

2013 Accomplishments

- Chaired the Fiscal Accountability & Strategy Team (FAST), along with team members including the Comptroller's Office, Finance, OCIS, Human Resources and Central Services;

- Formed a new Fiscal Management Cabinet including fiscal managers from all departments with meetings held on a monthly basis;

- Conducted Annual Budget Training for all departments and assisted departments with the development of 2014 budget requests;

- Worked with the Capital Improvement Plan Committee to develop and adopt a tentative 2014-2018 Capital Improvement Plan;

- Worked with the County Executive's Office and the County Attorney's Office to develop a new sales tax agreement with the cities of Beacon and Poughkeepsie;

- Involved in RPF review teams for: Workers' Compensation Third Party Administrator, Health and Mental Hygiene Integration Study, and Health Insurance Benefits Consulting;

- 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 and the external Health & Human Services Advisory Council;

- Worked with the County Executive's Office and OCIS, to develop an online County Government Budget Survey to provide county residents with a tool to weigh in on the budget development and educate the public about the budget process;

- Provided a 2012 Fiscal Year End and 2013 Fiscal Update Presentation to the Legislature in August;

- Provided a Fiscal Update for Union Leadership in September; and

- 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;

2014 Initiatives

- Continue FAST initiative in 2014 with expanded interaction and collaboration with county department fiscal managers;

- Continue to meet regularly with the Fiscal Management Cabinet comprised of fiscal managers from all departments;

- Ongoing development of the online Budget Survey and Dashboard; and

- Work with the County Executive's Office on future restructuring and consolidation initiatives, as well as other cost reduction measures and special projects;

Budget Office Organizational Structure

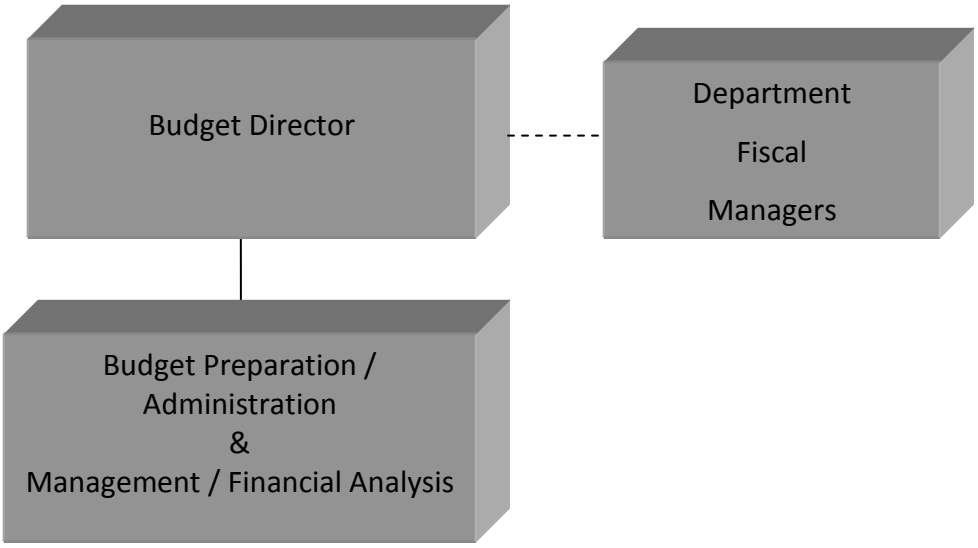


Table of Organization

Position Title	Pay Grade	# of Positions
Budget Office		
Budget Director	MI	1
Senior Research Analyst	MF	1
Research Analyst	ME	1
Budget Assistant	CH	1
Total:		4

County Legislature & Clerk

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.

In addition to the 25 Legislators, the Legislature employs:

- One full-time Clerk, Deputy Clerk and one Legislative Stenographer;
- One part-time Legislative Attorney; and
- The Chairman has a staff of one full-time Assistant.

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.

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Meetings of Legislature (requiring minutes)	94	120	120	-	0.0%
Resolutions, Bonds & Local Laws Processed	386	400	400	-	0.0%
Expense Reimbursement & Vouchers Processed	106	200	200	-	0.0%
Correspondence Prepared	16,500	16,500	16,500	-	0.0%
Agendas Prepared	55	90	90	-	0.0%
Open Meetings Law - Meeting Notice	160	150	150	-	0.0%
Photocopies Prepared	401,651	552,000	552,000	-	0.0%
Rules (Prepared In-House)	50	50	50	-	0.0%
Web Pages Updated	126	130	130	-	0.0%
Index - Resolutions and Local Laws - Entries	1,930	2,100	2,100	-	0.0%

2013 Key Accomplishments

During the 2013 Budget preparation process, the staff of the Legislature determined that it would be more cost effective to discontinue the West Law hardcopy law book subscription and replace it with online capability for doing research and gathering background information.

After consulting with the County Attorney's Office, it was learned that additional user licenses were available at no cost to the Legislature.

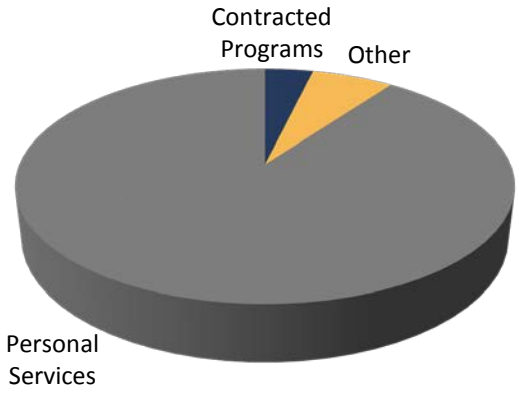
This initiative results in a $7,000 annual savings.

County Legislature & Clerk Fiscal Summary

Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 1,344,401	$ 1,341,943	0%
Revenues	$ -	$ -	
County Cost	$ 1,344,401	$ 1,341,943	0%

2014 Adopted Appropriations



County Legislature & Clerk

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	724,804	743,744	765,861	745,154	(20,707)	-2.70%
Employee Benefits	464,990	494,370	466,523	461,797	(4,726)	-1.01%
Personal Services	1,189,794	1,238,114	1,232,384	1,206,951	(25,433)	-2.06%
Employee Travel, Train & Educ	32,627	39,600	39,606	35,000	(4,606)	-11.63%
Equipment (Non-Depreciable)	1,500	0	0	1,500	1,500	
Equipment	1,500	0	0	1,500	1,500	
Supplies	8,061	7,200	7,624	8,100	476	6.24%
Interdepartmental Services	18,089	15,834	15,834	14,892	(942)	-5.95%
Interdepartmental Prog & Srv	18,089	15,834	15,834	14,892	(942)	-5.95%
Contracted Services	60,000	50,000	23,358	50,000	26,642	114.06%
Operations	15,301	20,500	25,595	25,500	(95)	-0.37%
Total	1,325,372	1,371,248	1,344,401	1,341,943	(2,458)	-0.18%
OTPS	135,578	133,134	112,017	134,992	22,975	20.51%
Sale of Prop and Comp for Loss	14	0	0	0	-	
Misc. Local Sources	0	0	0	0	-	
Total	14	0	0	0	-	
Net to County Cost	1,325,358	1,371,248	1,344,401	1,341,943	(2,458)	-0.18%

County Legislature & Clerk

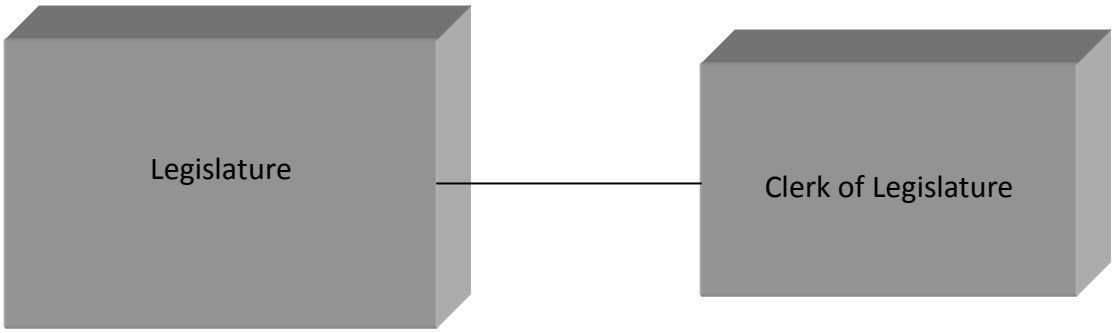


Table of Organization

Position Title	Pay Grade	# of Positions
County Legislature:		
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	1
Total:		27
Clerk of the Legislature:		
Clerk of Legislature	MG	1
Deputy Clerk of the Legislature	MD	1
Senior Legislative Steno	CG	1
Total:		3
Department Total:		30

Finance

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 student charge backs. The Commissioner is a member of the Computer Services Advisory Committee, Lease Negotiation Team, Capital Projects Committee, and various other special projects.

As of 2011, 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

Functions:

The majority of the functions of the Real Property Tax Service Agency (RPT) 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. RPT acts as a liaison between the state and local government on property tax administration and compliance with The State Board Rules and Real Property Tax Law.

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 errors on tax rolls. Other functions include:

- Work in conjunction with the Commissioner of Finance and County Attorney in the disposition of tax delinquent property.

- Provide data and assistance to other County agencies as needed, including Budget, Planning, Health, Public Works, the Water and Wastewater Authority, and the Farmland Protection Board.

- The Dutchess County charter directs the Agency to apportion the county tax levy and prepare tax rates for the County, towns, and special districts.

- 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 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Court & Trust Funds ($M)	$0.5	$0.5	$0.4	-$0.1	-20.0%
Student Charge Backs ($M)	$2.2	$2.6	$2.7	$0.1	3.8%
Mortgage Tax ($M)	$13.2	$13.4	$13.4	$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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Funds ($M)	$638.8	$636.4	$641.7	$5.3	0.8%
# of Funds	12	12	12	-	0.0%
# of Financial Transactions	98,057	108,994	108,994	-	0.0%
# of Bank Accounts	136	100	100	-	0.0%
# of Checks Issued Manually	15	15	15	-	0.0%
# of other Checks Issued	53,293	50,000	50,000	-	0.0%
# of Payroll Checks	52,000	52,000	52,000	-	0.0%
Payroll Checks ($M)	$141.0	$136.0	$136.0	$0.0	0.0%
# of Third Party Checks	3,135	2,578	2,578	-	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Delinquent Accounts	13,445	13,000	13,000	-	0.0%
Delinquent Lists of Accts (Nov 1)	2,734	2,700	2,750	50	1.9%
Mailings	22,964	23,000	23,500	500	2.2%
Legal Ads Prior to Filing Delinquent List	2,871	2,900	2,950	50	1.7%
# Hotels / Motels	105	109	109	-	0.0%
Bed Tax Collected ($M)	$1.9	$1.9	$1.9	$0.0	0.0%
# of Requisitions Processed	2,001	2,025	2,025	-	0.0%

Finance

Real Property Tax

Mission Statement

RPT's mission 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 will help them to better understand the system of property assessment and taxation.

Goal: Provide newly appointed or elected assessors with an overview of the job responsibilties and information relating to tools and resourses 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

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
New Assessor Orientation	1	3	2	(1)	-33.3%
Board of Assessment Review Training	22	25	25	-	0.0%
RPIS Training	22	22	22	-	0.0%
Revaluation Program - Training/ Support to Towns:					
New	-	-	1	1	100.0%
Sustaining	16	17	13	(4)	-23.5%
Research & Assistance - Assessors	1,150	825	1,200	375	45.5%
Research & Assistance - Public	350	275	375	100	36.4%

Goal: 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 relevies to the tax rolls.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Tax Rate Computations	380	375	375	-	0.0%
Correction of Errors/ Refunds	103	150	100	(50)	-33.3%
Omitted Taxes/ AG Payments	156	200	200	-	0.0%
Water Sewer Re-Levies	8,211	7,500	7,500	-	0.0%

Goal: Fulfill requests for complete or partial download of assessment roll database or specific field extraction; and the maintenance of bank codes.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
RPIS Data Reports					
Sales - Paper	34	40	30	(10)	-25.0%
- Digital	9	5	10	5	100.0%
Non-Sales	11	15	15	-	0.0%
Information and Assistance Requests - Public	4,617	5,000	5,000	-	0.0%
Mortgage Invest Institution	37,369	37,000	36,000	(1,000)	-2.7%

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Deeds Received	5,153	5,500	5,500	-	0.0%
Property Transfers	5,294	5,500	6,000	500	9.1%
Parcel Splits and Merges	299	100	175	75	75.0%
Tax Map Line Corrections	124	130	130	-	0.0%
Filed Maps Received	97	125	110	(15)	-12.0%
Map Certifications	73	65	70	5	7.7%
Extract Maps	23	25	25	-	0.0%
GIS Map Edits	121	300	200	(100)	-33.3%
MSAG Edits	15	100	25	(75)	-75.0%
Addressing Edits	325	200	300	100	50.0%
Non-Addressing Edits	4,097	5,000	4,500	(500)	-10.0%

Goal:	Execute in-house searches, in preparation for the sale of delinquent tax properties.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Title Searches	1,198	2,000	1,500	(500)	-25.0%

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
GIS Data					
Sales	11	30	20	(10)	-33.3%
Non-Sales	11	10	10	-	0.0%
Screen Prints from Imagis	75	100	50	(50)	-50.0%
GIS Maps					
Sales - Paper	226	300	60	(240)	-80.0%
- Digital	-	1	1	-	0.0%
Non-Sales - Paper	254	250	270	20	8.0%
- Digital	13	20	20	-	0.0%
GIS Aerial Maps					
Sales - Paper	84	85	85	-	0.0%
- Digital	8	10	10	-	0.0%
Non-Sales - Paper	3	5	5	-	0.0%
- Digital	-	1	1	-	0.0%

KEY BUDGETARY ISSUES:

2013:

- The County reached a new 10 year sales tax agreement with the City of Poughkeepsie and Beacon regarding distribution.

- Hotel and Occupancy Tax second quarter year to date results project the budgeted amounts for 2013 will be reached. The revenue for the first two quarters year to date are somewhat higher than 2012.

- **Off Track Betting** has advised Finance to budget little if any revenues in the future unless there is legislation passed by NYS to exempt OTB revenues from NYS mandates. The budget includes a very conservative figure based on 2012 actual revenues collected; the budgeted revenues of 2013 will probably be achieved.

- **Mortgage Tax** adopted by the County in the 2013 budget was pending NYS legislative approval which does not appear will take place.

- **The community college chargeback** appropriations were higher based on an average 22% increase in fees for Dutchess County residence attending community college outside Dutchess County.

2014:

- The estimates for the December 2014 NYS Retirement payment is calculated from the formula and information provided to the County by the New York State Retirement System. Please note, this is an estimate, the exact amount will not be known until November 2014 when the retirement system sends an annual invoice for payment. There is a decrease in pension costs for 2014, compared to 2013, based on the rates provided by the Office of the State Comptroller.

- Finance is ever vigilant with their banks and their representatives in pursuing services to reduce the risk of check fraud along with all banking safeguards regarding Cyber attacks to online banking. Interest received on the deposits is very low and will remain so at the very least, through 2014.

Sales Tax

- 2013 realized sales tax revenue through the end of the 3rd quarter is 1.1% higher than last year at the same time. If this current trend continues through the remainder of the year, sales tax revenue will not meet the current year estimate of $144.9 million. However, the 3rd quarter alone did show stronger growth of 4.4% compared to the 3rd quarter of 2012. If this higher 3rd quarter trend continues, realized sales tax is projected to come in 2.09% over last year at approximately $144.7 million which is slightly under budget.

- Absent significant and immediate mandate relief from Albany, the 2014 budget provides for the repeal of the sales tax exemption on residential energy sources to generate an estimated $7.8M in new gross revenue to pay for state and federal mandates and other increasing costs. This additional revenue will be shared with municipalities based on the current growth distribution formula. The budget also includes a proposal to exempt sales tax on the purchase of solar energy systems and equipment to help promote the development of affordable, clean solar energy technologies.

- The 2014 budget includes a sales tax estimate of $182.2 million for the net County share based on 2.5% growth over the 2013 year end projection of $144.7 million. This also includes the County share of the sales tax on residential energy sources. The 2014 Adopted, for the first time, includes sales tax to be distributed to municipalities totaling a projected $28 million.

2013 Accomplishments

Completed 2012 Financial reports were submitted the Office of the State Comptroller May 1, 2013. The audited financials were completed by the September 30, 2013 deadline. The County contracted with new outside auditors who helped to update their presentation and procedures for the financials. The Financial Statements reflect all GASB Pronouncements and Standards applicable.

Finance attends NYS County Treasurer and Finance Officers Association, NYSAC and NY GFOA for annual and quarterly updates as well as working directly with Federal, State and local authorities.

The County is in the final stages of providing taxpayers the ability to pay their delinquent taxes with credit cards at the counter. Implementation has yet to be determined so as not to disrupt other OCIS and Finance work schedules.

Finance has been working closely with several departments to improve workflow and reporting procedures. Accounting guidance has been provided to the Health Department regarding the Early Intervention Program's new fiscal agent; provided account guidance to Risk Management regarding the new workers compensation third party administrator payments and refunds; DCFS to gain an understanding of their claiming and cash receipt posting processes in the reporting of revenues; and DPW as they expanded the Kronos Payroll system within the entire department.

Finance worked with the DC Comptroller and OCIS to facilitate ACH payments to County vendors, where practicable thus eliminating some of the costs of processing and mailing weekly checks.

2014 Initiatives

Finance will be prepared to initiate several new GASB pronouncements in the upcoming two to three years including GASB 63, 65, 67, 68 and 69 where applicable. Finance will also continue working with their outside auditors to improve accounting practices and implement recommended and required changes to their financial reports

Finance will provide ongoing guidance to the towns and cities for the disbursement of sales tax under the new agreement reached in 2013.

Finance will continue working closely with departments to improve workflow and reporting procedures as needed and/or requested.

Real Property Tax Service Agency

KEY BUDGETARY ISSUES

Two program assistants retired in 2012; one in the second quarter, one in December. RPT did not replace either employee, and continue to achieve all of their functions with fewer staff.

RPT received an upgrade for the Real Property Information System Technician to a Real Property Information Systems Specialist Trainee.

Only a modest real revenue decline is anticipated, in contrast to the sharp declines the agency had experienced in recent years.

2013 Accomplishments

Negotiated with assessors to reduce assessments on which the County pays taxes. The overall reduction exceeded $2,000,000 of assessed value.

Assessment and tax rolls have been published on the internet for over four years. This year RPT has ceased to print paper rolls for use in the RPT office, instead providing public access to the on-line rolls through counter workstations. This saves over 200,000 print pages yearly.

The Agency has completed all mandated programs as described in Article 5, Title 3, Article 15A, Title 1, and sections 316, 503, and 953 of the Real Property Tax Law, and completed all local programs and duties assigned by the county charter.

RPT collaborated with the NYS ORPTS, the Dutchess County Assessor's Association, and the NYS Assessors Association, to present a program on RPTL Article 19 (Homestead.) Continuing Education credits were granted by both ORPTS and the Institute of Assessing Officers (IAO.) The program was attended by assessing and RPTS personnel from four counties. Assessor's Continuing Education Credits were sought, and approved, for programs sponsored by the Planning Department.

Where RPT once had six program assistants, there are now 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 Master Street Address Guide. RPT has initiated procedures to ensure that addressing is consistent across the databases. Since these databases are dependent on changes in property ownership, keeping them synchronized is an ongoing process.

2014 Initiatives

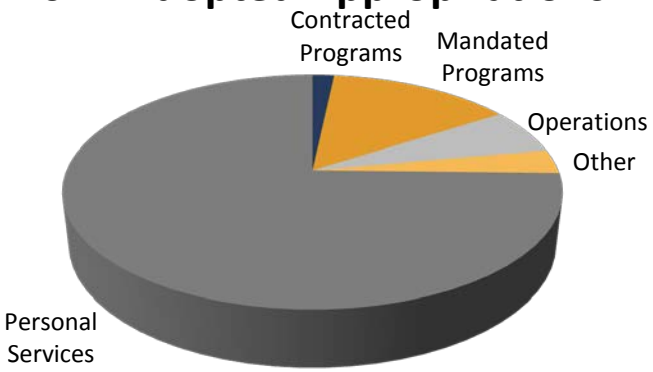
The Agency plans to maintain the satisfactory completion of all mandated duties, local programs and duties assigned by the County charter and continue to seek, develop and implement more efficient ways to do so. The agency will continue to offer educational opportunities for local assessors and encourage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

Finance Fiscal Summary

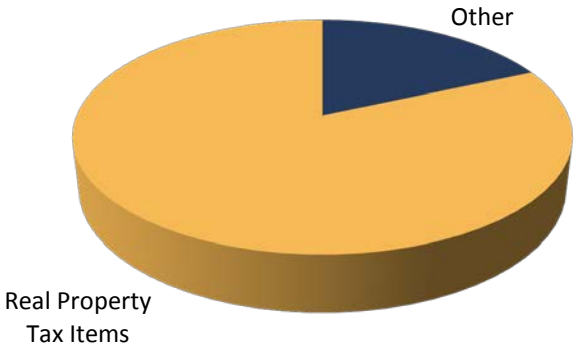
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 4,217,351	$ 4,121,495	-2%
Revenues	$ 7,653,950	$ 7,994,450	4%
County Cost	$ (3,436,599)	$ (3,872,955)	13%

2014 Adopted Appropriations



2014 Estimated Revenue



Finance

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	2,171,260	3,293,832	2,211,279	2,060,463	(150,816)	-6.82%
Employee Benefits	1,042,228	1,093,650	1,047,814	1,015,079	(32,735)	-3.12%
Personal Services	3,213,488	4,387,482	3,259,093	3,075,542	(183,551)	-5.63%
Employee Travel, Train & Educ	56,827	96,560	97,455	98,950	1,495	1.53%
Supplies	11,657	12,500	13,000	13,500	500	3.85%
Interdepartmental Services	24,903	23,096	23,059	22,450	(609)	-2.64%
Interdepartmental Prog & Srv	24,903	23,096	23,059	22,450	(609)	-2.64%
Contracted Services	34,775	85,000	61,877	69,000	7,123	11.51%
Mandated Programs	518,752	615,852	615,852	584,563	(31,289)	-5.08%
Operations	174,182	191,750	147,015	257,490	110,475	75.15%
Total	4,034,584	5,412,240	4,217,351	4,121,495	(95,856)	-2.27%
OTPS	821,096	1,024,758	958,258	1,045,953	87,695	9.15%
Real Property Tax Items	6,821,847	6,200,000	6,200,000	6,526,000	326,000	5.26%
Departmental Income	331,406	292,000	292,000	317,500	25,500	8.73%
Intergovernmental Charges	28,352	29,000	29,000	29,000	-	0.00%
Use of Money and Property	82,703	78,950	78,950	71,950	(7,000)	-8.87%
Fines and Forfeitures	30,137	15,000	15,000	16,000	1,000	6.67%
Sale of Prop and Comp for Loss	1,626	0	0	0	-	
Misc. Local Sources	3,578,535	39,000	39,000	34,000	(5,000)	-12.82%
State Aid	0	0	0	0	-	
Interfund Transfers	0	1,000,000	1,000,000	1,000,000	-	0.00%
Total	10,874,606	7,653,950	7,653,950	7,994,450	340,500	4.45%
Net County Cost	(6,840,022)	(2,241,710)	(3,436,599)	(3,872,955)	(436,356)	12.70%

Finance Organizational Structure

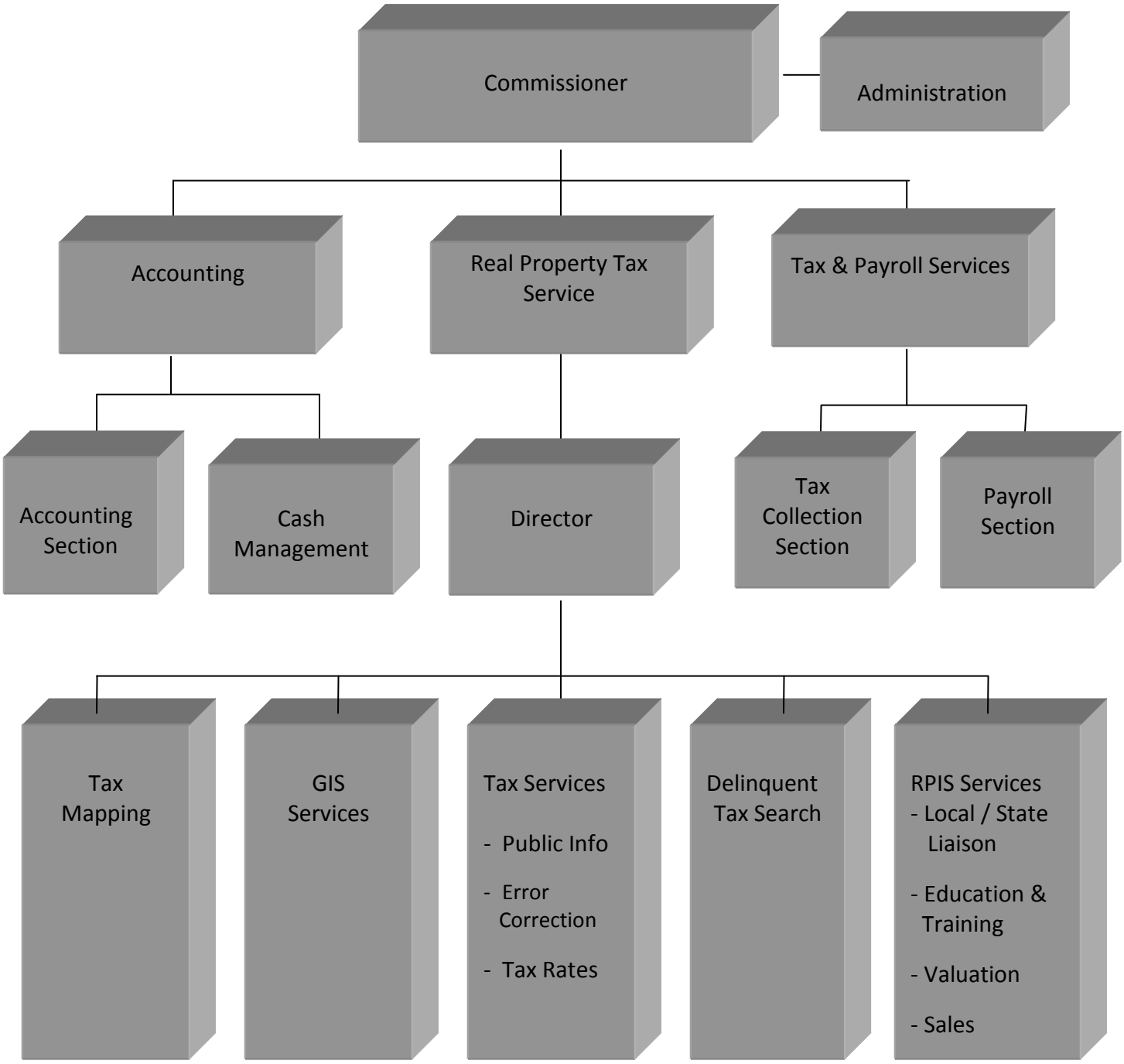


Table of Organization

Position Title	Pay Grade	# of Positions
Finance:		
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
Payroll Clerk	11	4
Program Assistant	8	2
Total:		21
Real Property Tax Division:		
Deputy Commissioner of Finance / Director of Real Property Tax Services	MG	1
Supervisor of Tax Services	MC	1
GIS Project Coordinator	16	1
RPIS Specialist Trainee	14	1
Senior Tax Map Technician	13	1
Principal Program Assistant	12	1
Tax Map Technician	12	2
Title Searcher	12	2
Program Assistant	8	4
Total		14
Department Total:		35

Department of Law

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

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
Labor contract negotiations

Freedom of Information Law (FOIL)
Counsel & Appeals

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

Legal research and opinions

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, and pursuit of tax claims in Bankruptcy Court. Ongoing activity in the acquisition of open space and trail rights throughout the county. More recent areas of participation include preparation for legal procedures involved in epidemic/disaster control and Medicaid fair hearings.

A Legal Unit comprised of a Bureau Chief, four Senior Assistant County Attorneys and one Assistant County Attorney is assigned by the County Attorney to the Department of Community and Family Services. 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, Social 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Child Support & Paternity (IV D)	5,182	5,200	5,250	50	1.0%
Total Child Support Collections Cases	11,264	11,300	11,400	100	0.9%
Assigned Counsel Cases (111G)	175	180	182	2	1.1%
Adult Protective Service Cases	22	20	20	-	0.0%
Special Investigation Unit Cases - County Resource Recovery	74	80	85	5	6.3%
Abuse, Neglect, Terminations - Child Welfare	646	650	670	20	3.1%
Permanency Hearings/ Child Welfare	267	270	275	5	1.9%
Interstate Child Support Cases (UIFSA)	149	150	155	5	3.3%
Child Protective Services Reports / Fair Hearings	81	82	85	3	3.7%

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Juvenile Delinquent (JD) Files Opened	103	145	125	(20)	-13.8%
JD Active Files	225	320	330	10	3.1%
JD Petitions Filed	101	140	120	(20)	-14.3%
Person In Need of Supervision (PINS) Files Opened	32	60	60	-	0.0%
PINS Active Files	87	150	120	(30)	-20.0%
PINS Petitions Filed	32	60	60	-	0.0%
Extension/ Violations Filed	122	140	140	-	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 County; prepares local laws and resolutions for submission to County Legislature; provides legal support to all county departments.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
New Contract Files Opened	237	240	240	-	0.0%
New Contracts Processed	524	550	550	-	0.0%
Total Contracts with Extensions/ Amendments & Leases Processed	1,257	1,300	1,300	-	0.0%
Resolutions Processed	257	230	230	-	0.0%
Litigation - Torts	100	100	100	-	0.0%
Other Litigation	290	290	290	-	0.0%
Administrative Hearings	45	45	45	-	0.0%
Enforcement Proceedings of Agency Determinations	40	40	40	-	0.0%
Real Property Matters	300	300	300	-	0.0%

2013 Accomplishments

The County Attorney's Office has:

- Rendered assistance to the Walkway Over the Hudson in the acquisition of property from CSX Railroad for the final link between the Dutchess Rail Trail and the Walkway

- Undertaken responsibility to act in a pilot program with OCIS to implement the digitization of departmental files. The Electronic Content Management (ECM) program is underway with digitization of department's contract files. This program will reduce the amount of paper generated in creation of contracts, make contract filing and retrieval more efficient and reduce the space required for file maintenance.

- Undertaken a project which they expect will result in the consolidation of redundant contracts.

- Expanded representation in Juvenile Delinquency and Person in Need of Supervision proceedings in Family Court with the addition of an Assistant County Attorney assigned to those matters.

- Processed all County contracts and leases;

- Drafted and submitted Local Laws and Resolutions for legislative consideration as requested and approved by the County Executive;

- 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;

- Provided legal services to all County units in 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 Art. 10 Abuse and Neglect cases
4. Regularly scheduled pre-trial conferences and discovery

As part of their 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 subcommittee for Systemic Issues.

Dutchess County DCFS Legal was active

1. In the exploration of a preventive services review initiative
2. As a member of the Advisory Committee on electronic filing in the Family Court to explore e-filing of petitions; said involvement led to the passage of Chapter 184 of the laws of 2012 which closely reflected the legislative proposal they developed on the committee
3. In the exploration and establishment of a new medical component for the Child Abuse Center.

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

1. Thursday morning CPS review of cases with Attorney
2. Friday morning court case conferences with Attorney/s
3. Biweekly foster care case review with foster care unit and legal unit
4. Biweekly Child Advocacy Center meetings
5. Child Advocacy Center with concomitant interaction amongst the DA Office, Police, CPS, County Attorney Office, Mental Health, Probation, Victim Services and Medical Services
6. In house training

Heifer Project charity collection
Red Cross collection for holiday charity gift

2014 Initiatives

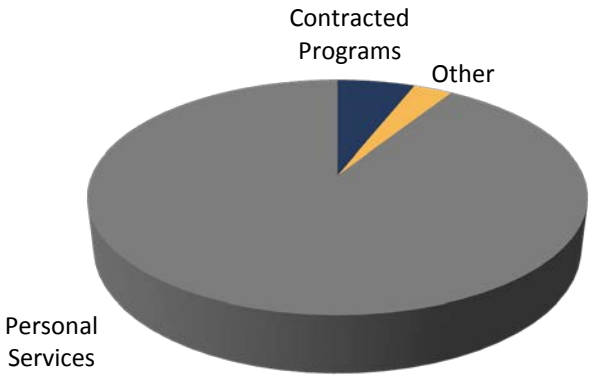
Continue to provide legal services to the Executive Branch of County Government in an efficient and effective manner.

Department of Law Fiscal Summary

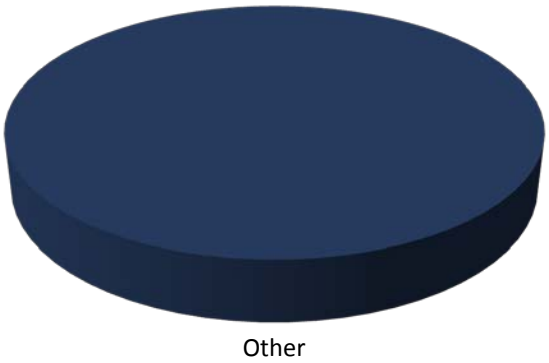
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 1,424,973	$ 1,426,115	0%
Revenues	$ 6,400	$ 5,000	-22%
County Cost	$ 1,418,573	$ 1,421,115	0%

2014 Adopted Appropriations



2014 Estimated Revenue



Department of Law

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	1,575,887	1,514,144	1,518,144	1,515,509	(2,635)	-0.17%
Employee Benefits	720,637	765,217	728,337	731,821	3,484	0.48%
Personal Services	2,296,524	2,279,361	2,246,481	2,247,330	849	0.04%
Employee Travel, Train & Educ	18,881	19,553	22,353	19,553	(2,800)	-12.53%
Supplies	2,159	3,000	3,000	3,000	-	0.00%
Interdepartmental Services	(848,102)	(949,844)	(949,844)	(949,793)	51	-0.01%
Interdepartmental Prog & Srv	(848,102)	(949,844)	(949,844)	(949,793)	51	-0.01%
Contracted Services	75,598	85,600	85,600	85,600	-	0.00%
Mandated Programs	321	5,315	5,315	5,315	-	0.00%
Operations	4,177	14,868	12,068	15,110	3,042	25.21%
Total	1,549,558	1,457,853	1,424,973	1,426,115	1,142	0.08%
OTPS	(746,966)	(821,508)	(821,508)	(821,215)	293	-0.04%
Intergovernmental Charges	1,900	3,500	3,500	2,500	(1,000)	-28.57%
Misc. Local Sources	1,143	2,900	2,900	2,500	(400)	-13.79%
Total	3,042	6,400	6,400	5,000	(1,400)	-21.88%
Net to County Cost	1,546,516	1,451,453	1,418,573	1,421,115	2,542	21.96%

Department of Law Organizational Structure

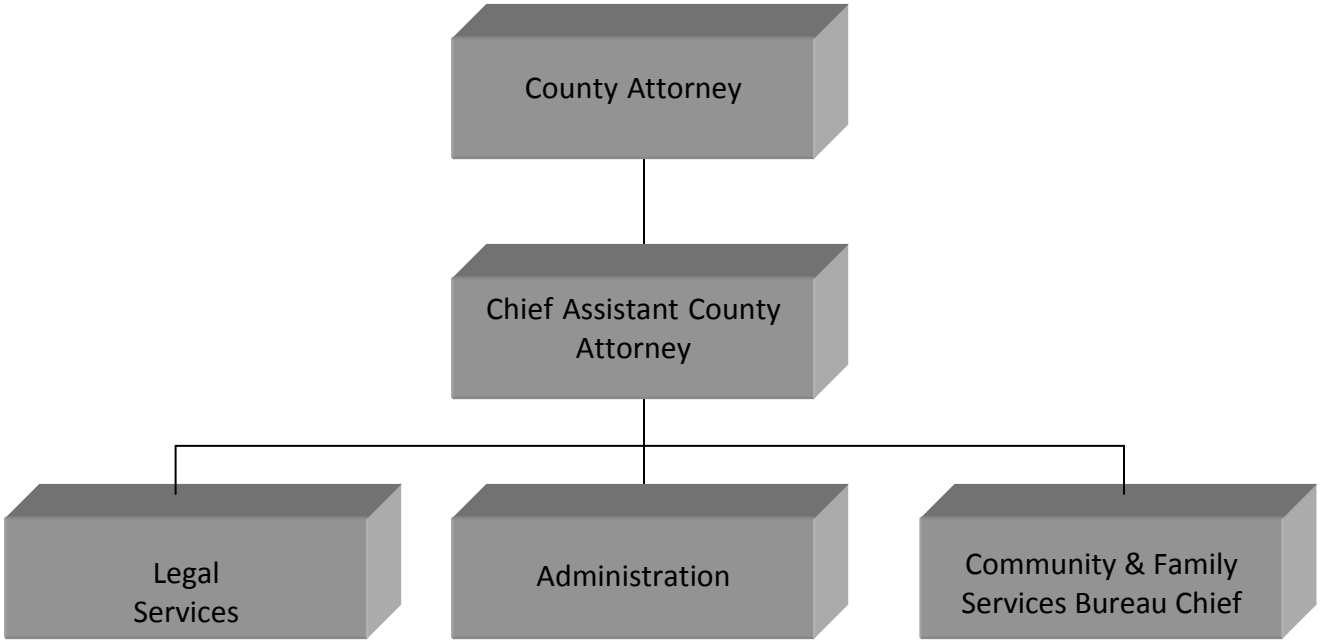


Table of Organization

Position Title	Pay Grade	# of Positions
Law:		
County Attorney	MJ	1
Chief Assistant County Attorney	MH	1
Bureau Chief (SS)	MH	1
Senior Assistant County Attorney (SS)	MG	5
Senior Assistant County Attorney	MG	4
Assistant County Attorney	ME	1
Confidential Secretary- County Attorney	MC	1
Legal Secretary- EA	CH	1
Legal Secretary	CE	3
Total:		18

Department of Human Resources

Functions

The Commissioner of Human Resources acts as the Civil Service Personnel Officer (local civil service commission) for the County of Dutchess as defined by Section 15 of the 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 must maintain an official roster record of each employee (7,200 plus 1,800 substitutes currently active), which contains a detailed employment history from appointment until separation from service. In addition, Human Resources is required to certify the payrolls of each of the 69 agencies annually to ensure that all positions have been filled in conformance with law and rules. Another area of responsibility is examination recruitment, administration, application review, establishment and certification of eligible lists. Human Resources is also responsible for maintaining class specifications for all positions in the competitive, noncompetitive and labor jurisdictional classes. In carrying out this civil service function, the Department must provide 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. This includes participation in collective bargaining, maintaining the official record of negotiations, overseeing three 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, coordinating and editing the Employee Newsletter, updating the County Policy and Procedure Manual, coordinating employee orientations, monitoring the employee appraisal program and researching and recommending allocation changes for county positions.

Other programs assigned to the Department include participation in special committees as designated by the County Executive, including the Tuition Committee and participation in various community organizations and media presentations related to the functions of the department.

The Equal Employment Opportunity Program for the County is currently overseen by the Commissioner. This includes 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; providing staff training on special EEO concerns; conducting investigations of complaints of alleged discriminations and work place violence incidents by County employees; administering the summer/intern program; teaching test-taking skills for selected examinations; and conducting training programs for County employees (e.g., effective interviewing) and/or coordinating and negotiating training contracts with organizations and consultants for the County-wide training programs of general interest to County employees.

PROGRAM/ACTIVITY DESCRIPTIONS

General Administration

Includes the Commissioner of Human Resources, the Deputy Commissioner and the Confidential Administrative Assistant: this unit is responsible for the preparation and control of the budget, administration of the tuition program and oversees all activities and programs in the department. This unit coordinates many County-wide special events including charity and community organizations fundraisers and blood drives.

Employee Relations

Responsible for processing payroll changes; maintains all Civil Service and personnel records and files for County employees; maintains the LOGOS HR Personnel/Position Records; orientations; provides support to professional and technical staff of department in almost all areas; and special projects.

Professional Services

Responsible for classifying all County and municipal positions in the classified civil service; maintain class specifications; assist other units on more complex aspects of Civil Service Law and Rules; advise department and agency representatives on Civil Service Law and Rules; personnel policies and procedures; contract interpretation; participate on committees; conduct allocation studies for County Departments; participate in negotiations, contract administration, special projects; labor management committees; and monitor the employee appraisal program.

Examinations

Monitors positions subject to competitive examination. The examination process includes, but is not limited to the request of examinations from the New York State Department of Civil Service; survey agencies regarding job relatedness for each examination held; review examination scopes for appropriateness to exam scheduled; prepare and disseminate exam announcements; review applications; collect and account for examination processing fees; schedule and monitor civil service examinations; score decentralized exams; conduct and score the computer based Information Technology examinations; prepare and certify eligible lists; authorize and monitor provisional/temporary appointments; and review medical examinations and administer physical fitness tests for Deputy Sheriff, Police Officer, Firefighter and Correction Officer titles, as applicable. This unit is responsible for the overall direction of general recruitments and summer/intern program. Monitors the Reception Area; provide phone coverage and assistance to the general public; also provide assistance to the general public with use of the web-based on-line application process. While this unit is responsible for the exam process, all other units in the department provide assistance with various aspects of this function.

Transactions

Responsible for the process of changes and maintain all Civil Service roster records for 69 agencies; monitors vacancy control; review applications; certify payrolls; advise and assist agencies with civil service obligations; orienting new municipal officials to Civil Service Law and Rules; authorize and monitor temporary appointments; and provide verification of Civil Service employment for NYS Retirement System.

EEO

Responsible for exit interviews, complaint investigations, EEO training, EEO/AA program, general orientations and county-wide employee training program.

Risk Management

The Division of Risk Management is comprised of subject matter experts for employee benefits (health, dental, optical, vision, life, unemployment and disability insurance), workplace safety, workers' compensation, 207c benefits and property and casualty insurance for the government of Dutchess County, several component agencies and local municipalities. The Division manages risk in a cost effective manner to reduce or eliminate the threat of loss causing disruption to County operations. Risk Management identifies the risks facing the County, selects appropriate types of insurance coverage to be placed or alternative techniques best suited to control the risks, implements the techniques and monitors their effectiveness.

The Division manages Dutchess County's Self Insured Workers' Compensation Plan. Manage and oversee third party administrators and insurance carriers to ensure that the employee benefits, property and casualty insurance and safety programs are administered in accordance with the vendor contractual agreements and in compliance with County, state and federal laws, the County's collective bargaining agreements as well as the best practices in the industry.

Risk Management collaborates with the County Attorney's office to review and approve insurance documentation for all County contracts.

Risk Management's safety staff is dedicated to prevention of injury especially at high exposure areas of County government, such as the Highway, Jail and Sheriff's departments. The focus will be on facility inspections, monthly employee training 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: Central Administration - Provide administrative direction and guidance to department and ensure all mandated functions and requirements are performed and met, and administer department administrative and financial functions.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Meetings - Administrative Support	320	320	320	-	0.0%
Meetings - Legislature	12	12	12	-	0.0%
Increment / Longevity Denials	-	2	4	2	100.0%
Appeals	15	15	12	(3)	-20.0%
Payrolls Certified / Reviewed	64	69	69	-	0.0%

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Contracts	3	4	4	-	0.0%
Committees	6	8	8	-	0.0%
Newsletters	11	11	12	1	9.1%
Salary Surveys	20	23	23	-	0.0%
County Personnel/ Payroll/ Roster Changes	47,805	46,000	46,000	-	0.0%
Non-County Personnel/ Payroll Changes	66,710	67,000	67,000	-	0.0%
Grievances/ Stipulations/ Arbitrations	15	20	22	2	10.0%
Fingerprinting	99	110	105	(5)	-4.5%
Position Classifications					
County	50	37	40	3	8.1%
Municipalities	77	85	85	-	0.0%
Write Class Specifications:					
Originals	6	8	8	-	0.0%
Revisions	20	35	35	-	0.0%
Layoff Status Records:					
Depts / Agencies	7	6	10	4	66.7%
Titles	39	8	20	12	150.0%
Employees	112	114	85	(29)	-25.4%

Human Resources (continued)

Goal:	Improve knowledge, skills and capabilities of employees and local municipal officials through relevant and appropriate training. Provide training in civil service and general personnel administration to local municipality officials and staff; and provide select training in civil service, test preparation and test taking skills.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Orientations - General	150	170	175	5	2.9%
Orientations - Full	58	116	85	(31)	-26.7%
Orientations - Elected Officials	20	12	13	1	8.3%
Training Participants					
Sexual Harrassment Training	50	95	85	(10)	-10.5%
Workplace Violence Training	40	1,522	1,550	28	1.8%

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Applications Processed	3,526	3,550	4,767	1,217	34.3%
Exam Participants	2,384	2,500	3,814	1,314	52.6%
Exams Given	105	75	80	5	6.7%
Lists Established	102	65	75	10	15.4%
Certifications	374	210	175	(35)	-16.7%
Pre-Employment Medical Exams	32	31	25	(6)	-19.4%
Agilities	224	150	150	-	0.0%
Summer Intern (# Positions)	39	36	36	-	0.0%
Summer Intern Applications	170	176	185	9	5.1%
Recruitments/ Postings	29	32	28	(4)	-12.5%
Advertising	5	4	4	-	0.0%

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Meetings/ Committees	155	180	180	-	0.0%
Exit Interviews	74	56	56	-	0.0%
Human Rights/ Discrimination Complaints/ Workplace Violence	26	18	20	2	11.1%

Division of Risk Management

Goal:	To train County employees on safety practices while doing their jobs to eliminate and/or minimize injuries to the employee and their fellow workers.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Safety & Health Training	484	432	440	8	1.9%
Defensive Driving Course	417	430	430	-	0.0%
First Aid every 3 years/ CPR every 2 years	3	40	-	(40)	-100.0%
Forklift every 3 years	20	6	-	(6)	-100.0%

Human Resources (continued)

Division of Risk Management

Goal:	To provide cost effective workers' compensation coverage to the County, Community College, RRA and the towns and village in the Workers' Compensation Plan that is responsive and comprehensive.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Workers' Comp Claims	141	114	130	16	14.0%
Municipalities in Workers' Comp Plan	8	15	22	7	46.7%

Goal:	To attempt to prevent accidents/ losses by on-site inspections of work sites and reviews of accidents to identify ways to prevent them from occurring again.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Worksite Inspections	605	298	300	2	0.7%
Facility Inspections	112	120	120	-	0.0%
Safety Meetings & Consultations	47	31	30	(1)	-3.2%
Accident & Safety Complaint Investigations	28	23	20	(3)	-13.0%

Goal:	To provide cost effective health, dental and optical insurance to County, DCC, RRA and WWA employees, as well as health insurance to retirees.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Health Insurance Enrollment	3,075	3,155	3,155	-	0.0%
Dental Insurance Enrollment	2,031	1,903	1,903	-	0.0%
Optical Insurance Enrollment	1,855	1,662	1,662	-	0.0%

KEY BUDGETARY ISSUES:

The 2014 Budget for the Department of Human Resources includes no new major initiatives that will require significant additional funding.

In 2014, the Department of Human Resources will continue to maximize the utilization of existing resources towards the performance of the core mandated and assigned functions and responsibilities of the department. Maximizing existing resources includes: incorporating all current and new functions and capabilities of the computer systems into departmental operations and procedures, including but not limited to the On-Line Personnel Memo and Vacancy Control System and the Enterprise Content Management/Document Management Systems; continue to provide recommendations to New World Systems and OCIS on enhancing the functionality of the existing computer systems; monitor the operations of all of the systems to ensure existing requirements and capabilities are met and maintained, and enhanced whenever any opportunities are available; and expand utilization of Crystal Reports report writing functions to maximize access to and use of current data and standard reports.

Risk Management is working with the workers compensation third party administrator and insurance broker to seek ways to lower the overall cost of workers' compensation claims and property and casualty insurance coverage. The cost of property insurance coverage is expected to rise in 2014 due to the effects of Superstorm

Sandy. The cost of liability insurance coverage is expected to rise 5% to 10% over 2013 due to increased litigation and medical costs. The County's medical insurers have projected increased rates of 10 to 12% over 2013 due to increased medical and pharmaceutical costs. The County plans to secure a consultant to analyze the impact of the Affordable Care Act on medical insurance plan design and costs.

2013 Accomplishments

Personnel and Civil Service

- Implemented operational and programmatic changes adopted with the 2013 Budget, including further elimination of positions in the Department of Mental Hygiene. These changes required significant review and actions from both Civil Service and labor relations perspectives to accomplish successful implementation.
- Maintained the provisional rate of competitive class employees below 3% - achieving a rate of 1.9%, below the historical State-wide average range of 2.5 – 3.0%.
- Implemented County policy and procedures on Workplace Violence Prevention and Response and developed training protocol for all County employees, most of which was implemented on-line.
- Due to a major increase in the number of layoffs, workforce reductions and abolishment of positions, Human Resources provided extensive Civil Service and professional personnel guidance and direction to County administration, departments and local municipalities and school districts in these processes.
- Negotiated collective bargaining unit agreement with CSEA, the County's largest labor union for term 2010 – 2013, and ongoing negotiations continue with DCSEA and PBA.
- Revised general orientation for all new employees, including the development of a powerpoint presentation.
- Worked in conjunction with the County Executive and Budget Office to develop and implement a voluntary workplace adjustment incentive program which resulted in retirement of employees and helped alleviate the need for additional County layoffs.

Benefits and Risk Management

- Risk Management relocated to the 5th floor of 22 Market Street. The improved space provides employees needed privacy to discuss benefits and insurance matters with staff. It also enables staff to work in appealing surroundings with room for meetings.
- Risk Management issued a Request for Proposal for a Workers' Compensation and NYS General Municipal Law 207-c Claims Administrator and received fourteen proposals. The contract was awarded to PMA Management Corp. in April 2013. Workers compensation, 207-A and 207-C coordinators in each agency, department and municipality report their claims directly to PMA. This is the beginning of a partnership between risk management, county and municipal personnel and PMA to pro-actively manage our claims. Highlights are quarterly claim reviews; claim trending analysis and reports; medical cost containment programs; modified duty/return to work programs; accident investigation training and access to PMA's safety webinars and video libraries.
- Risk Management and the Department of Law amended the Local Law governing Dutchess County's Self Insured Workers' Compensation Plan. The Law was approved by the Legislature in May 2013. The amended Law provided an operational overhaul of the Plan that recognized the expanded functionality

of Risk Management and added greater efficiency to the Plan and cost savings to participating municipalities. Risk Management kicked off the new Plan with a presentation to County Mayors and Supervisors on May 7, 2013. With a new claims administration company, the Plan has been transformed into an efficient, low cost, high quality provider of workers compensation claims management and safety services to the employees of Dutchess County, Dutchess Community College, Resource Recovery Agency, the City of Beacon, the towns of Amenia, Beekman, Milan, Pawling, Red Hook, Unionvale, and the Villages of Pawling and Red Hook. Paid and volunteer fire fighters and ambulance workers which are part of the government of a city, town or village have been included in the Plan. Fourteen more municipalities have expressed interest in joining the Plan in late 2013 or early 2014. In addition, the Plan will be opened to County Fire Districts in 2015.

- The Self-Insured Workers Compensation Plan and performance of risk management and the previous third party administrator underwent an audit in 2012 to 2013. The auditor reviewed a sample of thirty files and issued recommendations. The report was issued in May 2013. It offered an honest assessment of the previous third party administrator's performance and provided valuable suggestions that the County is planning to implement to improve claim oversight and reduce costs; such as supervisor training and providing a written modified duty program. Prior to the audit's release, six out of the eight recommendations had been implemented by Risk and the County's new Workers Compensation Third Party Administrator, PMA Management Corp

- In May 2013, Risk Management issued a Request for Proposal for a licensed insurance sales representative, or broker, to obtain property and casualty insurance for the County and advise the County on risk management issues, seven proposals were received. The Division anticipates that the award of the broker contract will result in a more cost-effective insurance program that provides comprehensive insurance coverage and expert advice to supplement the efforts and staffing of Risk Management.

- Risk Management attended many seminars on the Affordable Care Act in 2013 in order to keep up to date on the changes in the law and its impact on Dutchess County's health benefits program.

2014 Initiatives

Personnel and Civil Service

- Continue enhancements to Examinations, Recruitment and Application Management Systems and on-line examination fee credit card payment processes.
- In coordination with OCIS, continue implementation and utilization of the Automated Personnel Memo system so that all County departments are fully accessible and functional by the end of the year.
- In coordination with OCIS and Department of Emergency Response, finalize development and implementation of Emergency Contact Database and Automated Notification System.
- In coordination with OCIS, develop and implement an Enterprise Content Management/Document Management System, with the Department of Human Resources considered a pilot department in this effort.
- The second phase of the Workplace Violence Prevention and Response program training will be provided to all County employees, completion of 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.

- Administer major Civil Service examinations for public safety positions, including Deputy Sheriff and Police Officer. These examinations typically result in the greatest interest and participation in examinations, and involve major efforts in planning, coordinating and administering.
- Finalize review and evaluation of summer/intern program and implement recommendations to expand for maximum permissible and cost-effective utilization.
- Continue with the classification and allocation review of selected County positions.
- Continue to negotiate labor contracts/collective bargaining agreements for DCDSPBA, DCSEA and DCSA/NYSUT County unions.
- Explore available options and opportunities to automate department operations and create internet/web-based services for County Departments, local agencies, employees and the general public.
- Develop policies and procedures for programs having major impact on workforce including Family Medical Leave Act and internship program.

Benefits and Risk Management

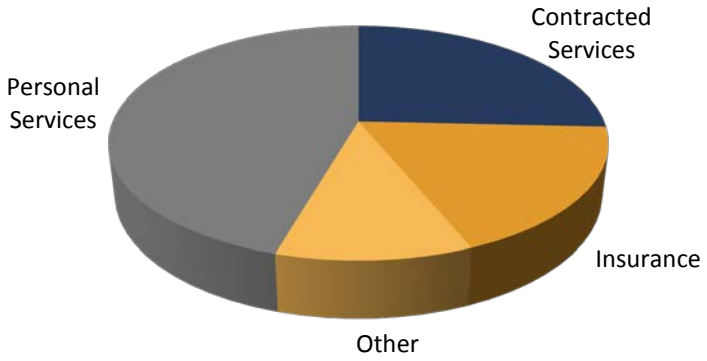
- Risk Management is looking at tackling the huge problem of year over year health insurance premium increases that pressure our cities, towns and villages.
- Being reconsidered are the health insurance options for Dutchess County and our local governments using the model of shared services and focusing on wellness and preventative care.
- A request for proposals is being issued in late summer 2013 for a consultant to evaluate costs and feasibility.
- The plan is to include the unions in the evaluation process as well as be mindful of the impact of changes that the Affordable Care Act will bring to a new plan.
- The goal is to have the report and recommendations ready by the end of 2013, with implementation of a new plan on or about January 2015.
- The Division is working with the County Attorney's office to update insurance requirements in County contracts and lease documents. An informational training will be scheduled for department management and contract specialists once the revisions are finalized.
- Risk Management's safety staff's goals are to update and release the following policies and procedures to County employees: an emergency action plan; cell phone and seatbelt policy; written respiratory protection program and a hearing conservation program. Safety will train all County employees by December 1, 2013 on the Globally Harmonized System of Classification and Labeling of Chemicals (GHS). The GHS includes criteria for the classification of health, physical and environmental hazards, as well as specifying what information should be included on labels of hazardous chemicals as well as safety data sheets. Administrative staff will be trained via internal webinars. Higher risk departments such as Highway, Airport and Parks will receive individualized training sessions.
- A plan is being developed to improve administrative efficiency and lower the cost of P&C insurance programs. In conjunction with the County's insurance broker, a risk assessment report will be written. This report will identify current coverage gaps and help determine the most cost-effective insurance coverage or other risk management method.

Department of Human Resources Fiscal Summary

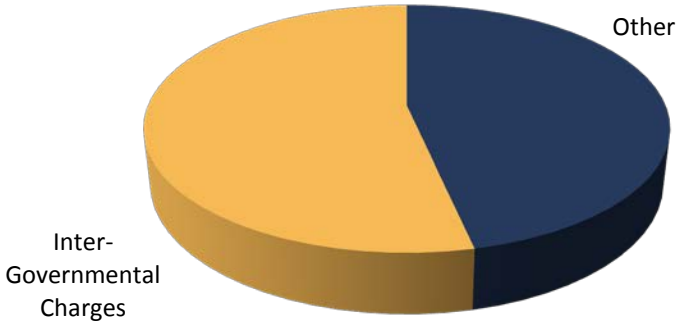
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 4,399,460	$ 5,084,760	16%
Revenues	$ 1,537,654	$ 1,786,080	16%
County Cost	$ 2,861,806	$ 3,298,680	15%

2014 Adopted Appropriations



2014 Estimated Revenue



Department of Human Resources

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	1,785,239	1,626,061	1,642,061	1,559,083	(82,978)	-5.05%
Employee Benefits	778,567	732,122	727,005	755,323	28,318	3.90%
Personal Services	2,563,806	2,358,183	2,369,066	2,314,406	(54,660)	-2.31%
Employee Travel, Train & Educ	5,136	21,580	19,178	22,880	3,702	19.30%
Supplies	7,880	9,300	6,439	9,500	3,061	47.54%
Interdepartmental Srvcs	(3,931,380)	(3,051,185)	(3,050,967)	(3,373,000)	(322,033)	10.56%
Interdepartmental Prog & Srvcs	(3,931,380)	(3,051,185)	(3,050,967)	(3,373,000)	(322,033)	10.56%
Insurance	1,189,639	845,259	845,259	918,500	73,241	8.66%
Contracted Services	788,551	1,100,600	983,475	1,308,450	324,975	33.04%
Mandated Programs	169,695	170,500	301,500	400,500	99,000	32.84%
Operations	2,184,046	2,906,440	2,925,510	3,483,524	558,014	19.07%
Total	2,977,373	4,360,677	4,399,460	5,084,760	685,300	15.58%
OTPS	413,567	2,002,494	2,030,394	2,770,354	739,960	36.44%
Departmental Income	56,446	159,320	159,320	111,660	(47,660)	-29.91%
Intergovernmental Charges	309,000	675,434	703,334	954,420	251,086	35.70%
Use of Money and Property	14,743	0	0	0	-	
Sale of Prop and Comp for Loss	0	0	0	0	-	
Misc. Local Sources	205,735	375,000	375,000	420,000	45,000	12.00%
Interfund Transfers	700,000	300,000	300,000	300,000	-	0.00%
Total	1,285,924	1,509,754	1,537,654	1,786,080	248,426	16.16%
Net to County Cost	1,691,449	2,850,923	2,861,806	3,298,680	436,874	15.27%

Department of Human Resources Organizational Structure

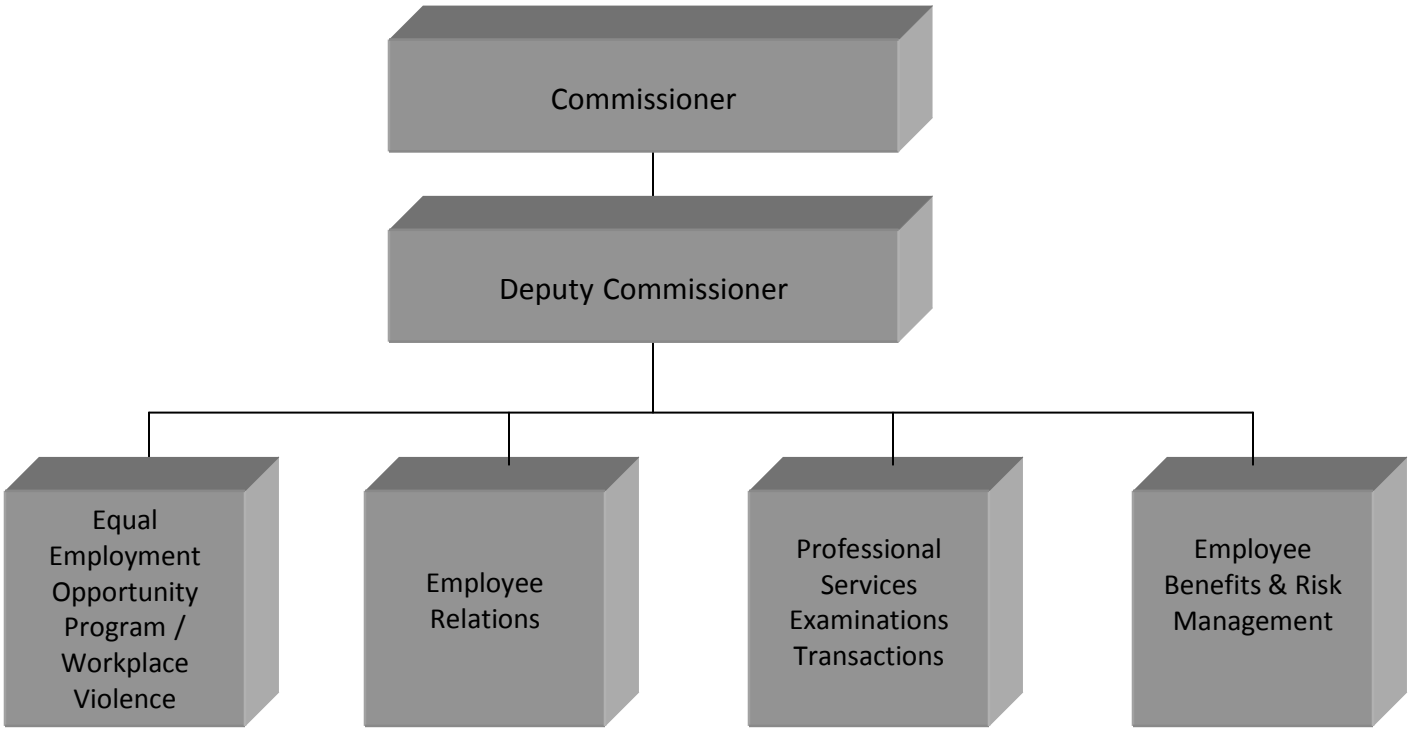


Table of Organization

Position Title	Pay Grade	# of Positions
Human Resources		
Commissioner of Human Resources	MI	1
Deputy Commissioner of Human Resources	MG	1
EEO Officer	ME	1
Senior Human Resources Associate	ME	3
Human Resources Associate	MD	2
Confidential Administrative Assistant	CI	1
Senior Human Resources Assistant	CH	2
Human Resources Assistant	CE	6
Receptionist	6	1
Total:		18
Benefits and Risk Management		
Director of Risk Management	MG	1
Safety Coordinator	15	1
Safety Specialist	13	2
Principal Program Assistant	12	2
Total:		6
Department Total:		24

Department of Public Works Administration & Building Management

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Work Orders Completed	3,590	5,000	5,300	300	6.0%
# Clients in Public Parking	51,180	60,000	60,000	-	0.0%

KEY BUDGETARY ISSUES:

The Buildings Division anticipates the projected revenue will remain unchanged from the 2013 budget.

The increase in expenditures is led by anticipated higher retirement and medical expenses coupled with the modest increase in anticipated natural gas costs. Additionally, a projected increase in professional services of $10,000 relating to an increased scope in building code inspections adds to an increase in departmental expenditures for all County facilities.

The decrease in expenditures is led by projected lower than anticipated fuel oil costs totaling, as well as, a projected decrease in lower than anticipated electric costs.

2013 Accomplishments

- Finalize completion of the Medical Examiner's Office with a targeted move-in date in late July.
- Completion of the Highway multi-bay garage roof replacement by the bonding company (Hayden Building Maintenance Corporation) in the 3rd quarter.
- 50 Market St. (Family Court) roof replacement projected to be completed in the 3rd quarter.
- Completion of the Health Department move from 387 Main St. and 510 Haight Ave. to the newly renovated leased site at the Poughkeepsie Journal building.
- Finalize the Health Department clinic relocation to the leased Family Partnership building in the 3rd quarter.
- Jail security and communication system improvements to be finalized in the 4th quarter.

- Program validation study completed in late May regarding the possible Jail expansion.
- Schematic design and budget report for potential Jail expansion- RFQ's to be issued in the 3rd quarter.
- Building improvements review (Weston & Sampson) at the Public Transportation facility (LOOP Bus garage).
- Finalize mechanical energy efficiency improvements (chiller and cooling tower replacement) at 230 North Road (DMH) in the 3rd quarter.
- Finalized the sale of the Materials Recycling Facility (MRF) located on Fulton St. in the 2nd quarter.
- 27 High St. building sale rejected in the 2nd quarter due to an insufficient monetary offer.
- Dutchess Stadium electrical upgrades and entrance sign currently being developed.
- Demolition of the Nelson House Annex (NHA) completed in the 1st quarter and repaving of the COB paid parking lot completed in the 2nd quarter.
- Continue work with Planning and County Historian regarding the Market St. landscaping plan/Pocket Park.
- Finalized and submitted the EECBG Implementation Strategy authored by Allan Page to the Department of Energy (DOE) during the 1st quarter.
- Energy efficiency improvements at 47 Cannon St., Beacon Center and County Courthouse bid and awarded.

2014 Initiatives

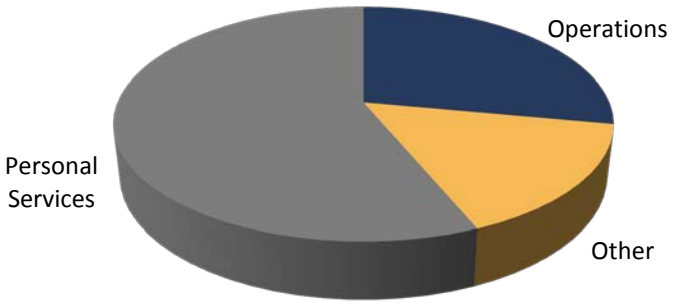
- Finalize energy efficiency improvements at 47 Cannon St. (Chiller), 10 Market St. (Make-Up Air Unit) and the Beacon Center (Rooftop HVAC Units).
- Emergency generator installs at 22 Market St, 60 Market St., 230 North Road and the Sheriff building.
- Jail expansion
- Auto Service center operational interior improvements.
- Emergency Response equipment garage.
- Roof replacement at 170 Washington St.
- Sanitary system repairs at 47 Cannon St.
- County- wide hazmat/infrastructure survey and budget report.
- Energy efficiency improvements at various buildings.

Department Public Works Administration & Building Management Fiscal Summary

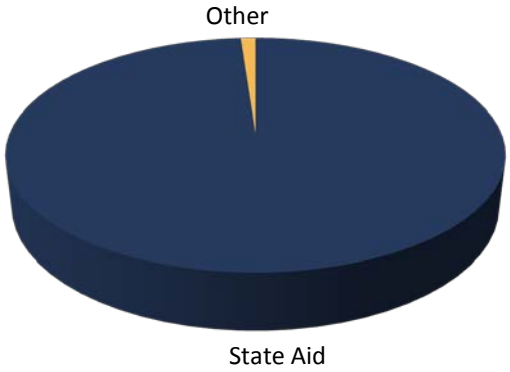
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 5,682,678	$ 5,764,305	1%
Revenues	$ 415,000	$ 440,000	6%
County Cost	$ 5,267,678	$ 5,324,305	1%

2014 Adopted Appropriations



2014 Estimated Revenue



Department of Public Works
Administration & Buildings Management
Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	2,159,894	2,051,388	2,086,888	2,150,035	63,147	3.03%
Employee Benefits	1,134,130	1,179,021	1,088,760	1,092,475	3,715	0.34%
Personal Services	3,294,024	3,230,409	3,175,648	3,242,510	66,862	2.11%
Employee Travel, Train & Educ	3,616	4,865	5,365	5,635	270	5.03%
Equipment (Non-Depreciable)	0	0	2,500	0	(2,500)	-100.00%
Equipment (Depreciable)	8,510	0	0	5,500	5,500	
Equipment	8,510	0	2,500	5,500	3,000	120.00%
Supplies	238,301	434,229	344,989	365,160	20,171	5.85%
Utilities	814,891	798,777	858,777	790,701	(68,076)	-7.93%
Interdepartmental Services	(268,878)	(364,856)	(364,756)	(319,294)	45,462	-12.46%
Interdepartmental Prog & Srv	(268,878)	(364,856)	(364,756)	(319,294)	45,462	-12.46%
Contracted Services	33,881	32,000	70,100	62,000	(8,100)	-11.55%
Operations	1,493,609	1,602,015	1,590,055	1,612,093	22,038	1.39%
Total	5,617,955	5,737,439	5,682,678	5,764,305	81,627	1.44%
OTPS	2,323,931	2,507,030	2,507,030	2,521,795	14,765	0.59%
Departmental Income	3,000	3,000	3,000	3,000	-	0.00%
Fines and Forfeitures	5,200	2,000	2,000	2,000	-	0.00%
Sale of Prop and Comp for Loss	13,458	0	0	0	-	
Misc. Local Sources	97,756	0	0	0	-	
State Aid	446,894	410,000	410,000	435,000	25,000	6.10%
Total	566,307	415,000	415,000	440,000	25,000	6.02%
Net County Cost	5,051,647	5,322,439	5,267,678	5,324,305	56,627	1.07%

Department of Public Works- Administration & Buildings Management
Organizational Structure

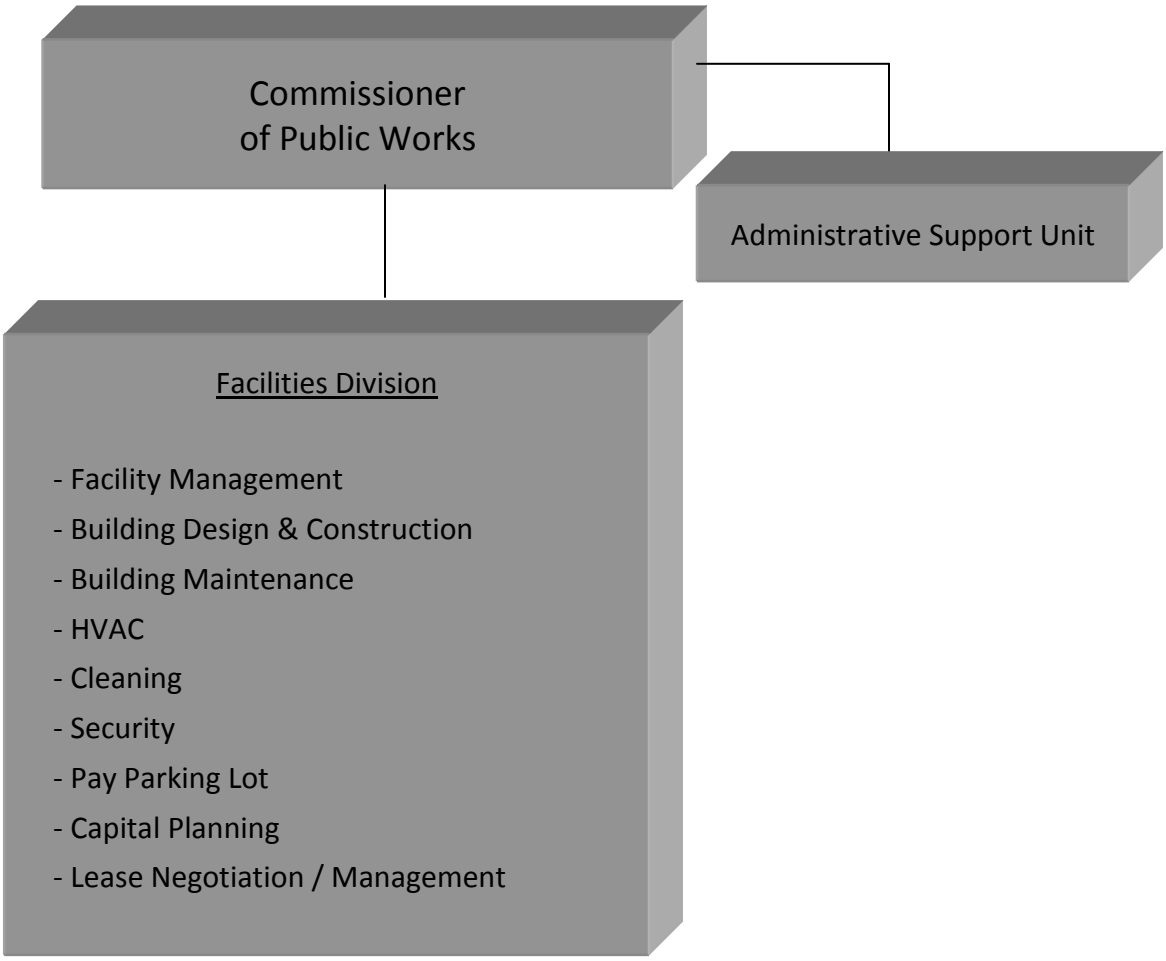


Table of Organization

Position Title	Pay Grade	# of Positions
DPW Administration:		
Commissioner of Public Works	MJ	1
Confidential Administrative Assistant	CI	1
Total:		2
DPW Buildings Division:		
Buildings Administrator	ME	1
Mechanical Engineer	19	1
Building Maintenance Supervisor	16	1
Heating and Ventilation Supervisor	16	1
Electrician II	15	1
Cleaning Supervisor	14	1
Heating and Ventilation Technician	14	1
Senior Carpenter	14	1
Senior Plumber	14	1
Building Maintenance Mechanic III	13	3
Buidling 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
Painter I	11	1
Building Maintenance Mechanic I (HV)	10	1
Secretary	10	1
Accounting Clerk	9	1
Building Maintenance Mechanic I	8	3
Security Guard - Hourly	4-8	0.6
Parking Lot Attendant	4	1
Security Guard	4	4
Cleaner	3	5
Total:		37.6
Total for Public Works Administration and Buildings:		39.6

Contingency & Vacancy Factor

Contingency & Vacancy Factor *Budget Summary*						
Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	0	(1,000,000)	(1,000,000)	(1,000,000)	-	0.00%
Personal Services	0	(1,000,000)	(1,000,000)	(1,000,000)	-	0.00%
Contingency	0	1,500,000	0	1,500,000	1,500,000	
Total	0	500,000	(1,000,000)	500,000	1,500,000	-150.00%
OTPS	0	1,500,000	0	1,500,000	1,500,000	
Net to County Cost	0	500,000	(1,000,000)	500,000	1,500,000	-150.00%

KEY BUDGETARY ISSUES:

- Vacancy factor is budgeted at ($1.0) million; with a net reduction in workforce of (7.62) FTE positions. Since 2009, County government's workforce has decreased by a total of (312.46) FTE positions; therefore, there will not be the same level of vacancy factor savings experienced in prior years.
- General Contingency is budgeted at $1.5 million.

Contribution to Enterprise Funds

Contribution to Enterprise Funds *Budget Summary*						
Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Other	1,452,538	2,868,758	2,868,758	2,663,325	(205,433)	-7.16%
Total	1,452,538	2,868,758	2,868,758	2,663,325	(205,433)	-7.16%
OTPS	1,452,538	2,868,758	2,868,758	2,663,325	(205,433)	-7.16%

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

- EA Fund Contribution is budgeted at $478,454
- ET Fund Contribution is budgeted at $2,184,871 and is driving the increase in this area as $1.68 million in ET appropriated fund balance was used in 2013 to offset the county's contribution. In 2014, the budget includes $400,000 from ET fund balance to reduce the county subsidy.

Interfund Transfers

Interfund Transfers *Budget Summary*						
Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Other	650,000	1,300,000	1,300,000	1,250,000	(50,000)	-3.85%
Total	650,000	1,300,000	1,300,000	1,250,000	(50,000)	-3.85%
OTPS	650,000	1,300,000	1,300,000	1,250,000	(50,000)	-3.85%
Net to County Cost	650,000	1,300,000	1,300,000	1,250,000	(50,000)	-3.85%

The interfund transfer reflects the necessary transfer between funds for the Self Insured Workers Compensation Fund. In 2014, this area includes the interfund transfer of S fund appropriated fund balance of $1,000,000 and $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.

Property Taxes

Functions

The 2014 proposed property tax levy of $107,974,160 stays within the state imposed property tax cap.

Property Taxes *Budget Summary*						
Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Real Property Taxes	101,085,416	105,887,740	105,887,740	107,974,160	2,086,420	1.97%
Intrafund Transfer	0	(1,000,000)	(1,000,000)	(1,000,000)	-	0.00%
Total	101,085,416	104,887,740	104,887,740	106,974,160	2,086,420	1.99%
Net to County Cost	(101,085,416)	(104,887,740)	(104,887,740)	(106,974,160)	(2,086,420)	1.99%

Real Property Taxes include:

- $97,505,640 – General Fund
- $7,838,500 – Road Fund (D)
- $2,630,020 – Machinery Fund (E)
- ($800,000) – Provision for Uncollected Taxes
- ($200,000) – Provision for Tax Refunds

Appropriated Fund Balance

Appropriated Fund Balance *Budget Summary*						
Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Interfund Transfers	0	7,419,500	9,821,813	2,000,000	(7,821,813)	-79.64%
Total	0	7,419,500	9,821,813	2,000,000	(7,821,813)	-79.64%
Net to County Cost		7,419,500	9,821,813	2,000,000	(7,821,813)	-79.64%

KEY BUDGETARY ISSUES:

The 2014 proposed budget includes the following modest appropriation of fund balance, demonstrating our goal to protect and rebuild fund balance.

- Road Fund (D) $600,000
- Public Transportation Fund (ET) $400,000
- Self Insurance Fund (S) $1,000,000

Total $2,000,000

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	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Contracted Services	0	0	0	27,898,000	27,898,000	100.00%
Other	71,334	0	36,875	0	(36,875)	-100.00%
Total	71,334	0	36,875	27,898,000	27,861,125	100.00%
OTPS	71,334	0	36,875	27,898,000	27,861,125	100.00%
Real Property Tax Items	1,384,264	1,709,551	1,709,551	1,736,259	26,708	1.56%
Non Property Tax Items	137,967,030	147,134,676	147,134,676	184,705,361	37,570,685	25.53%
Departmental Income	0	4,845,349	4,845,349	0	(4,845,349)	-100.00%
Use of Money and Property	11,455	0	0	0	-	
Total	139,362,749	153,689,576	153,689,576	186,441,620	32,752,044	21.31%
Net to County Cost	(139,291,415)	(153,689,576)	(153,652,701)	(158,543,620)	(4,890,919)	3.18%

KEY BUDGETARY ISSUES:

Sales Tax

In 2013, the County negotiated a new sales tax agreement with the cities of Beacon and Poughkeepsie. The new agreement caps the amount of sales tax to be distributed to localities at $25 million in order to preserve the services the County provides to mutual constituents. The agreement also provides for a distribution of 18.453% of any growth in sales tax to municipalities. NYS Legislature and the County Legislature authorized an extension of the ¾ of 1% sales tax rate through November 30, 2015. The 2014 Adopted, for the first time, includes total sales tax revenue and an appropriation for the municipality share. The 2014 gross County sales tax estimate of $182.2 million is based on economic growth of 2.76% over the 2013 projected gross sales tax of $169.7 million.

Absent significant and immediate mandate relief from Albany, the 2014 budget provides for the repeal of the sales tax exemption on residential energy sources to generate an estimated $7.8M in new gross revenue to pay for state and federal mandates and other increasing costs. This additional revenue will be shared with municipalities based on the current growth distribution formula.

Mortgage Tax

The MRT would be worth $7 million annually if adopted by the New York State Legislature pursuant to Dutchess County's home rule request, however, state support has not been forthcoming.

Hotel Tax

The County anticipates approval of the extension of the 1% increase in Hotel Tax by New York State, which is due to expire November 30, 2014.

Fringe Benefits

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.

Pension costs paid to the State Retirement System in 2014 are projected to decrease by $312,000 due to fewer employees and a slight reduction in pension rates from an average of 20.9% to 20.1% as a percent of earnings.

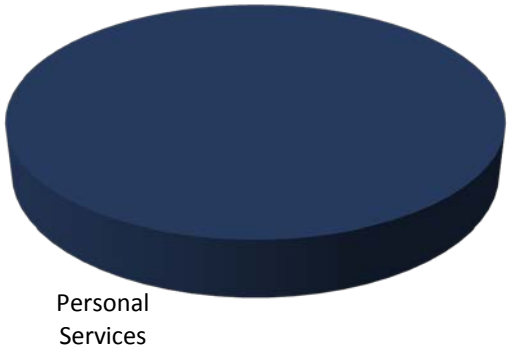
Health insurance costs are projected to increase by $2 million, or 8.3%, in 2014. The County has issued and RFP for a review of our current health insurance plans with recommendations for more cost efficient options, including a health insurance consortium model expanded to local municipalities.

Fringe Benefits Fiscal Summary

Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 9,271,660	$ 10,009,460	8%
Revenues	$ -	$ -	
County Cost	$ 9,271,660	$ 10,009,460	8%

2014 Adopted Appropriations



Fringe Benefits

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Employee Benefits	8,916,515	8,229,611	9,271,660	10,009,460	737,800	7.96%
Personal Services	8,916,515	8,229,611	9,271,660	10,009,460	737,800	7.96%
Total	8,916,515	8,229,611	9,271,660	10,009,460	737,800	7.96%
OTPS	0	0	0	0		
Misc. Local Sources	127,181	0	0	0	-	
Total	127,181	0	0	0	-	
Net County Cost	8,789,334	8,229,611	9,271,660	10,009,460	737,800	7.96%

Education

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Handicapped Parking Education Program

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 severe 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Educational Materials Distributed	900	800	800	-	0.0%
Incorporate handicapped parking awareness/sensitivity training curriculum into Police Academy training - new recruits (# of classes)	0	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:	2012 Actual	2013 Estimate	2014 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	-	-	-	-	
Media Campaign/ # radio spots	1	1	1	-	0.0%
Public outreach through displays	6	6	5	(1)	-16.7%

2013 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.

2014 Initiatives

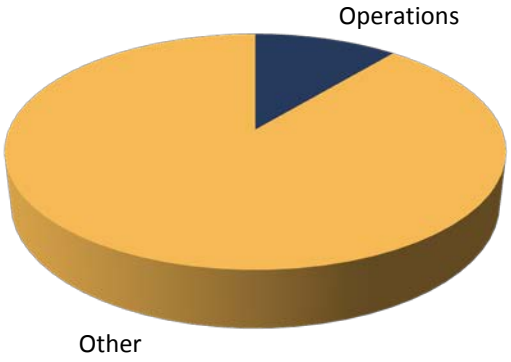
There are no new initiatives identified in the 2014 budget plan for the Handicapped Parking Education Program; however presentations and public service announcements / press releases are planned.

Handicapped Parking Education Program
Fiscal Summary

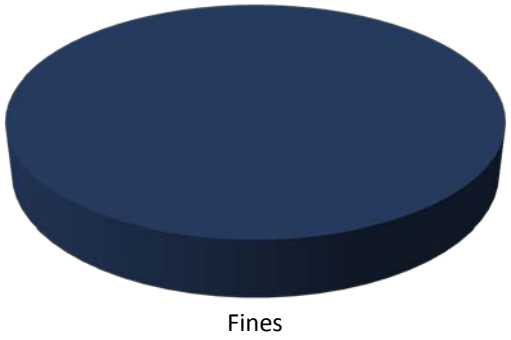
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 4,310	$ 3,710	-14%
Revenues	$ 4,310	$ 2,000	-54%
County Cost	$ -	$ 1,710	100%

2014 Adopted Appropriations



2014 Estimated Revenue

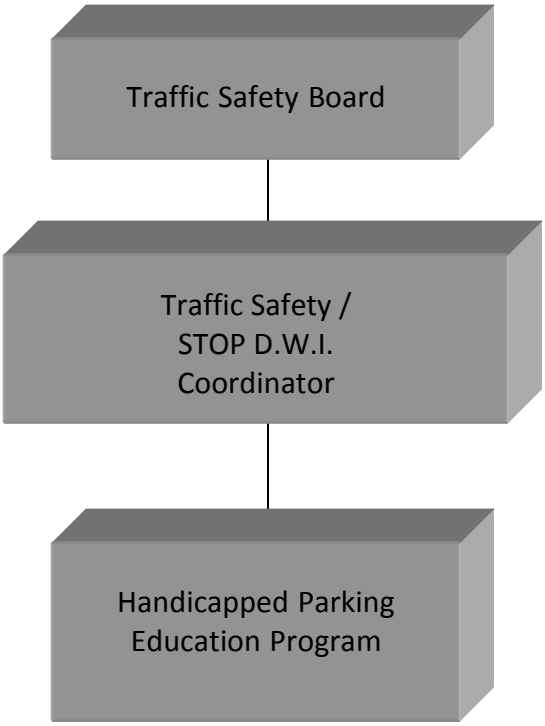


Handicapped Parking Education Program

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Employee Travel, Train, & Educ	0	250	250	0	(250)	-100.00%
Supplies	0	60	60	60	-	0.00%
Interdepartmental Services	5,000	400	400	350	(50)	-12.50%
Interdepartmental Prog & Srvs	5,000	400	400	350	(50)	-12.50%
Operations	3,300	3,600	3,600	3,300	(300)	-8.33%
Total	8,300	4,310	4,310	3,710	(600)	-13.92%
OTPS	8,300	4,310	4,310	3,710	(600)	-13.92%
Fines and Forfeitures	900	4,310	4,310	2,000	(2,310)	-53.60%
Total	900	4,310	4,310	2,000	(2,310)	-53.60%
Net County Cost	7,400	-	-	1,710	1,710	

Handicapped Parking Education Program Organizational Structure



Dutchess Community College

Functions

Dutchess Community College (the "College"), a unit of the State University of New York, first offered classes in 1958. This two-year institution offers four main programs of study leading to associate degrees in arts, science, applied science, and one-year certificate.

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-resident students and out-of-state students. 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 the state university as to the approved annual operation and capital charge-back rate for each community college.

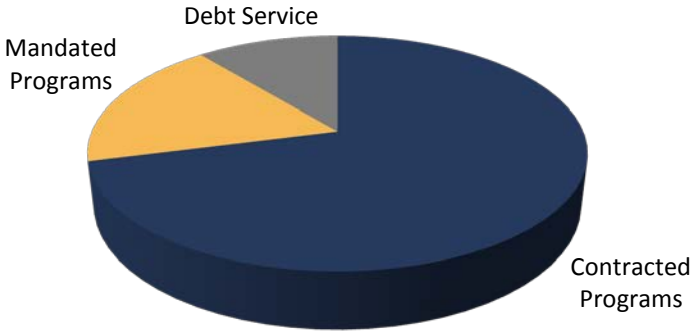
The amounts payable to the community colleges are general county charges.

Dutchess Community College Fiscal Summary

Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 15,089,542	$ 15,265,410	1%
Revenues	$ -	$ -	
County Cost	$ 15,089,542	$ 15,265,410	1%

2014 Adopted Appropriations



Dutchess Community College *Budget Summary*						
Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Contracted Services	10,837,898	10,837,898	10,837,898	10,837,898	-	0.00%
Mandated Programs	2,218,958	2,525,782	2,592,282	2,750,000	157,718	6.08%
Debt Service	1,809,777	1,659,362	1,659,362	1,677,512	18,150	1.09%
Total	14,866,633	15,023,042	15,089,542	15,265,410	175,868	1.17%
OTPS	14,866,633	15,023,042	15,089,542	15,265,410	175,868	1.17%
Misc Local Sources	7,133	0	0	0	-	
Total	7,133	0	0	0	-	
Net County Cost	14,859,500	15,023,042	15,089,542	15,265,410	175,868	1.17%

KEY BUDGETARY ISSUES:

The 2014 tentative budget allocates $10.8 million as its sponsor share to the college.

Debt service paid by County Government for the Community College is increasing by $18,150 or 1.09% in 2014, to a total payment of $1,677,512.

Tuition costs for Dutchess County residents attending community colleges outside Dutchess County are projected at $2.75 million for 2014.

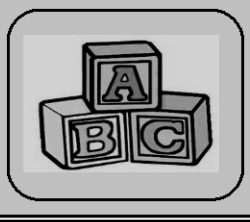
Early Intervention & Pre-School Special Education

Functions

The Preschool Special Education and the Early Intervention programs provide services for children with disabilities. The two programs correspond to Special Education for school age children under the federal Individuals with Disabilities Education Act. These are stated mandated services locally managed by the Department of Health. Services include coordination, therapy, evaluation and transportation.

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.

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# children ages 0-3 referred for evaluation	704	700	700	-	0.0%
# children ages 0-3 found eligible	366	360	360	-	0.0%
# children ages 3-5 referred for evaluation	664	670	670	-	0.0%
# children ages 3-5 found eligible	588	610	610	-	0.0%

Goal & Objectives:	Provide therapeutic services to eligible children to enhance their developmental status.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
percent of children ages 0-3 who received services within 30 days of authorization	93%	93%	93%	-	0.0%
# children ages 3-5 with a developmental delay who received services	1,097	1,200	1,200	-	0.0%

KEY BUDGETARY ISSUES:

2013 Accomplishments

The Early Intervention and Pre School Special Education programs continue to work with various service providers to successfully comply with many new State regulations while efficiently maintaining service for over 2,000 children.

Early Intervention reforms were enacted in the 2012-2013 State budget, changing the administrative and fiscal roles of municipalities. Starting April 1, 2013, the Dutchess County Department of Health no longer has the authority or responsibility to enter into contract with service providers, except for transportation and respite services. All payment and claiming functions are managed by the State Fiscal Agent. The Department continues to be responsible for: accepting/managing referrals to the EIP (Child Find), designating Initial Service Coordinators (these are Public Health Nurses assigned to EIP), and reviewing evaluations, as well as eligibility determinations.

Monitoring efforts have resulted in a significant savings and have improved the quality of services rendered. Some of the monitoring activities include:

- Increased screening at the point of referral

- Monthly review of Medicaid exclusion list
- Review of semi-annual outcome reports from every provider
- 100% desk auditing of session notes as compared to the authorized Individual Family Service Plan (ISFP)
- Six month review of all ISFPs
- Site visits to ensure compliance with rules and regulations

2014 Initiatives

The Department will continue to identify eligible children, to ensure that they receive the necessary individualized service in the most appropriate and cost effective way.

One of the initiatives this year will be to increase internal coordination of services between the Early Intervention & Preschool programs with the Public Health Nursing division's Early Childhood Developmental Surveillance Program. The later program provides screening and parental assistance to children less than three years old who are at risk for developmental delays, or who have been evaluated by the EI Program and found to be not eligible, but who continue to have risk factors which are of concern.

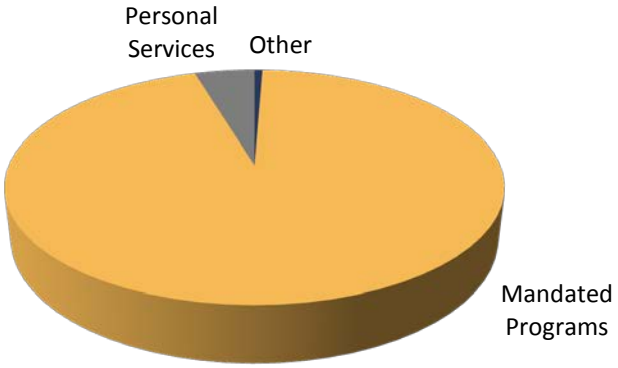
Additionally, the Department intends to continue its tradition of bringing together the service providers to increase networking and problem solving for the benefit of the families we serve.

Early Intervention & Pre-School Special Education Fiscal Summary

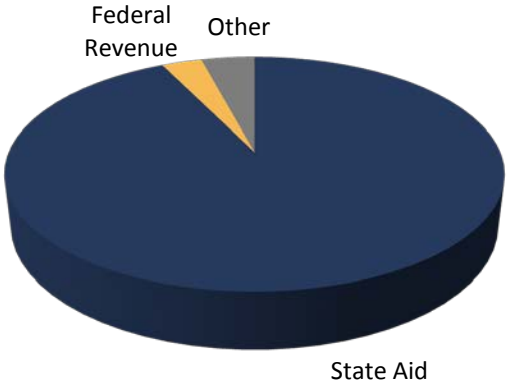
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 20,653,151	$ 21,238,858	3%
Revenues	$ 11,590,051	$ 11,958,591	3%
County Cost	$ 9,063,100	$ 9,280,267	2%

2014 Adopted Appropriations



2014 Estimated Revenue



Early Intervention & Pre-School Special Education

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	741,009	680,635	691,544	655,692	(35,852)	-5.18%
Employee Benefits	328,697	318,637	302,561	327,827	25,266	8.35%
Personal Services	1,069,707	999,272	994,105	983,519	(10,586)	-1.06%
Employee Travel, Train, & Educ	8,168	9,780	10,371	10,030	(341)	-3.29%
Communication	829	1,760	1,760	1,372	(388)	-22.05%
Supplies	3,926	3,600	3,693	4,000	307	8.31%
Interdepartmental Services	12,295	12,847	13,343	12,395	(948)	-7.10%
Interdepartmental Prog & Srv	12,295	12,847	13,343	12,395	(948)	-7.10%
Contracted Services	23,874	24,900	24,900	4,900	(20,000)	-80.32%
Mandated Programs	18,963,564	18,499,159	19,499,159	20,125,000	625,841	3.21%
Operations	105,866	114,711	105,820	97,642	(8,178)	-7.73%
Total	20,188,228	19,666,029	20,653,151	21,238,858	585,707	2.84%
OTPS	19,118,521	18,666,757	19,659,046	20,255,339	596,293	3.03%
Departmental Income	779,882	440,963	440,963	445,000	4,037	0.92%
Sale of Prop and Comp for Loss	167,595	48,191	48,191	48,000	(191)	-0.40%
Misc. Local Sources	16,783	0	0	0	-	
State Aid	10,146,872	9,765,015	10,765,015	11,094,415	329,400	3.06%
Federal Aid	182,331	335,882	335,882	371,176	35,294	10.51%
Total	11,293,463	10,590,051	11,590,051	11,958,591	368,540	3.18%
Net to County Cost	8,894,764	9,075,978	9,063,100	9,280,267	217,167	2.40%

Early Intervention & Pre-School Special Education Organizational Structure

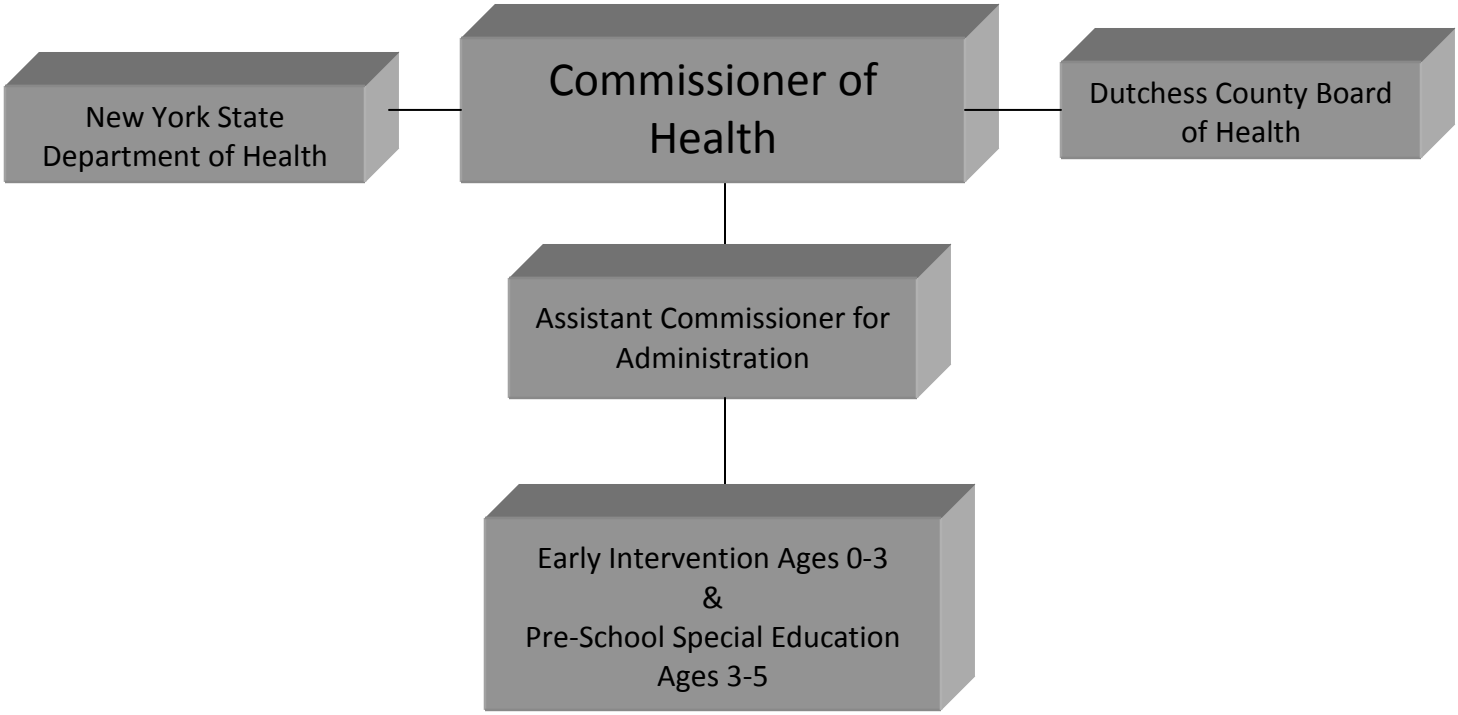


Table of Organization

Position Title	Pay Grade	# of Positions
Early Intervention & Pre-School Special Education Program:		
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	1
Total:		12

Safety

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District Attorney

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, although two full-time criminal investigators are available as needed. 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 Attorneys Office is committed to insuring that offenders are held accountable for their criminal conduct. The office is also committed to assuring that the voices of 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Prosecutions (excluding investigations) - cases	8,447	7,982	8,381	399	5.0%
Prosecutions (excluding investigations) - charges	$ 20,764	$ 17,378	$ 18,247	$ 869	5.0%
Special Prosecutions (STOP DWI) - cases	1,316	1,162	1,220	58	5.0%
Special Prosecutions (STOP DWI) - charges	$ 5,702	$ 4,416	$ 4,636	$ 220	5.0%
Domestic Violence Related Crimes - cases	1,141	1,112	1,168	56	5.0%
Domestic Violence Related Crimes - charges	$ 1,917	$ 1,960	$ 2,058	$ 98	5.0%
County Court Felony Prosecutions - cases	470	400	420	20	5.0%
Investigations - cases	274	228	240	12	5.3%
Total Prosecutions - cases	8,721	8,210	8,619	409	5.0%
Total Prosecutions - charges	$ 20,764	$ 17,378	$ 18,487	$ 1,109	6.4%

KEY BUDGETARY ISSUES:

2013 Accomplishments & 2014 Initiatives

During 2013, and continuing into 2014, 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;

- 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 2014 budget includes funding for a new Assistant District Attorney to handle the increased caseloads in the Domestic Violence Unit; and

- Addressing the problem of recidivism by joining with judges, defense attorneys, 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 addiction, alcohol dependency or mental health issues that led to their committing crimes.

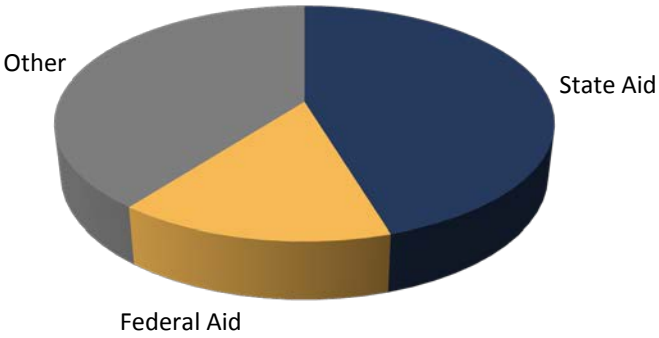
District Attorney Fiscal Summary

Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 5,809,971	$ 5,827,425	0%
Revenues	$ 636,543	$ 465,229	-27%
County Cost	$ 5,173,428	$ 5,362,196	4%

2014 Adopted Appropriations

2014 Estimated Revenue



District Attorney
Budget Summary

Classification	2012 Expense	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	3,428,680	3,574,157	3,594,984	3,669,130	74,146	2.06%
Employee Benefits	1,448,190	1,574,827	1,525,089	1,587,783	62,694	4.11%
Personal Services	4,876,870	5,148,984	5,120,073	5,256,913	136,840	2.67%
Employee Travel, Train & Educ	69,509	69,650	82,575	76,650	(5,925)	-7.18%
Equipment (Non-Depreciable)	7,215	0	21,256	0	(21,256)	-100.00%
Equipment (Depreciable)	0	0	40,784	0	(40,784)	-100.00%
Equipment	7,215	0	62,040	0	(62,040)	-100.00%
Supplies	42,386	39,218	51,634	38,275	(13,359)	-25.87%
Interdepartmental Services	101,320	86,562	105,412	91,748	(13,664)	-12.96%
Interdepartmental Prog & Srv	101,320	86,562	105,412	91,748	(13,664)	-12.96%
Contracted Services	299,539	258,600	256,889	260,100	3,211	1.25%
Mandated Programs	1,100	0	0	0	-	
Operations	95,529	99,839	131,348	103,739	(27,609)	-21.02%
Total	5,493,468	5,702,853	5,809,971	5,827,425	17,454	0.30%
OTPS	616,597	553,869	689,898	570,512	(119,386)	-17.30%
Departmental Income	251,907	316,134	316,134	180,246	(135,888)	-42.98%
Fines and Forfeitures	47,746	0	35,426	0	(35,426)	-100.00%
Sale of Prop and Comp for Loss	1,995	0	0	0	-	
Misc. Local Sources	7,700	4,000	4,000	4,000	-	0.00%
State Aid	240,009	210,987	210,987	210,987	-	0.00%
Federal Aid	87,941	69,996	69,996	69,996	-	0.00%
Total	637,297	601,117	636,543	465,229	(171,314)	-26.91%
Net to County Cost	4,856,170	5,101,736	5,173,428	5,362,196	188,768	3.65%

District Attorney Organizational Structure

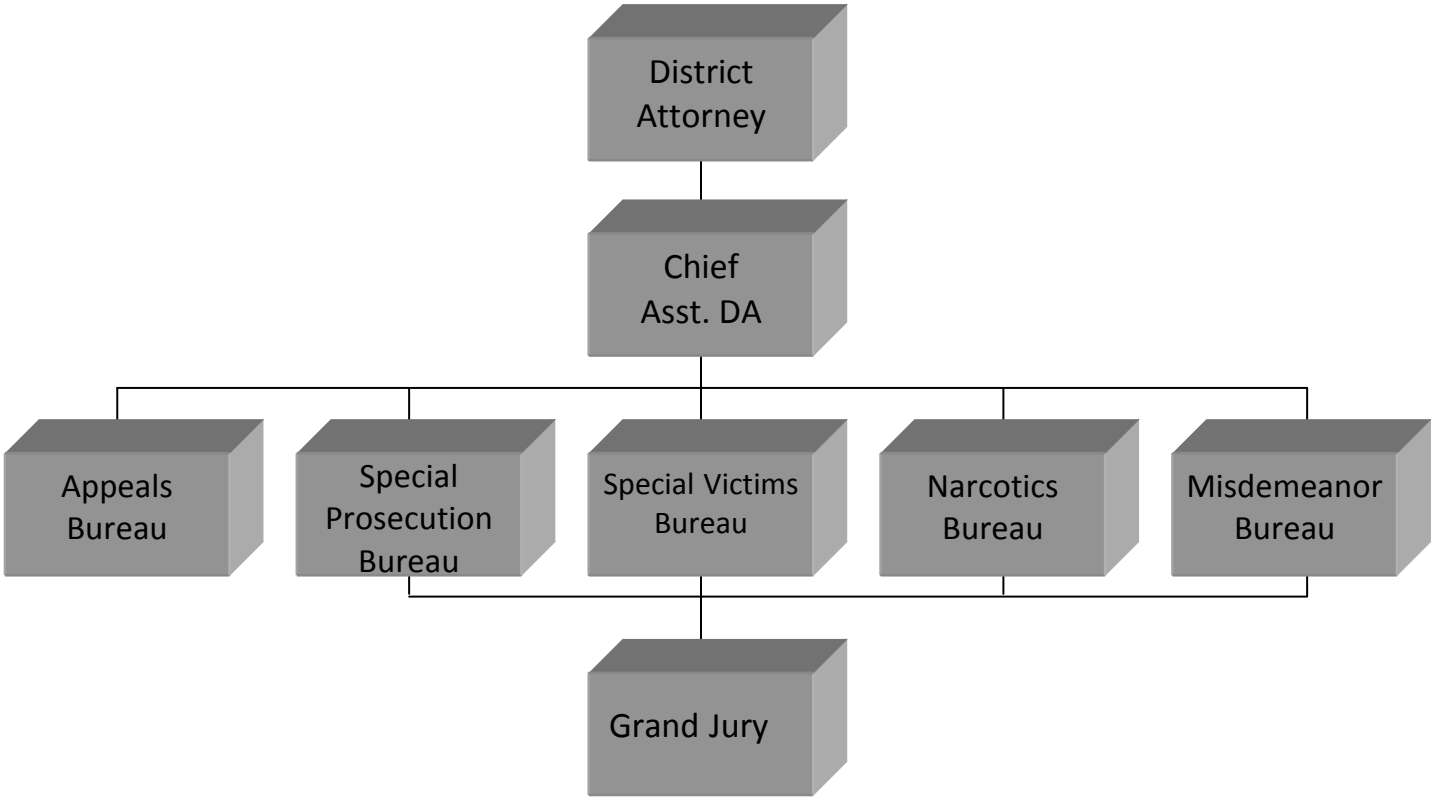


Table of Organization

Position Title	Pay Grade	# of Positions
District Attorney:		
District Attorney	E	1
District Attorney- Chief Assistant	MI	1
Bureau Chief	MH	4
Senior Assistant DA	MG	11
Senior Assistant DA (Child Abuse)	MG	1
Chief Investigator DA	ME	1
Secretary to DA	MC	1
Law Enforcement Coordinator (CAC)	17	1
Investigator DA	16	1
Principle Accounting Clerk	12	1
Legal Secretary	11	5
Program Assistant	8	2
Receptionist	6	1
Total:		31

Table of Organization

Position Title	Pay Grade	# of Positions
DA STOP DWI:		
Senior Assistant DA	MG	3
Legal Secretary	11	1
Total:		4
District Attorney- Grand Jury:		
Grand Jury Reporter	16	2
Total:		2
Drug Task Force:		
Senior Assistant DA	MG	1
Legal Secetary	11	1
Total:		2
Domestic Violence Project:		
Bureau Chief	MH	1
Senior Assistant DA	MG	3
Senior Assistant DA	ME	1
Domestic Violence Outreach Worker	12	2
Legal Secretary	11	1
Total:		8
Department Total:		47

Emergency Response

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". The "Closest Car Concept" allows 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. He 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 a 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 Manager 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 a 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. Recruitment and Retention of Volunteer EMS is a focus as well as ensuring 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 under the Department of Homeland Security and Emergency Services (DHSES), these are the New York State Office of Emergency Management(NYSOEM) and 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 Coordinator, Assistant 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Incidents	8,450	8,600	9,000	400	4.7%

Goal:	To efficiently and effectively answer E-911 calls and dispatch the appropriate personnel.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Total Incidents Dispatched	119,835	125,224	130,000	4,776	3.8%

Goal:	Have specialized teams ready and able to respond to emergency incidents and / or events.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Haz Mat calls	14	14	16	2	14.3%
Critical Incident Responses	9	9	9	-	0.0%
Fire Investigations	31	40	50	10	25.0%
Medical Reserve Corp. recruits	397	430	450	20	4.7%
Fire Police Responses	2	3	4	1	33.3%

Goal:	Provide Outreach Training Sessions to the public.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
County Fire Courses (# of students)	4,750	4,500	5,000	500	11.1%

KEY BUDGETARY ISSUES:

The 2014 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

The following is a review of the Department's 2013 Accomplishments and a forecast of their planned 2014 Initiatives.

2013 Accomplishments

- The Emergency Management Division has led an effort to review/update the Dutchess County Comprehensive Emergency Management Plan. This plan sets the recommended course for Dutchess County agencies to follow in a large scale disaster in minimizing hazards to life and property. This endeavor involves 13 county agencies, the three local hospitals, Salvation Army and the American Red Cross. This project is supported through a Homeland Security Grant.

- The Emergency Management Division was awarded $225,000 FEMA grant to create a Regional Hazard Mitigation Plan. This effort will involve 20 different municipalities in Dutchess County and will serve as the template for all mitigation projects. Once complete and approved by FEMA the plan will allow these municipalities to apply for federal funding for their projects.

- For the first time, the department was assigned as the lead agency for special event planning at Dutchess Stadium. This assignment was given approximately three weeks before the largest event at the stadium, K-Fest. Staff coordinated numerous county, local agencies, and assured a safe and enjoyable time for all attendees.

- Staff continued their support of the stadium and has provided an updated and enhanced safety plan for the stadium.

- Partnering with OCIS and Public Works the department identified the need for an expansion and upgrade of the 911 Communications Center equipment room. This room has reached its capacity both in space and available electric. A successful grant application has provided the funding to improve this important part of ours and OCIS's operation.

- The Emergency Medical Services (EMS) Division had a several significant achievements as well. They have secured Homeland Security funding to provide a series of training session for Fire and EMS response personnel. A nationally recognized educator will provide several sessions on Mass Casualty Incident (MCI) Management. It is imperative first responders react appropriately and this program will provide this critically important training free of charge to local agencies.

- The EMS Division has secured Homeland Security funding and has purchased two 25 person MCI trailers to deployed throughout the county. These units will be in-service this fall and provide equipment and resources to the local first responders.

- In collaboration with the Department of Health, ER made significant progress on the Alternate Care Site Plan. A comprehensive training program was conducted with 177 attendees participating and receiving the latest orientation to the plan.

- A table top exercise with over 30 participants from numerous agencies was conducted for the Alternate Care Site Plan. Strengths and areas of improvement were identified and a clear path of improvement and future efforts were identified.

- The Communications System Specialist provided coordination for the implementation of the new Sheriff's Office Simulcast Radio System. This grant funded project has dramatically improved their two way radio communications.

- Using grant funding and partnering with OCIS, ER has secured the latest radio technology and equipment which will be installed in the backup 911 communications center. This will dramatically improve backup site capabilities and make it a fully operational backup center.

- Completion of the Fire Training Centers "burn building" refurbishment. Based on a continued usage again this year, this important program is vital to the Fire Service in Dutchess County.

- The Fire Rescue and EMS divisions will complete an update and revision of the Dutchess County Fire and EMS Mutual Aid Plan in 2013.

2014 Initiatives

- Develop a significant improvement in the County's "depth" of trained individuals to operate in the Emergency Operations Center (EOC). Homeland Security funding has been secured to provide additional training and exercise in the EOC. By training additional County employees, ER will improve the ability to respond and maintain a high level of functionality for multiple operational periods.

- Initiate next series of training sessions for Alternate Care Site Planning. This grant funded effort will further develop the competencies of staff and volunteers required to operate an Alternate Care Site.

- Further explore and prepare for the implementation of Next Generation 911. In an effort to meet the changing needs of the public. This will allow us to receive and communicate via text message with the public.

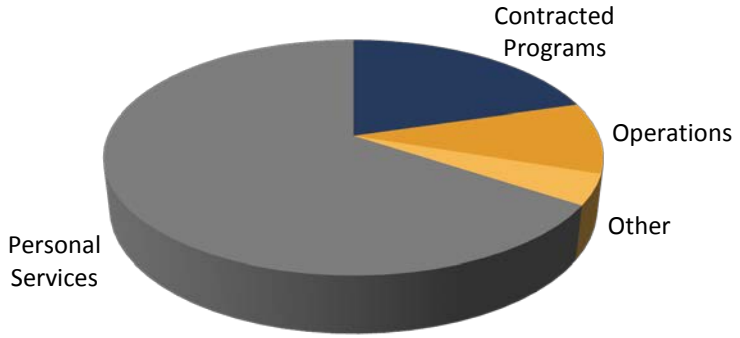
- In an effort to meet the changing needs of the public continue to explore and prepare for the implementation of Next Generation 911. This technology allows the 911 Center to receive and communicate via text message.

Emergency Response Fiscal Summary

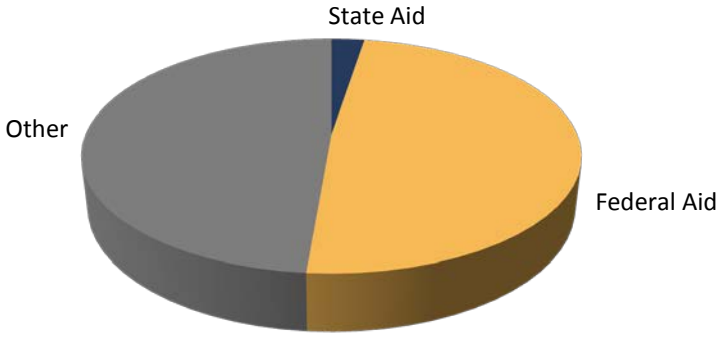
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 6,879,967	$ 6,409,145	-7%
Revenues	$ 2,866,804	$ 2,517,442	-12%
County Cost	$ 4,013,163	$ 3,891,703	-3%

2014 Adopted Appropriations



2014 Estimated Revenue



Emergency Response

Budget Summary

Classification	2012 Expense	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	2,892,289	3,012,090	3,062,590	2,880,308	(182,282)	-5.95%
Employee Benefits	1,275,665	1,419,032	1,391,305	1,328,623	(62,682)	-4.51%
Personal Services	4,167,954	4,431,122	4,453,895	4,208,931	(244,964)	-5.50%
Employee Travel, Train & Educ	15,649	24,277	21,377	22,778	1,401	6.55%
Equipment (Non-Depreciable)	22,163	145,800	163,343	3,550	(159,793)	-97.83%
Equipment (Depreciable)	247,538	65,050	276,904	0	(276,904)	-100.00%
Equipment	269,701	210,850	440,247	3,550	(436,697)	-99.19%
Communication	118,313	118,013	120,901	114,113	(6,788)	-5.61%
Supplies	117,533	79,011	99,751	28,580	(71,171)	-71.35%
Utilities	59,370	59,575	64,575	59,160	(5,415)	-8.39%
Interdepartmental Services	29,283	37,388	39,500	39,418	(82)	-0.21%
Interdepartmental Prog & Srv	29,283	37,388	39,500	39,418	(82)	-0.21%
Contracted Services	281,199	560,479	910,970	1,307,144	396,174	43.49%
Operations	583,928	654,457	728,751	625,471	(103,280)	-14.17%
Total	5,642,929	6,175,172	6,879,967	6,409,145	(470,822)	-6.84%
OTPS	1,474,975	1,744,050	2,426,072	2,200,214	(225,858)	-9.31%
Non Property Tax Items	1,224,766	1,242,000	1,242,000	1,225,000	(17,000)	-1.37%
Departmental Income	2,000	0	0	0	-	
Intergovernmental Charges	3,205	0	0	0	-	
Sale of Prop and Comp for Loss	11,127	150	150	150	-	0.00%
Misc. Local Sources	6,737	1,500	1,500	0	(1,500)	-100.00%
State Aid	289,870	152,000	152,000	63,892	(88,108)	-57.97%
Federal Aid	758,927	786,632	1,471,154	1,228,400	(242,754)	-16.50%
Total	2,296,632	2,182,282	2,866,804	2,517,442	(349,362)	-12.19%
Net County Cost	3,346,296	3,992,890	4,013,163	3,891,703	(121,460)	-3.03%

Emergency Response Organizational Structure

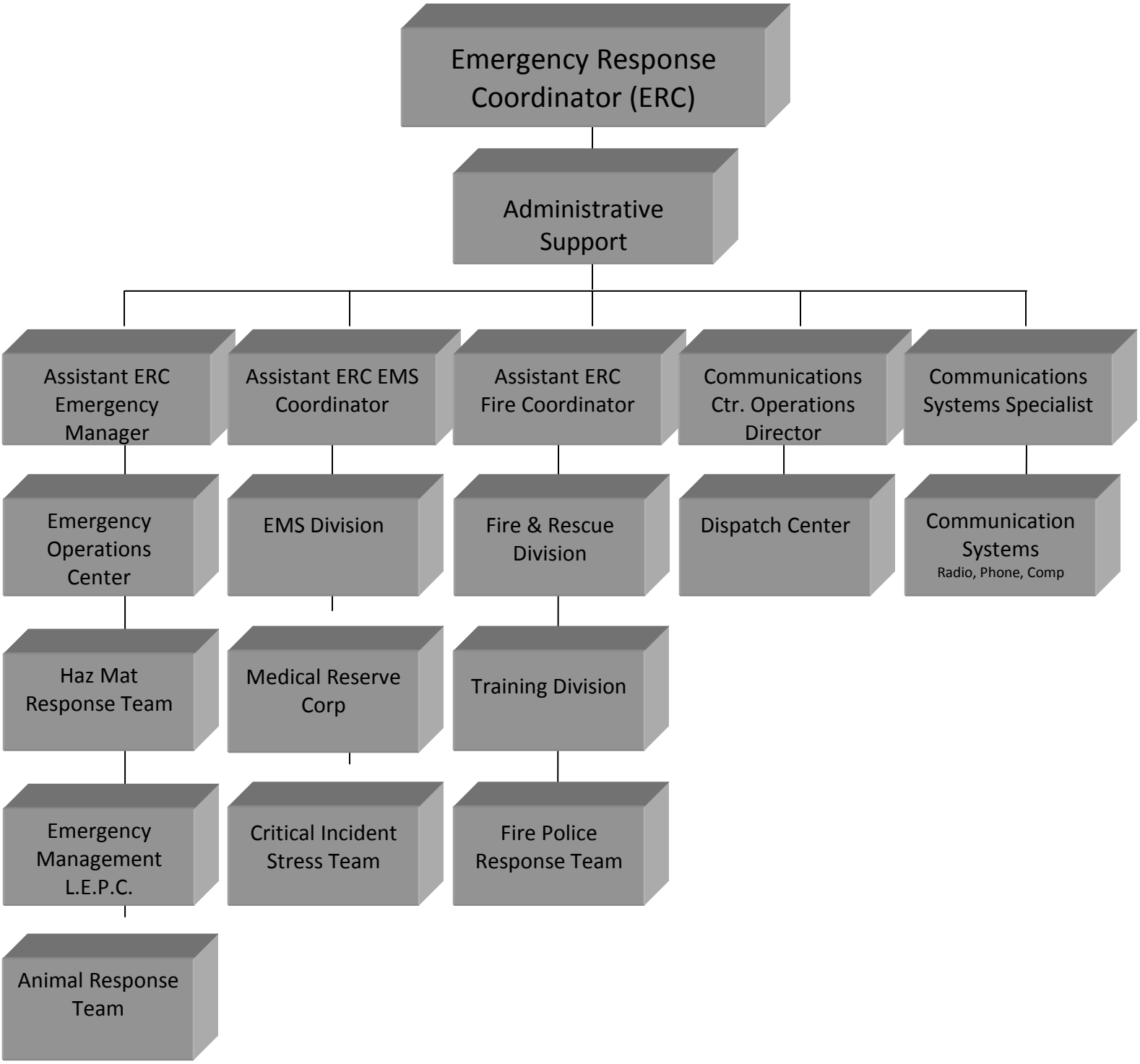


Table of Organization

Position Title	Pay Grade	# of Positions
Emergency Response:		
Emergency Response Coordinator	MG	1
Assistant Coordinator Emergency Management	17	1
Assistant Coordinator Fire Coordinator	17	1
Building Maintenance Mechanic III	13	1
Fire Instructor (PT)	13	1.35
Total:		5.35
Public Safety Communications System:		
Confidential Administrative Assistant	CI	1
Communications Systems Specialist	17	1
Dispatch Center Operations Director	17	1
Senior Public Safety Dispatcher	15	5
Public Safety Dispatcher II	14	4
Public Safety Dispatcher I (Hourly)	13-8	1.17
Public Safety Dispatcher I	13	27
Public Safety Dispatcher (TR)	12	1
Senior Program Assistant	10	1
Program Assistant	8	1
Total:		43.17
Department Total:		48.52

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 interview the defendant or respondents, verify the data received, check sources for additional data, contact and assist victims, frequently visit the home of the offender 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 offenders 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 breathe 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.

- Electronic Monitoring allows individuals to remain in the community under intensive supervision.

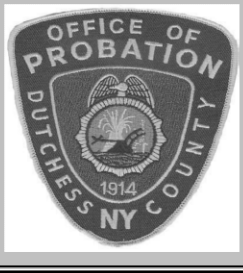
The agency is also focused on placement prevention for juveniles as reflected in mandatory PINS Diversion, J-RISC and Functional Family Therapy. The Department is assisted in its work by community volunteers and student interns.

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 cases will close successfully and not result in placement. *Outcome:* 96% of mandated preventive cases did not require placement. *Strategy:* Continue evidence based practices.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Family Court Diversion/ Supervision cases received	739	775	775	-	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Investigations received (Juvenile and Adult)	1,757	1,800	1,800	-	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:* 76% of cases were successfully closed. *Strategy:* Continue evidence based pretrial practices.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Pretrial Investigations Completed	2,669	2,520	2,520	-	0.0%
Pretrial Cases Received	1,005	1,100	1,100	-	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. [1] *Outcome:* 91% of probationers were not arrested for a felony within 1 year. *Strategy:* Continue to apply evidence based practices. [1]-Based on 2010 data.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Probation Supervision Cases Received (Adult)	1,163	1,200	1,200	-	0.0%

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Restitution Collected	$416,835	$400,000	$400,000	-	0.0%
Fees Collected	$161,508	$150,000	$150,000	-	0.0%

KEY BUDGETARY ISSUES:

The department implemented the new state supervision rule in June 2013. The new rule is grounded in evidence-based practices and will strengthen probation officers' ability to supervise probationers according to risk and need. However, the rule requires more community contacts (home, employment, school) for higher risk cases. The rule is not only more labor intensive, but in order to meet new standards, officers must put in more time after hours and weekends, thereby having an impact on overtime. In addition, the department is still addressing the additional increase in workload as the result of Leandra's Law which requires the installation and monitoring of ignition interlock devices for convicted DWI offenders.

Domestic violence and sex offender cases require enhanced supervision. There has been a substantial increase in the number of domestic violence cases as well as new protocols and guidelines for dealing with them. These cases require intensive supervision, enhanced communication with victims and other agencies as well as training in order to remain current with best practices. Victim and community safety are the highest priority. Probation has been able to expand their in-house training through the use of their certified instructors, but still must send some staff to other sources. All professional staff must have 21 hours of annual training.

The restructuring of the juvenile justice system will continue to have an impact on the department. The planning and introduction of an objective detention screening instrument required a major commitment by the department. Once again, the proposed legislation that would have created specialized courts for 16 and 17 year olds did not pass; however, the issue will most likely be addressed again in 2014. Depending on the final version adopted as law, the impact on probation will vary.

2013 Accomplishments

- The department successfully implemented the new probation supervision rule promulgated by the state which required extensive training and continued monitoring.

- The Proxy risk instrument is being 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 sixth year. This is a grant funded project used to prevent unnecessary detention and placement. The program continued to meet and exceed performance measures and outcome targets.

- In partnership with other agencies, completed a state mandated plan for implementation of the new Detention Risk Assessment Instrument (DRAI) required by recently enacted legislation. The plan was

approved by the state. This evidence-based instrument will be used to assist Family Court in making detention decisions for youth.

- With state anti-gang funding, provided the G.R.E.A.T. (Gang Resistance Education and Training) Family Program at the Catharine Street Center in a joint community based/county project.

- Collaborated with the Council of State Governments' Justice Center in *Public Safety Through Effective Probation and Alternatives to Incarceration* project. The goal of the project was to make policy recommendations that will enhance public safety.

- Participated in the implementation of the domestic violence Lethality Assessment Instrument as a member of the Domestic Abuse Response Team (DART).

- The department has assumed the lead in the newly formed regional Juvenile Justice Team.

2014 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.

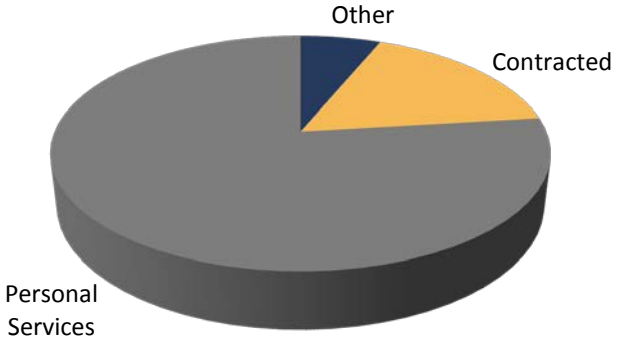
- The 2014 budget includes two position restructuring recommendations: Probation Officer I, grade 15, to a Probation Officer II, grade 16 due to the assignments of position and off-site, independent nature of the role; Business Manager, grade 14, to a Director of Budget and Finance, grade ME, to manage the fiscal and budgetary functions of the department.

Probation & Community Corrections Fiscal Summary

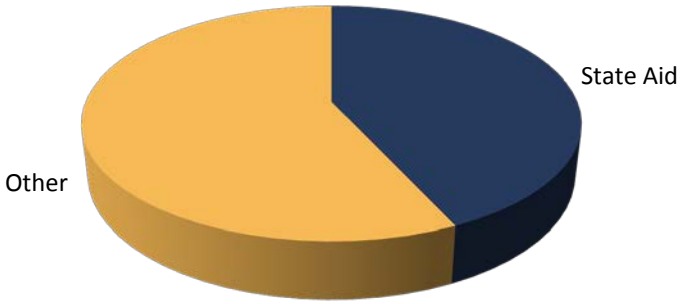
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 13,845,058	$ 13,786,253	0%
Revenues	$ 4,001,831	$ 3,822,417	-4%
County Cost	$ 9,843,227	$ 9,963,836	1%

2014 Adopted Appropriations



2014 Estimated Revenue



Probation & Community Corrections

Budget Summary

Classification	2012 Expense	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	7,542,672	7,149,696	7,329,829	7,196,879	(132,950)	-1.81%
Employee Benefits	3,337,725	3,430,714	3,349,588	3,405,959	56,371	1.68%
Personal Services	10,880,397	10,580,410	10,679,417	10,602,838	(76,579)	-0.72%
Employee Travel, Train & Educ	33,275	32,320	33,225	32,375	(850)	-2.56%
Equipment (Non-Depreciable)	0	0	0	4,900	4,900	
Equipment (Depreciable)	0	0	0	11,000	11,000	
Equipment	0	0	0	15,900	15,900	
Communication	15,885	16,064	16,064	16,064	-	0.00%
Supplies	35,851	42,315	42,310	63,275	20,965	49.55%
Interdepartmental Programs	116,201	117,774	117,774	143,311	25,537	21.68%
Interdepartmental Services	451,057	454,648	454,648	450,270	(4,378)	-0.96%
Interdepartmental Prog & Srv	567,258	572,422	572,422	593,581	21,159	3.70%
Contracted Services	2,294,598	2,331,335	2,366,720	2,325,543	(41,177)	-1.74%
Operations	129,053	134,900	134,900	136,677	1,777	1.32%
Total	13,956,316	13,709,766	13,845,058	13,786,253	(58,805)	-0.42%
OTPS	3,075,919	3,129,356	3,165,641	3,183,415	17,774	0.56%
Departmental Income	2,213,867	2,246,800	2,357,218	2,173,804	(183,414)	-7.78%
Sale of Prop and Comp for Loss.	5,528	0	0	0	-	
Misc. Local Sources	39,134	0	0	0	-	
State Aid	1,651,521	1,644,613	1,644,613	1,648,613	4,000	0.24%
Federal Aid	448	0	0	0	-	
Total	3,910,500	3,891,413	4,001,831	3,822,417	(179,414)	-4.48%
Net to County Cost	10,045,816	9,818,353	9,843,227	9,963,836	120,609	1.23%

Probation & Community Corrections Organizational Structure

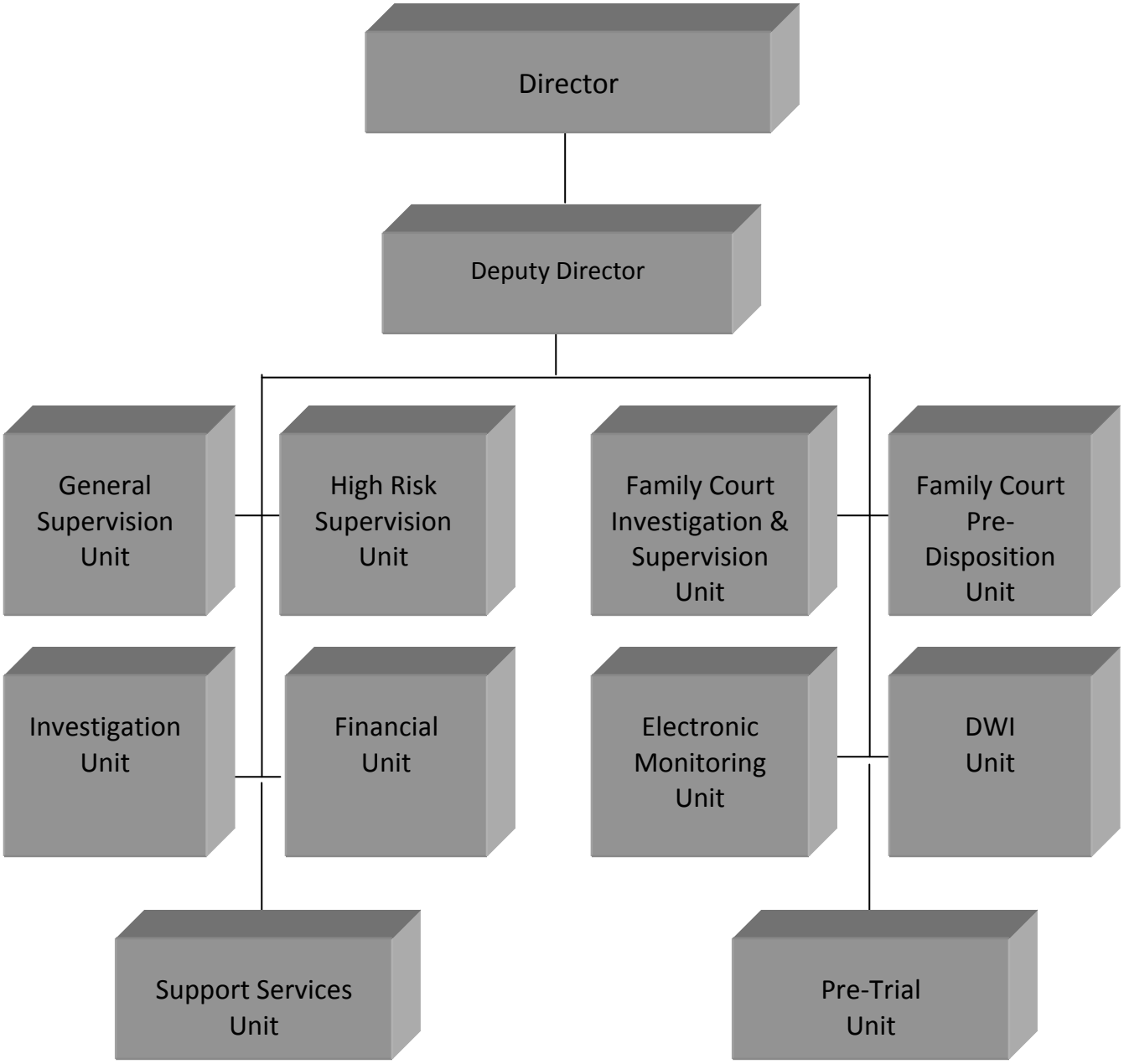


Table of Organization

Position Title	Pay Grade	# of Positions
Probation & Community Corrections:		
Director Probation & Community Correction	MI	1
Deputy Director Probation & Comm Corr	MG	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	51
Probation Officer I (55)	15	2
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	4
Senior Office Assistant	8	1
Case Manager Aide	7	5
Office Assistant	6	4
Receptionist	6	3
Total:		110

Public Defender

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 expects to expand this service in 2014.

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.

Dutchess County Criminal Court Unit

Goal: Provide quality legal representation.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Acquired Caseload	7,408	7,500	7,500	-	0.0%
Dispositions	7,189	6,802	6,800	(2)	0.0%
Hearings	55	70	70	-	0.0%
Trials	36	52	52	-	0.0%
Rejected / Non-Indigent Applications	52	59	75	16	27.1%

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Conflict Cases/Assigned Counsel	564	516	500	(16)	-3.1%
Average cost per Public Defender case	$ 470	$ 500	$ 500	-	0.0%
Average cost per Assigned Counsel case	$ 1,187	$ 1,357	$ 1,400	43	3.2%

Goal: Increase client involvement in A.T.I. Programs

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Judicial Diversion	37	40	50	10	25.0%
Drug Court	20	20	20	-	0.0%

Public Defender

Mission Statement

The Dutchess County Public Defender's Office provides zealous legal representation to indigent adult litigants in Family Court.

Dutchess County Family Court Unit

Goal:	Family Court staff will provide quality legal representation.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Acquired Caseload	151	714	1,200	486	68.1%
Dispositions	42	444	800	356	80.2%
Hearings	14	386	600	214	55.4%
Trials	-	64	150	86	134.4%
Rejected / Non-Indigent Applications	2	6	8	2	33.3%

Goal:	Family Court staff will assist adults incarcerated for failure to pay child support and seek their release from jail.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Clients Released from Jail due to Public Defender Intervention	-	4	8	4	100.0%

Goal:	Family Court staff will seek to minimize time that children of adult clients remain in foster/instutional care.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Children Returned to Family Member's Custody (that is shorter than that of DCFS average length of stay).				-	

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 states direction, now provides legal representation to indigent adults in Family Court. The Public Defender's office plans to apply for additional grants, and add additional staff to its Family Court unit in 2014. Further, we hope to expand our conflict swap program with Ulster County as part of the ongoing efforts to enhance the quality of representation, while also reducing the need, cost for 18B assigned counsel.

2013 Accomplishments

- Competently and professionally expect to represent over 7,500 people.
- Successfully expanded into Family Court.
- Implemented the conflict swap program with Ulster County.

2014 Initiatives

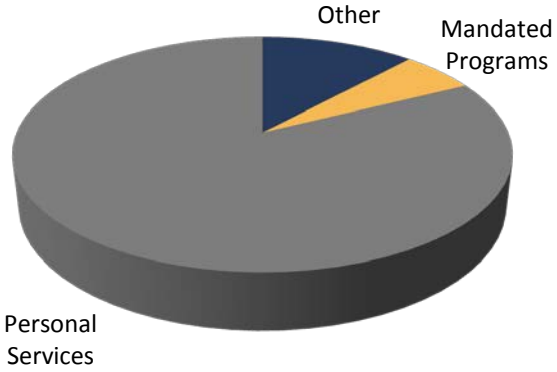
- Implement and monitor the counsel at arraignment programs. Public Defender's Office will apply for further funds under the State's new indigent legal services grant program for an additional social worker and for an attorney (shared with other counties) who specializes in immigration law.
- Continue to expand provision 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.

Public Defender Fiscal Summary

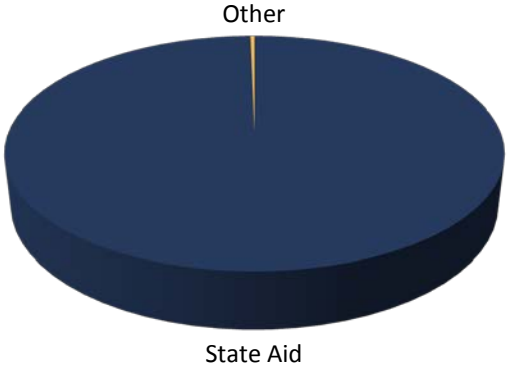
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 4,257,684	$ 4,796,767	13%
Revenues	$ 669,278	$ 1,291,436	93%
County Cost	$ 3,588,406	$ 3,505,331	-2%

2014 Adopted Appropriations



2014 Estimated Revenue



Public Defender

Budget Summary

Classification	2012 Expense	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	2,044,989	2,452,294	2,486,494	2,636,821	150,327	6.05%
Employee Benefits	995,682	1,186,577	1,176,538	1,314,470	137,932	11.72%
Personal Services	3,040,671	3,638,871	3,663,032	3,951,291	288,259	7.87%
Employee Travel, Training, & Educatior	55,316	57,700	55,437	64,000	8,563	15.45%
Equipment (Non-Depreciable)	3,032	0	0	0	-	
Equipment	3,032	0	0	0	-	
Communication	0	250	250	670	420	168.00%
Supplies	14,947	19,086	23,095	24,180	1,085	4.70%
Interdepartmental Services (Service by	19,177	19,710	19,790	23,729	3,939	19.90%
Interdepartmental Programs & Service	19,177	19,710	19,790	23,729	3,939	19.90%
Contracted Services	31,822	66,900	197,374	432,415	235,041	119.08%
Mandated Programs	397,468	275,000	273,698	275,000	1,302	0.48%
Operations	24,069	24,162	25,008	25,482	474	1.90%
Total	3,586,503	4,101,679	4,257,684	4,796,767	539,083	12.66%
OTPS	545,832	462,808	594,652	845,476	250,824	42.18%
Sale of Prop and Comp for loss	34	0	0	0	-	
Misc. Local Sources	16,575	4,000	4,000	4,000	-	0.00%
State Aid	290,177	506,106	665,278	1,287,436	622,158	93.52%
Total	306,786	510,106	669,278	1,291,436	622,158	92.96%
Net to County Cost	3,279,717	3,591,573	3,588,406	3,505,331	(83,075)	-2.32%

Public Defender Organizational Structure

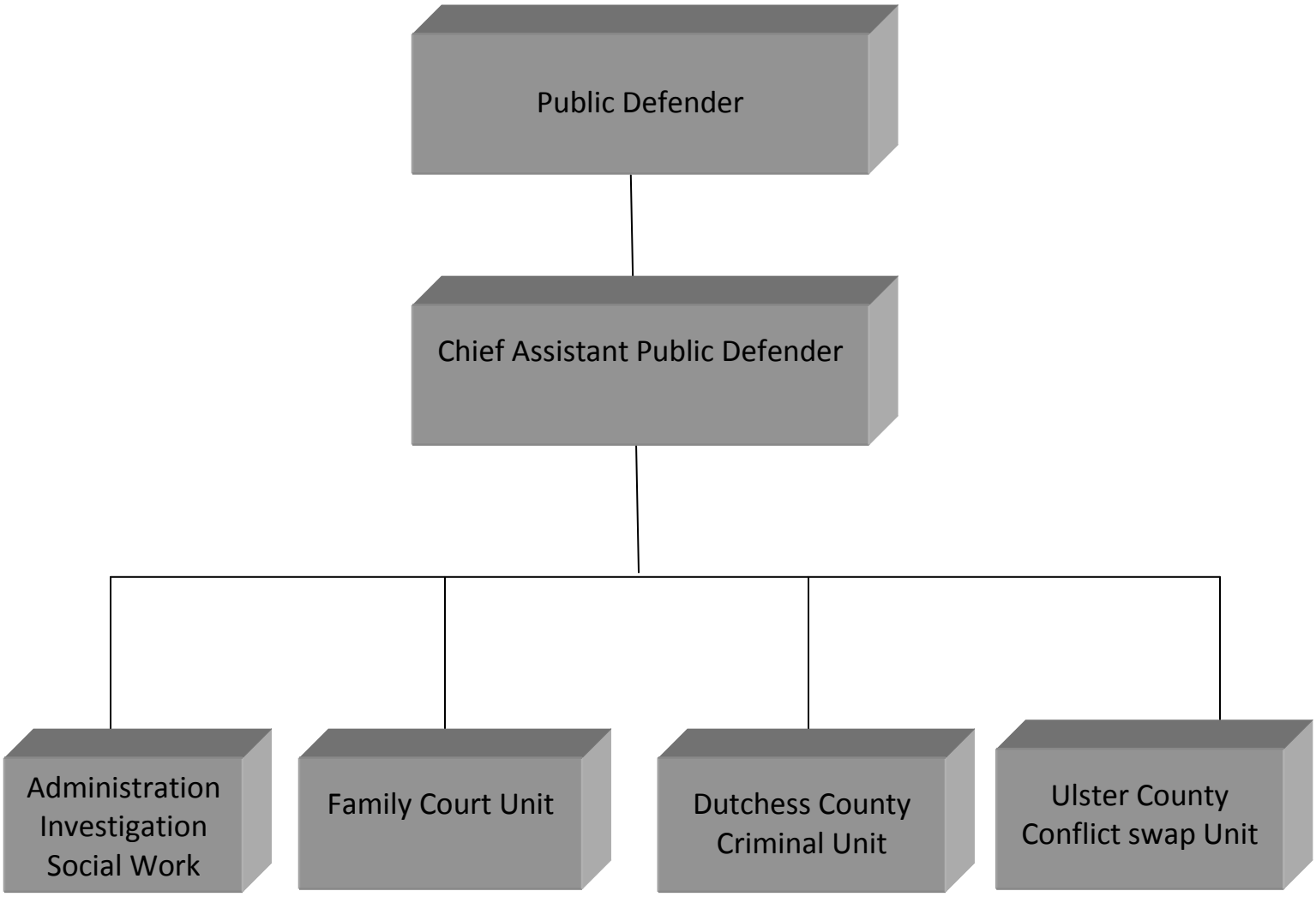


Table of Organization

Position Title	Pay Grade	# of Positions
Public Defender:		
Public Defender	MI	1
Chief Assistant Public Defender	MH	1
Senior Assistant Public Defender	MG	13
Chief Investigator- Public Defender	ME	1
Legal Administrative Assistant	MC	1
Alternatives to Incarceration (ATI) Worker	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	1
Total		30
Family Court Unit:		
Senior Assistant Public Defender	MG	2
Assistant Public Defender	ME	2
Legal Secretary	11	2
Total		6
Conflict Defender SWAP Program:		
Senior Assistant Public Defender	MG	1
Total		1
Arraignment Defense:		
Arraignment Attorney	MD	2
Total		2
Department Total		39

Sheriff & Jail

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, manmade 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. The Sheriff also insures safe and secure transport of every inmate to court appointments to any jurisdiction in the county.

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 requests support from the Sheriff. These units can operate from special platforms like motorcycles, ATV's, boats, bicycles. Operations can take place with 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Complaints (Investigations/ Response)	39,624	40,500	40,000	(500)	-1.2%

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. Increased Civil actions due to economic hardships.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Traffic Summonses issued	3,022	3,000	3,000	-	0.0%
Total Arrests	1,842	1,690	1,700	10	0.6%
# of Civil Actions	5,807	5,380	5,400	20	0.4%

Goal: Continued proactive law enforcement efforts resulting in the recovery of more stolen property and the deterrent of more crime.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Property Stolen	$ 1,037,920	$ 1,005,208	$ 1,000,000	$ (5,208)	-0.5%
Property Recovered	$ 98,386	$ 95,500	$ 98,000	$ 2,500	2.6%

Goal: Maintain a system of transport that is safe, efficient and effective.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Inmates Housed Out (inmate days)	74,402	76,012	39,920	(36,092)	-47.5%
Average Daily Population	452	468	461	(7)	-1.5%

Sheriff

KEY BUDGETARY ISSUES:

2013 Accomplishments

- At the request of school districts, there are now Deputy Sheriff's assigned to schools in Dutchess County as security. The year-to-date estimated additional 2013 revenue to the County of $371,445 is expected to cover the cost to provide these services.

- This prompted negotiations for the re-establishment of the SRO Program and beginning in September 2013. There are 9 SRO's assigned to four school districts with total revenue to the county of $545,000 for the School year, which covers the expense.

- The Sheriff's Office assumed security of Dutchess Stadium and now handles all stadium events this includes KFest, the Circus, and all Renegades home games. There is an anticipated increase in county revenue of approximately $51,000, which should cover the expense.

- The federal narrow banding mandate was met timely with a proactive approach of identifying grant money and combining resources with the Department of ER and sharing county assets to develop a unified communication system. Purchase was made in 2012 with the system implement in 2013.

- The laptop lease has reached the end of its term; through the effort of OCIS, the Department will replace the mobile data terminals (laptops and printers.)

2014 Initiatives

- Sheriff's Office 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.

- Training costs will continue to remain low, with expenditures for mandatory trainings and in county or no cost training. 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 re-establishment of the SRO Program to ensure the safety of the students and educators of Dutchess County. The SRO Program expenses and revenue are budgeted in a separate sub-department #A.3110.71 to facilitate tracking.

Jail

KEY BUDGETARY ISSUES:

2013 Accomplishments

- As in prior years, the Dutchess County Jail failed to meet the housing needs of its offender population. Although the jail has a bed capacity for 292 inmates, the average daily population thru June was 464 with a one day high of 504 inmates. The lack of beds for these offenders is the prevailing factor that affects the safety, security and efficient operations of the jail. Dutchess County Correction Officers are continually transporting these inmates to and from other facilities such as; Albany, Rensselaer and Ulster. In 2012, they traveled just over 273,000 miles and are projected to travel another 260,000 for 2013. At times the staff has had encounters with road hazards, animals, severe weather conditions, and even vehicle malfunctions during these transports. Even with all of these encounters, it is fortunate there has not been a single incident of injury to staff, inmates or other motorists.

- In the latter part of 2012 the Jail was involved with the CJC to help create the Dutchess County Criminal Justice System Needs Assessment document. Earlier last year, County Executive Marc Molinaro directed the CJC to consider the housing out situation in the context of the entire criminal justice system and make recommendations on how to proceed. The Executive Committee of the CJC met and formed three sub-committees to address this issue; the Jail chaired one committee and participated on another.

- The Prison Rape Elimination Act (PREA) became effective August 20, 2013 for all correctional agencies in the nation. The Jail has worked with the New York State Sheriff's Association, Empire State Law Enforcement Trainer's Network, American Jail Association and other county jails to decide on how to best tackle this federal mandate in the most efficient and cost effective manner. Correctional staff have been trained, standard operating procedures amended, handouts and other literature created and other county agencies have been trained as to ensure compliance with all of PREA's directives.

- During 2013, the DCSO correctional staff continues to operate the Dutchess County Jail in a manner which meets or exceeds all applicable standards, mandates, and regulations. The jail continues to be accredited by the New York State Sheriff's Association and the National Commission on Correctional Health Care.

2014 Initiatives

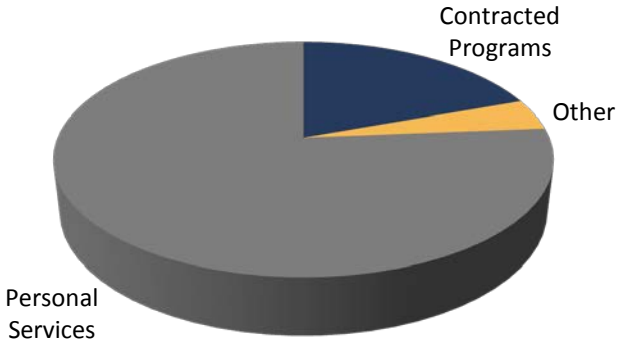
- The Affordable Care Act (ACA): In 2014 the ACA will provide new health insurance coverage options for millions of individuals through an expansion of Medicaid eligibility and the establishment of state-based health insurance exchanges. There is a specific ACA provision that could significantly impact county jails, which states that"…an individual shall not be treated as a qualified individual, if at the time of enrollment; the individual is incarcerated, other than incarceration pending disposition of charges". This new mandate brings on some potential issues and challenges for the county jail and other county key stakeholders in terms of the enrollment process, the impact it may have on the current contract, tracking continued inmate eligibility procedures and documentation. The Jail will continue to work with all parties to ensure a smooth transition at the jail.

Sheriff & Jail Fiscal Summary

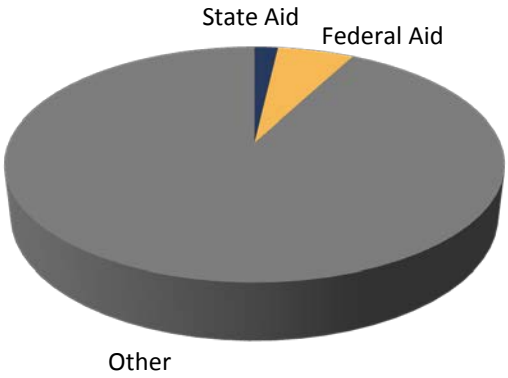
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 54,979,264	$ 56,301,123	2%
Revenues	$ 2,766,025	$ 2,746,552	-1%
County Cost	$ 52,213,239	$ 53,554,571	3%

2014 Adopted Appropriations



2014 Estimated Revenue



Sheriff & Jail

Budget Summary

Classification	2012 Expense	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	28,784,979	27,699,279	29,207,387	29,415,652	208,265	0.71%
Employee Benefits	12,573,242	12,986,735	13,075,377	13,535,855	460,478	3.52%
Personal Services	41,358,221	40,686,014	42,282,764	42,951,507	668,743	1.58%
Employee Travel, Train & Educ	90,875	77,380	98,255	94,150	(4,105)	-4.18%
Equipment (Non-Depreciable)	37,887	45,000	50,660	33,264	(17,396)	-34.34%
Equipment (Depreciable)	401,217	15,000	47,049	27,190	(19,859)	-42.21%
Equipment	439,104	60,000	97,709	60,454	(37,255)	-38.13%
Communication	50,936	63,340	55,911	64,485	8,574	15.34%
Supplies	566,467	608,773	654,845	631,929	(22,916)	-3.50%
Utilities	409,983	512,131	520,431	508,473	(11,958)	-2.30%
Interdepartmental Services	112,978	106,899	112,899	111,964	(935)	-0.83%
Interdepartmental Prog & Srv	112,978	106,899	112,899	111,964	(935)	-0.83%
Insurance	7,515	7,285	7,285	0	(7,285)	-100.00%
Contracted Services	10,239,815	8,337,988	10,258,617	10,957,449	698,832	6.81%
Operations	748,216	936,896	886,340	920,712	34,372	3.88%
Debt Service	11,600	4,208	4,208	0	(4,208)	-100.00%
Total	54,035,709	51,400,914	54,979,264	56,301,123	1,321,859	2.40%
OTPS	12,677,488	10,714,900	12,696,500	13,349,616	653,116	5.14%
Departmental Income	1,767,916	1,859,435	2,051,935	2,138,287	86,352	4.21%
Intergovernmental Charges	4,290	3,000	3,000	3,000	-	0.00%
Use of Money and Property	171,271	160,000	160,000	160,000	-	0.00%
Licenses and Permits	23,302	18,000	18,000	28,000	10,000	55.56%
Sale of Prop and Comp for Loss	233,291	235,050	235,050	205,000	(30,050)	-12.78%
Misc. Local Sources	46,290	0	0	0	-	
State Aid	87,662	97,000	97,000	50,000	(47,000)	-48.45%
Federal Aid	837,834	153,967	201,040	162,265	(38,775)	-19.29%
Total	3,171,856	2,526,452	2,766,025	2,746,552	(19,473)	-0.70%
Net to County Cost	50,863,852	48,874,462	52,213,239	53,554,571	1,341,332	2.57%

Sheriff Organizational Structure

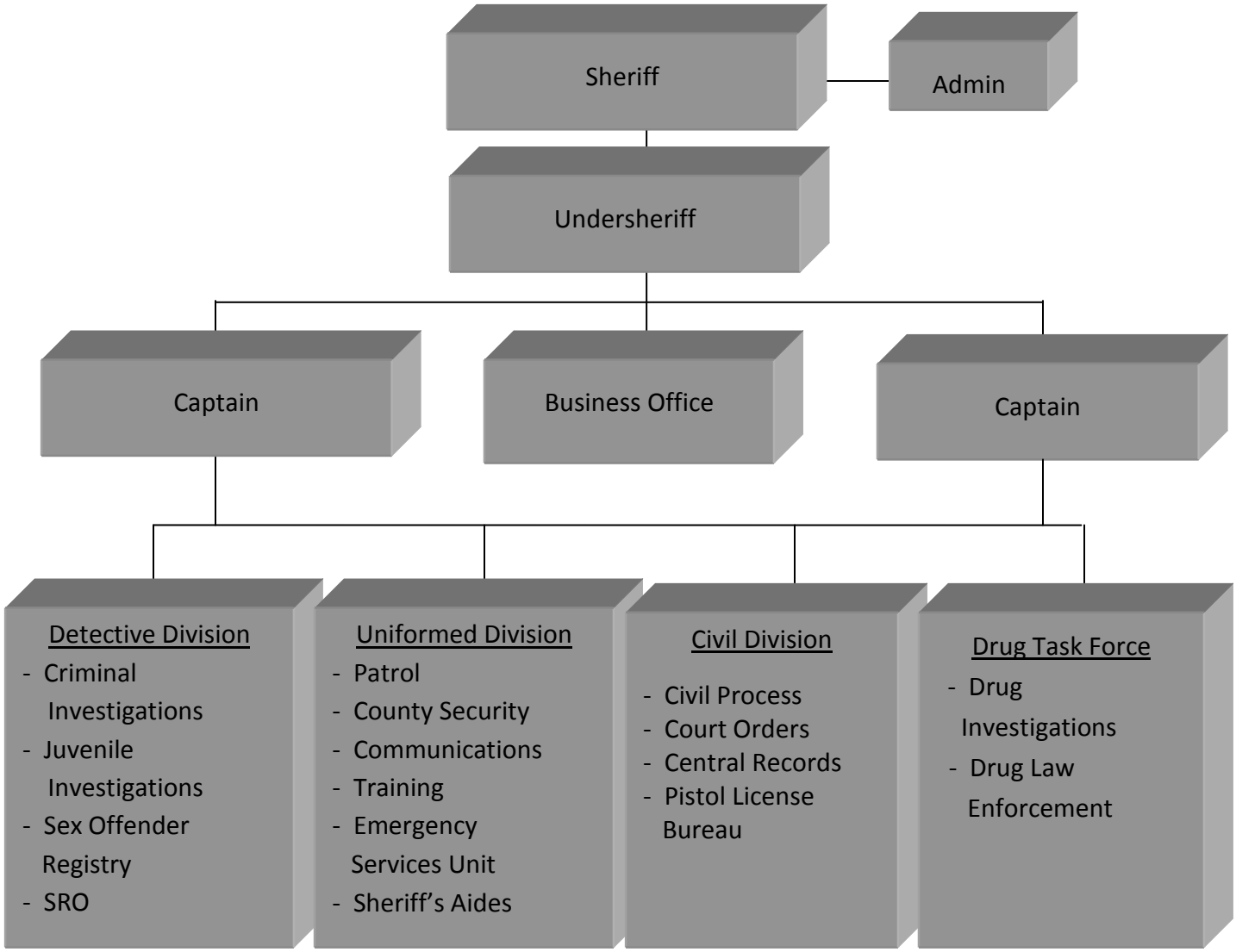


Table of Organization

Position Title	Pay Grade	# of Positions
Sheriff:		
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	68
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	1
Total:		126

Jail Organizational Structure

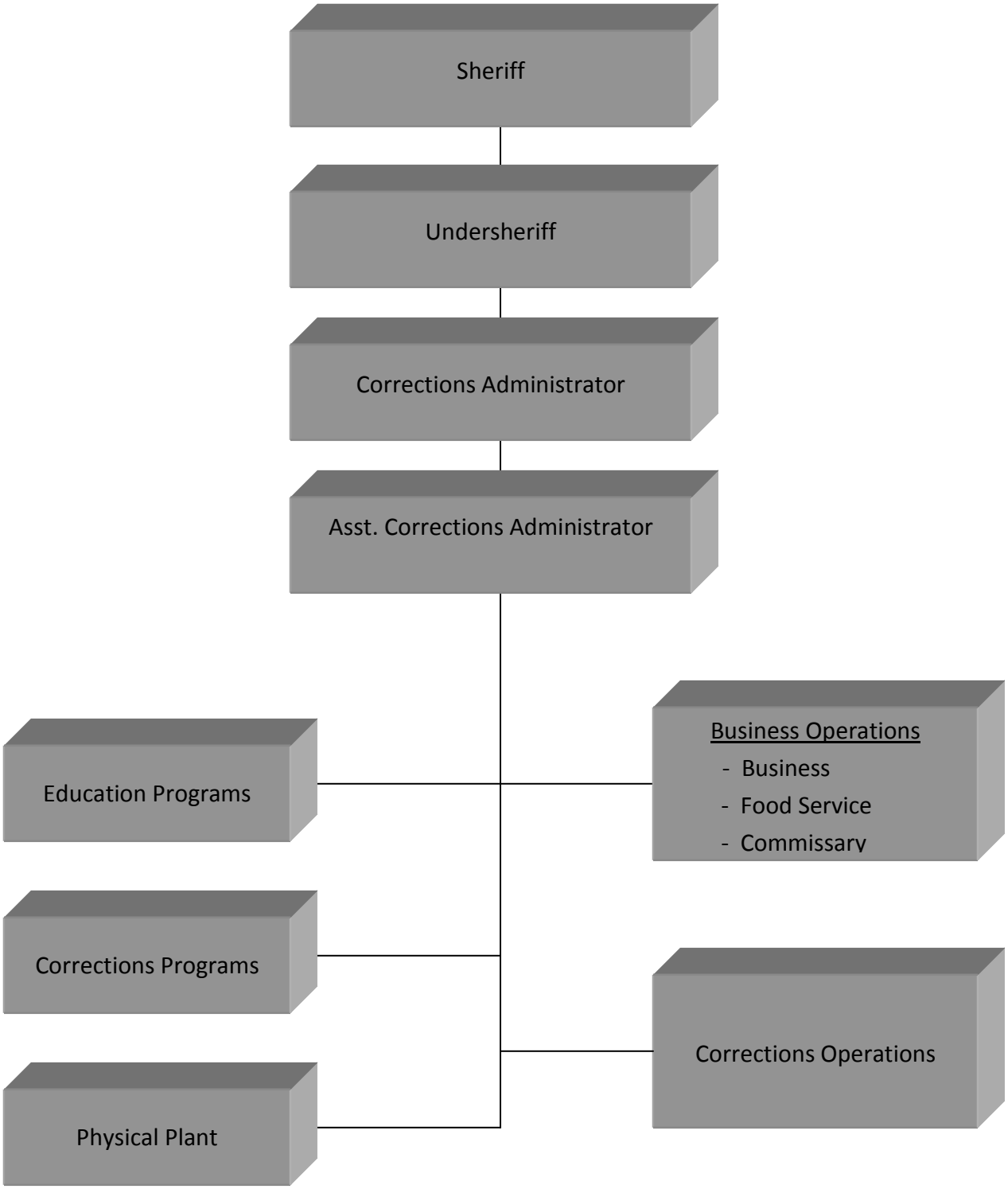


Table of Organization

Position Title	Pay Grade	# of Positions
Jail:		
Correction Lieutenant Colonel	MG	1
Correction Major	MF	1
Correction Captain	ME	1
Jail Business Manager	MD	1
Transition Counselor	NQ	1
Buildings Maintenance Supervisor (CF)	NP	1
Heating & Ventilation Technician (SH)	NN	1
Building Maintenance Mechanic III (SH)	NM	2
Electrician I (SH)	NM	1
Carpenter (SH)	NM	1
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	5
Correction Sergeant	JO	18
Correction Officer	JM	188
Correction Officer	JL	19
Chaplain- PT		3
Total:		250
Total Sheriff & Jail:		376

Traffic Safety & STOP DWI

Functions

Traffic Safety

The Traffic Safety Board is a coalition of law enforcement, education, health and 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 conducted with County Departments (i.e., Sheriff, District Attorney, and Probation), as well as contractual services 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Training Programs:					
Number of Training Programs (Includes Helmet/Older Driver/Motorcycle)	7	10	10	-	0%
Number of Participants	n/a	200	200	-	0%
Community Events/Displays	6	6	6	-	0%
Bicycle Safety Rodeos:					
Number of Rodeos	8	8	8	-	0%
Number of Participants	n/a	150	150	-	0%
# of Education Materials Distributed	40,000	40,000	30,000	(10,000)	-33.3%
Child Passenger Safety Training Programs:					
Number of Training Programs	1	2	2	-	0%
Number of Participants	n/a	30	30	-	0%

Goal: Provide training opportunities in proper child passenger safety seat instillations and seat check events throughout the county in an effort to improve the safety of your youngest residents.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Child Passenger Safety Checks:					
Number of Events	3	4	4	-	0%
Number of Participants	n/a	100	100	-	0%
Number of Child Safety Seats Distributed	366	275	240	(35)	-14.6%

Goal: Manage the organization and dissemination of traffic and crash statistics from police agencies throughout the county.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Number of Crash Records Processed	3,000	3,000	3,000	-	0.0%
Number of Information Requests (Government and Public)	19	20	20	-	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Local Law Enforcement Participation (Number of Agencies)					
STEP - Aggressive Driving Enforcement	11	12	12	-	0.0%
BUNY - Occupant Restraint Compliance Enforcement	12	11	11	-	0.0%
Number of Seat Belt Violation Citations Issued (during funded patrols)	400	400	400	-	0.0%
Aggressive Driving Citations Issued	1,543	1,600	1,600	-	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Number of STOP supported arrests					
Overtime Patrols	251	265	250	(15)	-5.7%
Sobriety Checkpoints	75	50	60	10	20.0%
Number of Sobriety Checkpoints Funded	15	14	16	2	14.3%
Number of Alcohol Related Crashes*	190	180	200	20	11.1%
Number of Alcohol Related Fatalities*	6	4	4	-	0%
Number of Information Requests	120	125	125	-	0%

2013 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 effort to combat impaired driving and the growing prescription drug abuse epidemic, the STOP-DWI Program established four permanent drug collection sites in law enforcement agencies throughout the County facilitating the safe disposal of unused/expired medications.

2014 Initiatives

The 2014 budget plan for Traffic Safety (A3310) includes participation in three grant programs.

Although reduced, STOP-DWI (A3315) programming in 2014 includes continued appropriations in three program areas funded in 2013; there are no new initiatives/programs in this budget cycle.

Continued Programming

DC Community Corrections/ Probation Enhanced Supervision Project:
The DC 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 2014 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, Enforcement/Prosecution, the 31st annual conference with the other counties in the region (8 total). DC STOP-DWI will award between 45 and 50 "scholarships" allowing law enforcement officers or Assistant District Attorneys (ADAs) the opportunity to attend the conference and related training workshops at no cost to their respective departments. Each law enforcement agency will nominate their "Top DWI Cop" as well as additional deserving officers to attend. ADAs from the District Attorney's Office will be invited as well.

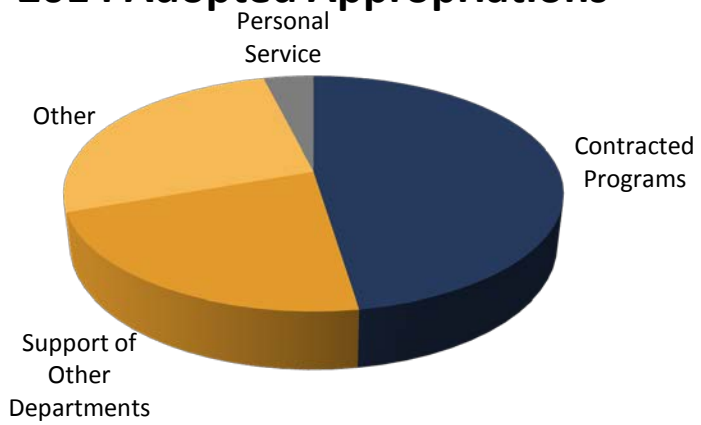
Crack Down Enforcement Grant:
As part of a NYS STOP-DWI Foundation grant project through the NYS Governor's Traffic Safety Committee, the Dutchess County STOP-DWI Program has submitted an application totaling $143,390 to administer a "Crackdown Enforcement Grant" for the 2013-2014 federal fiscal-cycle (October, 1st 2013 to September 30th 2014). 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

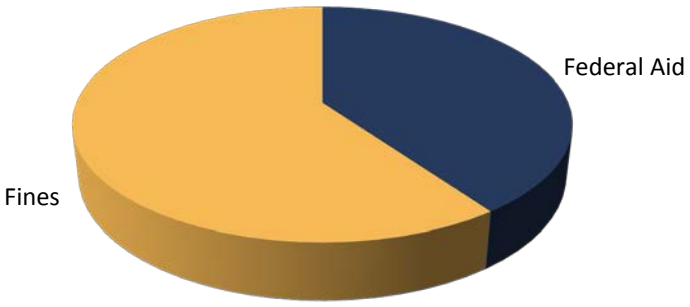
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 808,273	$ 781,115	-3%
Revenues	$ 790,027	$ 766,302	-3%
County Cost	$ 18,246	$ 14,813	-19%

2014 Adopted Appropriations



2014 Estimated Revenue



Traffic Safety & STOP DWI

Budget Summary

Classification	2012 Expense	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	19,725	19,838	20,838	19,765	(1,073)	-5.15%
Employee Benefits	9,807	10,587	11,164	10,481	(683)	-6.12%
Personal Services	29,532	30,425	32,002	30,246	(1,756)	-5.49%
Employee Travel, Train & Educ	11,402	14,105	14,095	11,250	(2,845)	-20.18%
Supplies	8,125	8,970	8,980	8,040	(940)	-10.47%
Interdepartmental Programs	289,299	213,675	213,675	187,085	(26,590)	-12.44%
Interdepartmental Services	202,173	192,306	192,306	171,519	(20,787)	-10.81%
Interdepartmental Prog & Srv	491,472	405,981	405,981	358,604	(47,377)	-11.67%
Contracted Services	343,903	318,400	345,019	371,675	26,656	7.73%
Operations	781	1,975	2,196	1,300	(896)	-40.80%
Total	885,215	779,856	808,273	781,115	(27,158)	-3.36%
OTPS	855,683	749,431	776,271	750,869	(25,402)	-3.27%
Fines and Forfeitures	491,784	532,869	532,869	458,617	(74,252)	-13.93%
Sale of Prop and Comp for Loss	14	15	15	15	-	0.00%
Misc. Local Sources	500	0	0	0	-	
Federal Aid	226,013	230,303	257,143	307,670	50,527	19.65%
Total	718,310	763,187	790,027	766,302	(23,725)	-3.00%
Net County Cost	166,905	16,669	18,246	14,813	(3,433)	-18.82%

Traffic Safety & STOP DWI Organizational Structure

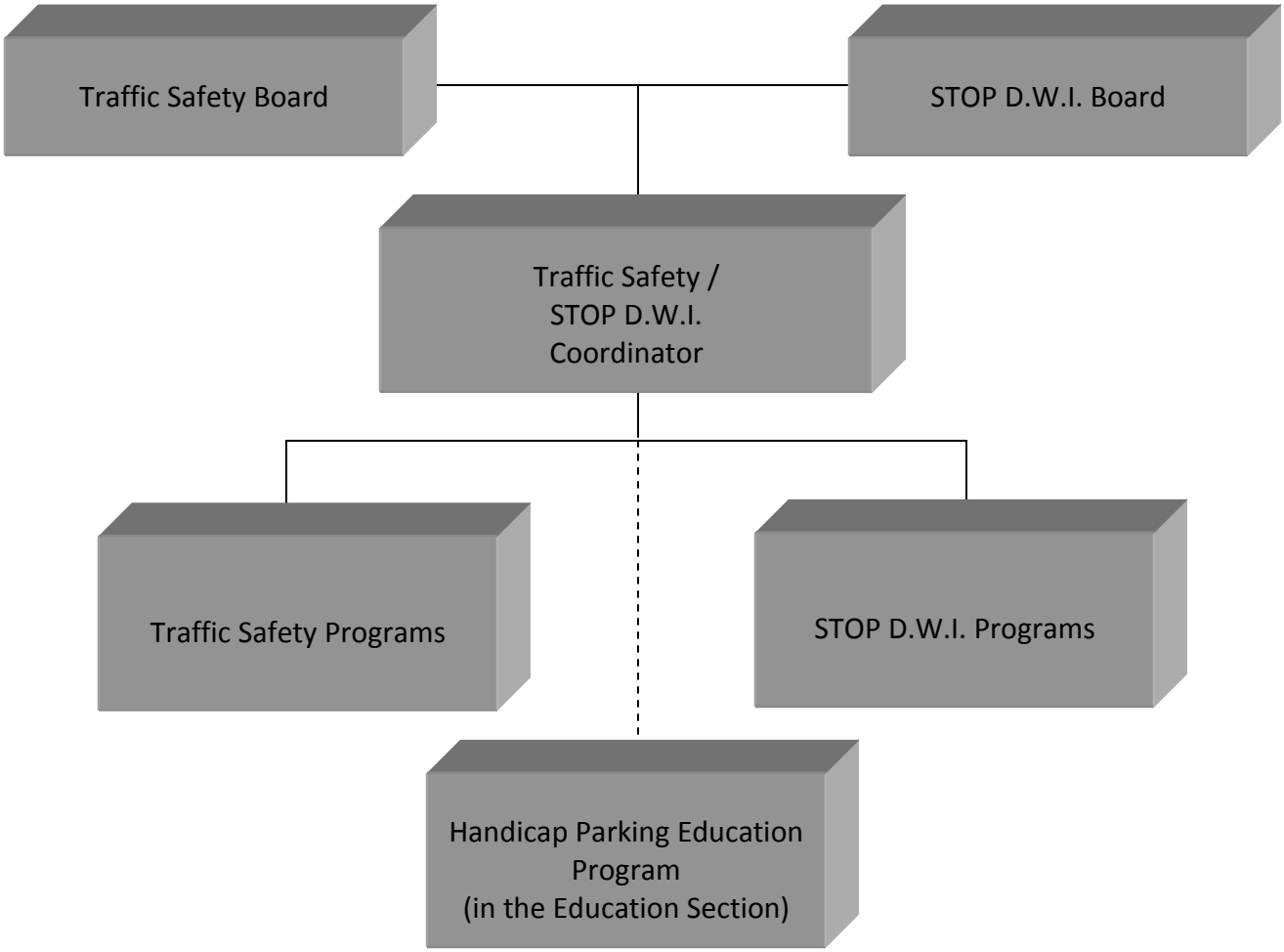


Table of Organization

Position Title	Pay Grade	# of Positions
Traffic Safety:		
Program Assistant PT	8	0.5
Total:		0.5

Juvenile Detention

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, whether it is in the City of Poughkeepsie 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Sheriff's transports to and from detention facilities	232	230	230	-	0.0%
# of youth housed in secure detention (unduplicated)	45	45	45	-	0.0%

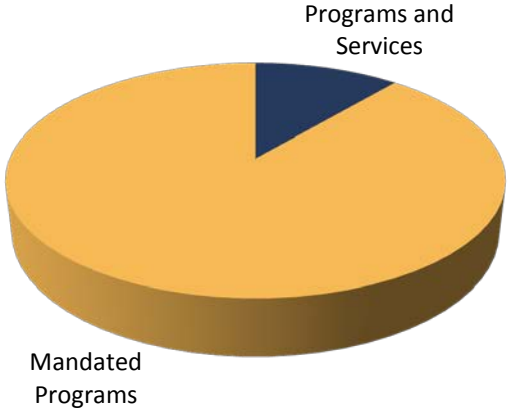
Goal:	Provide non-secure facilities to house youth who are charged with less serious crime, and who are deemed at risk of not appearing in court, to ensure that they appear in court.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of youth housed in non-secure detention (not unduplicated)	75	103	110	7	6.8%
# of non-secure care days	2,481	3,093	3,200	107	3.5%

Juvenile Detention Fiscal Summary

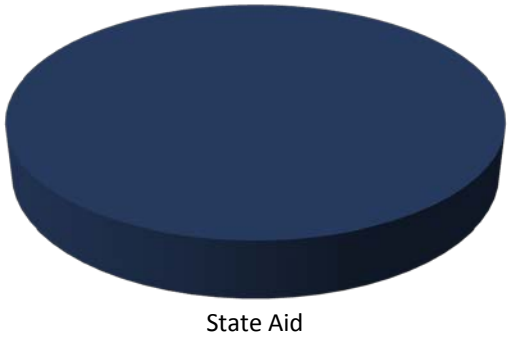
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 1,337,706	$ 1,070,000	-20%
Revenues	$ 649,250	$ 524,299	-19%
County Cost	$ 688,456	$ 545,701	-21%

2014 Adopted Appropriations



2014 Estimated Revenue

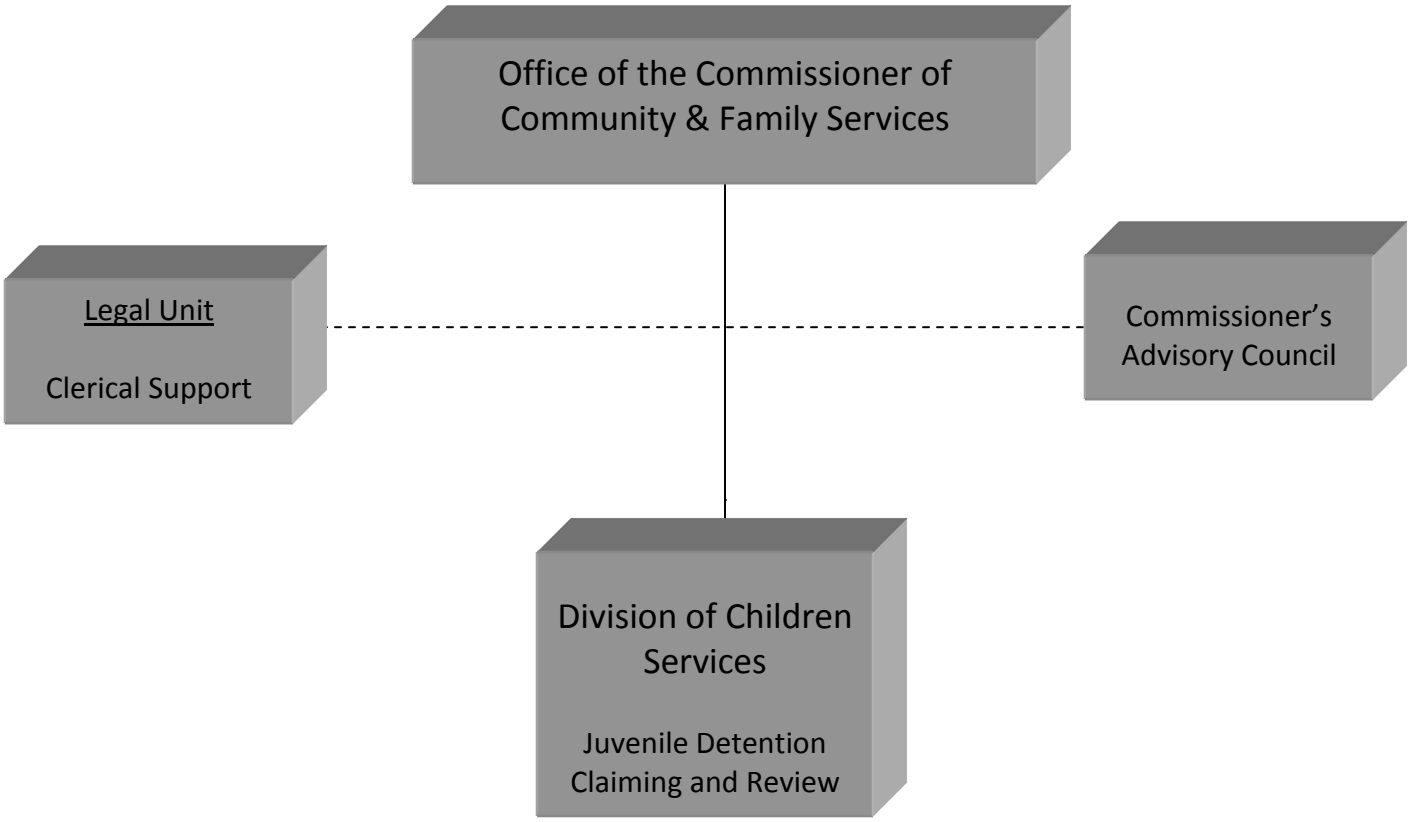


Juvenile Detention

Budget Summary

Classification	2012 Expense	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Interdepart Prog	69,580	187,706	187,706	120,000	(67,706)	-36%
Interdepart Prog & Srv	69,580	187,706	187,706	120,000	(67,706)	-36%
Mandated Programs	798,335	1,150,000	1,150,000	950,000	(200,000)	-17%
Total	867,915	1,337,706	1,337,706	1,070,000	(267,706)	-20%
OTPS	867,915	1,337,706	1,337,706	1,070,000	(267,706)	-20%
Misc. Local Sources	13,006	0	0	0	-	
State Aid	414,173	649,250	649,250	524,299	(124,951)	-19%
Total	427,178	649,250	649,250	524,299	(124,951)	-19%
Net to County Cost	440,737	688,456	688,456	545,701	(142,755)	-21%

Juvenile Detention Organizational Structure



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 collaborate 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Council Members	36	36	36	-	0.0%
Full Council Meetings	6	6	6	-	0.0%
Executive Committee Meetings	12	12	12	-	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.

2013 Accomplishments

- In late 2012, completed the Dutchess County Criminal Justice System Needs Assessment and issued an RFP to select an industry expert to review and validate the document's findings.
- Selected a vendor, RicciGreene Associates to review the Needs Assessment.
- On May 28, 2013, RicciGreene Associates presented their findings at a Committee of the Whole meeting of the Legislature.
- The consultant has begun a review of criminal justice data beginning with information obtained by the Proxy risk instrument and county sources.
- An application to the New York State Division of Criminal Justice Services to continue the re-entry project was approved. The Re-Entry Committee of the Criminal Justice Council provides oversight to the re-entry project. The goals of the project were met.
- Approved the Alternatives to Incarceration Update Plan that is an annual state requirement.

- Designated the Juvenile Justice Committee as the lead entity for the Regional Youth Justice Team. The committee chair will be the representative to the regional board. The Mid-Hudson region's application was selected by the state.

2014 Initiatives

- Oversee the work of the Re-Entry Committee if funding is received to continue the project.

- Continue planning and research initiatives with data furnished by the consultant in order to promote efficiencies and best practices in the criminal justice system.

- Provide assistance with planning/research to the consultant selected for the next phase of the criminal justice system assessment.

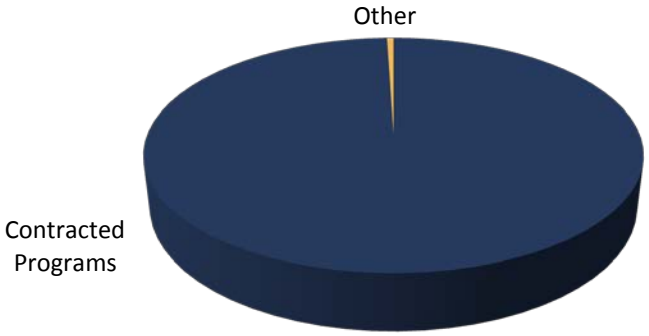
- Continue to research short/long term initiatives to address the jail population.

Criminal Justice Council Fiscal Summary

Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 92,925	$ 65,325	-30%
Revenues	$ 50,000	$ -	
County Cost	$ 42,925	$ 65,325	52%

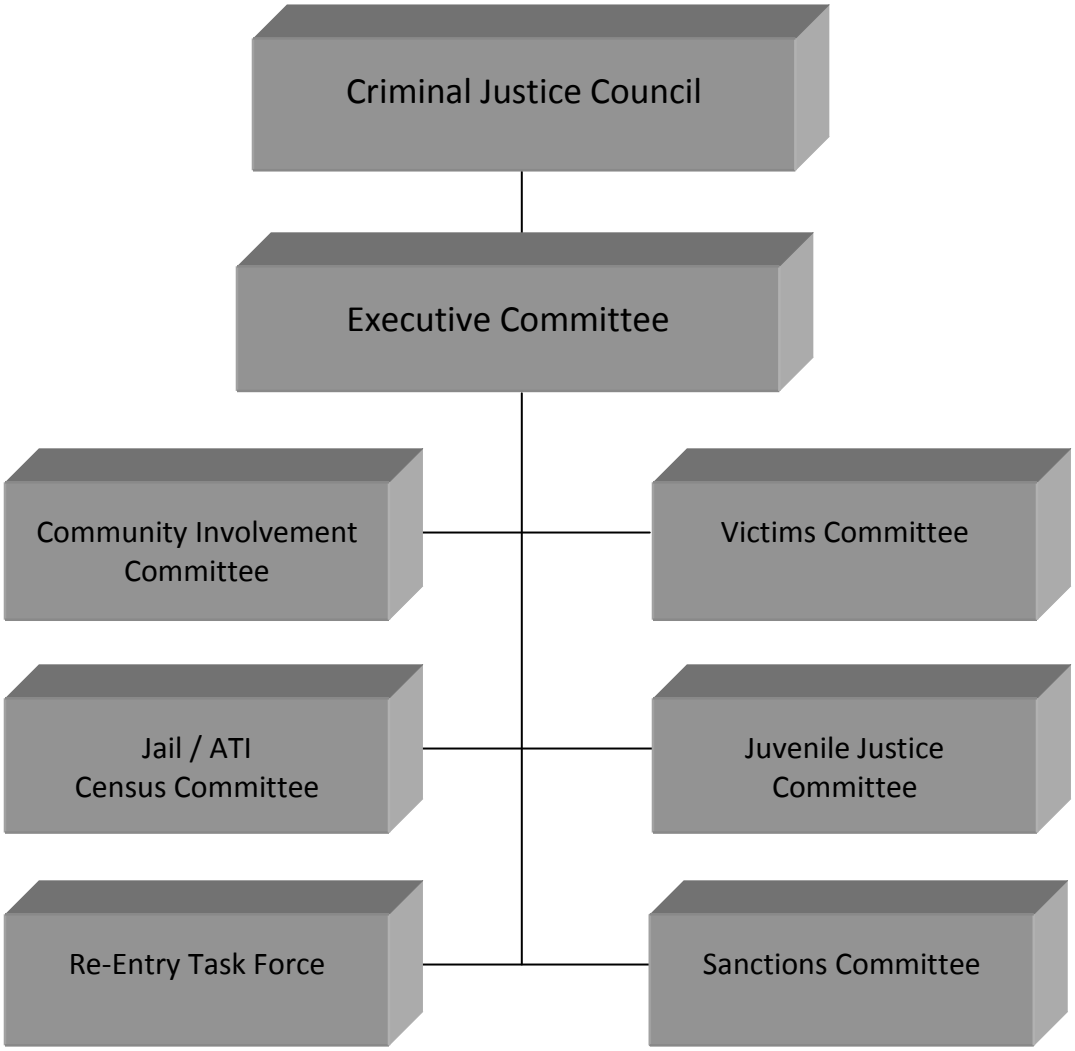
2014 Adopted Appropriations



Criminal Justice Council
Budget Summary

Classification	2012 Expense	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Supplies	0	250	260	250	(10)	-3.85%
Interdepartmental Services	109	175	165	75	(90)	-54.55%
Interdepartmental Prog & Srv	109	175	165	75	(90)	-54.55%
Contracted Services	15,000	42,500	92,500	65,000	(27,500)	-29.73%
Total	15,109	42,925	92,925	65,325	(27,600)	-29.70%
OTPS	15,109	42,925	92,925	65,325	(27,600)	-29.70%
State Aid	0	0	50,000	0	(50,000)	-100.00%
Total	0	0	50,000	0	(50,000)	-100.00%
Net to County Cost	15,109	42,925	42,925	65,325	22,400	52.18%

Criminal Justice Council Organizational Structure



Health

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Department of Health

Functions

The medical care system treats patients one at a time, but public health protects the entire community from the everyday health threats to the exceptional emergencies. The Department of Health works tirelessly to prevent disease outbreaks, to make sure the tap water we drink, and the restaurant food we eat are all safe, and to help create conditions in the community that make it easier for people to make healthier individual choices. The Department is ready to respond to any health emergency—be it bioterrorism, SARS, West Nile Virus, Pandemic Flu, or an environmental hazard.

The Dutchess County Department of Health (DCDOH) is a diverse group of experienced individuals and motivated professionals whose Mission is to assess, protect and promote the health of our communities and our environment through the fulfillment of the core functions of public health: assessment, assurance and policy development. Interventions are based on what has been proven to work, promoting best practices known to improve health.

The practice of public health is best described by the following ten essential services aligned with the three core functions of public health (i.e. assessment, policy development, and assurance).

Assessment

1. Monitor health status to identify community health problems
2. Diagnose and investigate health problems and hazards in the community

Policy Development

3. Inform, educate and empower people about health issues
4. Mobilize community partnerships to identify and solve health problems
5. Develop policies and plans that support individual and community health efforts

Assurance

6. Enforce laws and regulations that protect health and ensure safety
7. Link people to needed personal health services and assure the provision of services when otherwise unavailable
8. Assure a competent public and personal health workforce
9. Evaluate the effectiveness, accessibility and quality of personal and population-based health services
10. Conduct research for new insights and innovative solutions to health problems.

The role of local health departments is changing across the nation, requiring augmented capacity and infrastructure. Local health departments must have the capacity to: generate locally important and timely data, analyze and interpret data as quickly and accurately as possible, establish interventions based on timely and geographically insightful data, and use their resources efficiently through community oriented collaborations.

The Department, established in 1958, currently has offices located throughout the county - in Poughkeepsie, Millbrook, and Beacon. It is licensed by the New York State Department of Health as an Article 28 Diagnosis and Treatment Center, and is also a Licensed Home Care Services Agency (LHCSA).

PROGRAMS & ACTIVITIES

The following summarizes the functions of each Division within the Department and the expected activities for the coming year:

Administration Division

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 management.

Children with Special Needs Division (EI and Preschool)

The Division provides oversight of the Early Intervention Program 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.

Medical Examiner's Office (MEO)

The MEO is mandated by law to investigate any sudden, unexpected, violent or suspicious death within the County, and to perform postmortem examinations in order to determine cause and manner of death; forensic expertise is also provided to surviving victims of violence and abuse. The MEO serves law enforcement, public health and safety, the New York Organ Donor Network, State and County agencies, and all County residents.

Public Health Planning and Education Division (HP&E)

The mission of the HP&E Division is to disseminate to the community continuous, accurate, timely and meaningful information designed to reduce health risks and promote better health, and to provide the DCDOH workforce with reliable access to high quality information resources when and where decisions are made.

HP&E is responsible for the planning, development, implementation, and evaluation of the long and short-term goals of the Department. As part of its activities, it engages in ongoing integrated county-wide community assessment processes to examine the local health and human service system. The results of these assessments feed the Department's strategic planning process. The Division also produces major documents, such as the Municipal Health Services Plan and the Annual Performance Report, which document the Department's activities for State Aid reimbursement.

The Division focuses on partnerships with the local medical community, educational institutions and social agencies. The Division conducts educational programs to increase awareness of public health issues, and supports local collaborative efforts such as the Heart Safe Communities and the Comprehensive Cancer Control Consortium. The Division coordinates media and public outreach efforts and develops the department's emergency communication plan, which describes the communication infrastructure, planning

and response protocols during an emergency.

Additionally, the Division is responsible for the administration of the federally funded Ryan White Program which serves the needs of people living with HIV/AIDS and the management of the Emergency Preparedness grant. The EMS Coordinator acts as a liaison between the Departments of Health and Emergency Response, local volunteer rescue squads and hospital emergency rooms. Additionally, the EMS Coordinator ensures that the Department of Health'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 is supervised by the EMS Coordinator to ensure additional resource is available when needed. MRC volunteers are regularly trained to be ready to assist when needed.

Public Health Nursing and Communicable Disease Control Division

This Division encompasses the clinical and nursing services of the Department offered through the Public Health Nursing and Communicable Disease Control Divisions

Public Health Nursing Unit 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.

Additional preventive health services include the Childhood Lead Poisoning Prevention Program, Childhood and Adult Immunization Clinics including Perinatal Hepatitis B, International Travel Immunization Clinics, Influenza and Pneumococcal Immunization Clinics, Newborn Metabolic and Hearing Screening Program, and Rabies Post Exposure Program.

The Division is responsible for direct support for the Department's public health preparedness program and the administration of 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 Unit offers services for the prevention and control of communicable disease including Tuberculosis, Arthropod Diseases 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 and Tuberculosis. 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.

The Division also on occasion conducts research trials for vaccines and has participated in several focused-trials of community interest such as Gardisil and Influenza vaccines.

Weights & Measures Division

The Division of Weights & Measures is responsible for ensuring commercial products are marketed fairly and competitively. The Division's responsibilities include: 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 assumes the responsibility for enforcing the Department of Energy Conservation regulations as it pertains to gasoline storage at retail pas 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.

Environmental Health Services Division

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 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.

Environmental health staff also arrange for pre-construction conferences and inspection of individual water supplies and sewage disposal systems for conformance to approved plans. The Division investigates complaints regarding food-borne illnesses, rental dwellings, sewage failures, vermin infestations, and offensive materials; and reports of animal bites and human contact with suspect rabid animals.

The Radiation Services and 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.

Division of Veterans Services

The Functions and objectives of this Division are 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. Services provided by the Division include the following:

Assistance in filing claims and referrals for:

- Exposure to Agent Orange
- Persian Gulf hazards
- Service-Connected Disability
- Non service Connected Pension
- Educational Benefits
- Vocational Rehabilitation
- Medical ad Dental Benefits
- Home Loan Guaranty
- Insurance
- Veterans Status for Merchant Marines

Burial benefits:

- Headstone or Marker
- Burial/Plot Allowance
- Presidential Memorial Certificates

Survivor's benefits:

- Dependency and Indemnity Compensation (DIC)
- Death Pension
- VA Life Insurance Claims
- Completion of Annual Eligibility Verification Reports

Assistance in applying for the following New York State benefits:

- Blind Annuity
- Real Property Tax Exemption

Assistance is also provided in:

- Filing of Discharge with County Clerk
- Applying for the F.A.V.O.R. Discount Card
- Replacing Military Records (Discharge Papers)
- Application for Medals (NYS & Federal)
- Assistance in upgrading or correction of military discharges
- Referrals to other benefit agencies

In depth counseling and follow-up service on all claims for benefits is available to all veterans and their dependents/survivors.

The Veterans Service Agency staff is available to meet with veterans at the Eastern Dutchess and Beacon Government Center by appointment and Pine Plains VA Clinic making services more accessible to veterans throughout the County.

Department of Health

Mission Statement

To assess, protect and promote the health of our communities and our environment through the fulfillment of the core functions of public health: assessment, assurance and policy development. The goal of public health is to promote health and prevent illness, disability, and premature death, using the best available science and resources, and aiming to reach the national public health objectives.

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. Objective: 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Total Caseload	770	840	840	-	0.0%
Death Scene Visits	307	321	340	19	5.9%
Autopsies	176	225	225	-	0.0%
External Examinations / Certifications	133	130	175	45	34.6%
Court Testimony	15	20	20	-	0.0%
Consultations/ Live Victims and Old Cases	8	25	20	(5)	-20.0%

Public Health Nursing: Health Guidance and Immunization Clinics

Goal: Link people to needed 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Health guidance visits	1,298	1,142	1,256	114	10.0%
# of individuals who received influenza vaccines at DCDOH clinics	399	400	375	(25)	-6.3%
% of children seen at DCDOH clinics who are fully immunized at age 2	77%	80%	83%	3%	3.7%

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Clinic Visits (TB, HIV, STD)	3,892	3,196	3,200	4	0.1%

Department of Health

Tuberculosis Control Program

Goal:	Prevent, control and reduce incidents and health effects of Tuberculosis (TB). Objectives: Provide outreach, education, screening testing and treatment (clinics) for persons infected and affected by TB. Ensure early identification of TB cases and prompt investigation of potential contacts in the community setting.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
TB - Total number of cases	10	4	6	2	50.0%
TB - Total number of individuals screened	623	600	625	25	4.2%

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Inspections of camps and recreational facilities	896	896	896	-	0.0%
Inspections of temporary residences (Hotels / Motels)	220	220	220	-	0.0%

Rabies Program

Goal:	Prevent, control and reduce the health effects of rabies: humans, animals, etc. Objectives: To 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 DCDOH and by DCDOH community partners.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Total # of contacts that received post exposure treatment	47	40	40	-	0.0%
# Pets vaccinated- DCDOH 3 Clinics	660	690	690	-	0.0%

Arthropod-borne Disease Program

Goal:	Prevent and reduce the risk of human disease that is attributed to arthropod vectors. Objectives: To maintain accurate, ongoing surveillance activities and epidemiological status of reportable conditions caused by the 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Total number of lab reports (ECLRS) to include all arthropod diseases	6,213	5,986	6,000	14	0.2%
Total number of confirmed and probable cases based on NYSDOH data	334	330	330	-	0.0%

Department of Health

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Weights & Measuring Devices Inspected	4,194	4,406	4,406	-	0.0%
Gasoline Samples Tested	305	321	324	3	0.9%
Goal:	Protect consumers through the enforcement of local and state laws designed to maintain equity in retail transactions.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Inspection of item pricing	33	33	33	-	0.0%
Inspection of scanner accuracy	20	60	60	-	0.0%

Division of Veteran Services

Goal:	Assist veterans and families to receive all entitled benefits.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Total Services Rendered	17,929	19,478	19,478	-	0.0%
Education/ Vocational Rehab	557	641	641	-	0.0%
Pension	1,435	1,448	1,448	-	0.0%
Burial / Insurance	1,072	1,496	1,496	-	0.0%
Compensation	1,970	2,132	2,132	-	0.0%
Discharge Papers/ Medals/ Military Records	1,294	1,878	1,878	-	0.0%
Blind Annuity	125	224	224	-	0.0%
Loan	361	422	422	-	0.0%
Medical	709	966	966	-	0.0%
Goal:	Link veterans and families with available community services (referrals).				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Department of Labor	213	250	250	-	0.0%
Tax Exemption Information	381	548	548	-	0.0%

2013 Accomplishments:

The Department maintained the basic programs required to assure the fulfillment of its core mission. Highlights for the year include welcoming the Veterans Services as a new Division within the Department, relocating several of the offices, and re-aligning the workload to absorb the reduction in staffing following the retirements due to the Workforce Adjustment Incentive program.

Welcoming Veterans Services

The Division of Veterans Services was brought in to the Department of Health as of January 1, 2013. DOH began integrating a number of the routine administrative functions thereby allowing the Veteran Services Division's staff to allocate more of their time to serving the veterans and their families.

The Department has increased the efficiency of the educational and outreach efforts through more coordinated strategies, ensuring that information regarding the benefits available to veterans and their families is disseminated throughout the various programs of the Department of Health. Additionally, the Department has been able to provide direct outreach to the Veterans, organizing workshops on health related topics such as diabetes and immunization.

Relocating

The relocation of DOH operations occupied significant time during the spring of 2013. The Department of Health's main offices located at 387 Main Street, Poughkeepsie, and the Early Intervention and Preschool Special Education Programs that rented space at 510 Haight Avenue in Poughkeepsie, were brought together in one location at 85 Civic Center Plaza in Poughkeepsie. The new office space incorporates the Administration, Public Health Nursing, and Environmental services divisions as well as the Early Intervention and Preschool Special Education programs, along with the Veterans Services division which was already located at 85 Civic Center Plaza. This consolidation facilitates the workflow between the various divisions and provides greater operational efficiency. The move allowed the Department to reduce its overall square footage needs, projecting a savings of more than $500,000 over the next five years.

The Medical Examiner's Office moved to its new facility at 168 Washington Street, Poughkeepsie, on July 22, 2013. The new facility includes office space, public areas, secure storage for records, evidence and supplies, and a state of the art morgue with a walk-in refrigerated body storage compartment. Designated space in the parking area will hold the County-owned refrigerated morgue trailer presently located at the 911 Center. The newly built facility and increased body storage capacity will enable Dutchess County Medical Examiner's Office to function more efficiently and to handle most County-based multiple fatality events.

The Department's Clinical Services, including immunizations and screening activities, is scheduled to relocate to newly renovated clinical space at the Family Partnership center at 29 North Hamilton Street in Poughkeepsie later in the year. As a new member of the community of service providers within the Family Partnership Center, the Department will have the opportunity to strengthen its current relationships and to develop new partnerships. The new clinic space will enable access to health care services and community partners on site so that patients can be referred to needed services directly and easily.

Restructuring

In addition to the consolidation with the Veterans Services division and the relocations mentioned above, the Department faced the challenge of maintaining its services with a reduced staff following the County's Workforce Adjustment Incentive Program. A total of eleven positions were eliminated as of January 2013. Nearly every division and every program of the Department was affected; yet DOH has continued to maintain all of their core services as well as the ability to be responsive to our community. The Department has re-assigned the workload among existing staff and changed the way services are provided to allow for a more efficient use of our resources. These modifications include not only an organizational re-structuring, but also a change in service delivery whenever possible, such as moving to a clinic appointment based system as opposed to a walk in.

In August, The Center for Governmental Research, Inc. (CGR) began a comprehensive study of potential integration between the Department of Health (DOH) and the Department of Mental Hygiene (DMH). The study will provide immediate, short term and long term recommendations to strengthen delivery of services, maximize resources and increase efficiencies within a more integrated structure.

Services:

Emergency Preparedness

Efforts continued in 2013.

The Department of Heath worked in collaboration with The Emergency Response Department to strengthen our ability to respond to natural and/or manmade disasters. DOH continued to recruit and train Medical Reserve Corps volunteers, and reviewed and updated several of our emergency preparedness plans. Most noticeable was the completion of a table top exercise developed to test Dutchess County's ability to activate and support an alternate care site in the event the local healthcare resources are overwhelmed. The Dutchess County Alternate Care Site (ACS) plan involves integration and collaboration across county agencies and non-governmental partners. The Exercise brought together over 41 participants from 15 local, county and state agencies. DOH also completed the formalization of an MOU with an appropriate site essential to the success of the ACS plan.

Clinical Services

The sale of the Certified Home Health Care Agency (CHHA) was completed in June 2013. The Department fully transitioned under a newly approved Licensed Home Care Service Agency (LHCSA) for the provision of home health services focused on priorities such as Maternal-Child Health. The LHCSA is required for public health nurses to provide services to meet the Department's mandates.

In 2013, forty seven (47) D.C. Sheriff Deputies and D.C. Jail Corrections Officers were immunized with hepatitis B vaccine as a result of a collaborative initiative between the departments to increase hepatitis B immunization rates among those employees who are at high risk of coming in contact with blood borne pathogens such as hepatitis B due to the nature of their work. The DCDOH Immunization Program staff conducted planning sessions with DC Jail and DC Sheriff training officers to identify deputies and corrections officers who were not immunized and to plan and coordinate clinics to be operated by DCDOH Nursing staff at the DC jail. The clinics were conducted at the jail at times concurrent with shift changes to make access to the vaccine for the deputies and officers efficient and convenient.

This initiative will be continuing into 2014 as DOH strives to further increase the overall hepatitis B immunization rates for deputies and corrections officers.

Environmental Services

The Lead Primary Prevention Program entails educating the public about lead hazards, training contractors in lead safe work practices, and in partnership with the City of Poughkeepsie, conducting inspections of residential properties within the 12601 zip code target area. To date, over 700 inspections were conducted, identifying lead based hazards in more than 370 homes. DOH has worked with property owners to remove lead hazards from housing units where children are at risk and also have helped more than 400 people receive Lead Safe Renovation Training.

DOH continued to successfully use GIS technology to support internal program evaluation and analysis. For example, the Department generated a County map which showed the locations of chloride MCL increasing over time. This map showed how chloride levels in Dutchess rise in the winter along major roadways; a clear indication of the impact of road salt. DOH continued to provide technical assistance to the three jurisdictions that have passed a local private well testing law, and have also updated the webpage to bring all of the

County's water information into one location, making it easier for the public to look for information about testing of water supplies.

Weights & Measures

The Weight& Measures division continued to assure measurement accuracy in commerce in accordance with Article 16 of the NYS Agriculture and Markets Law. With only two inspectors, the division conducted inspections to ensure equity in commercial transactions involving weight, measure, or count.

Additionally, the Division was charged with the responsibility of enforcing the new local law regarding gasoline price signage (New York Local Law #1 of 2013, amending Local #10 of 1991 Unfair and Deceptive Trade Practice Section 2(B) 16 Road Signage). The Division sent letters to all gasoline stations, informing them of the new law which requires displaying gasoline prices in a manner which makes plainly visible to the consumer of the difference, if any, between the price per gallon for payment by cash, debit or credit.

Finally, it should be noted that this year, the division also assisted the Dutchess County Sheriff's Department with an investigation of local precious metal license owners suspected of fraudulent transactions.

Community Health Assessment & Health Improvement Plan

In 2013, DOH released the results of a countywide survey to identify priority community health and quality of life issues from the County resident's perspective. The survey was initiated in the fall of 2012 with generous financial support provided by the Foundation for Community Health, Health Quest, and St. Francis Hospital. These partner agencies shared resources to avoid duplication of effort for the completion of the Department's Community Health Assessment and the hospitals' Community Services Plan.

Using the results from the survey, along with epidemiological data, in the fall of 2013, the Department will conduct meetings and forums with health care partners and community stakeholders to develop a community health improvement plan (CHIP). The Department has begun an internal assessment of what data will be needed and which resources are currently in place, and DOH is reaching out to our community partners to gauge their understanding of and willingness to participate in the CHIP process. To reduce duplication of effort, the DOH is participating in the assessment and planning process of other organizations such as Imagine Dutchess, an asset-based community development project committed to transforming the current health care delivery model. Imagine Dutchess is focusing on the complex relationships between multiservice coordination across care continuums, especially mental health and substance abuse treatment. Access to and coordination with these large systems will be key to assessing health status as well as developing a holistic, comprehensive improvement plan

2014 Initiatives:

Progress will continue with the DOH and DMH integration study as CGR continues gathering information and conducting interviews with the county departments, county officials and community stakeholders. The study is on schedule to be completed in early 2014.

Some initiatives for 2014 include on-going monitoring of our Public Water Supplies, outreach and education efforts regarding prescription drug use, and reaching out to Veterans. DOH plans on engaging the medical community to help raise awareness about prescription drug abuse and misuse, and to help identify Vietnam Veterans exposed to Agent Orange and refer them to our Veteran Services, as many Vietnam Veterans are unaware of the benefits available to them.

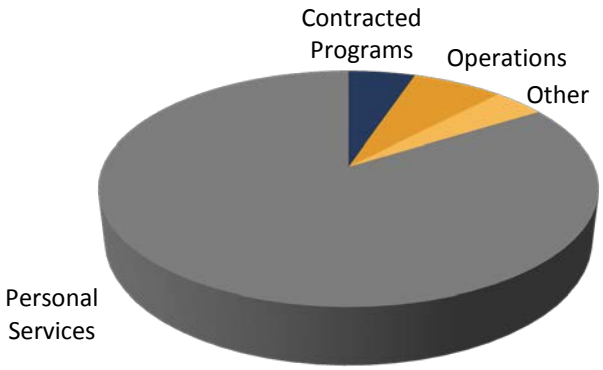
DOH will sharpen their preparedness to respond to emerging issues while making strides toward preventing and reducing the burden of diseases, informing and educating our residents about health issues, advancing community partnerships, and protecting the health and lives of our residents. The Department will be exploring innovative ways of delivering services and developing stronger partnerships with other service providers, so as to expand access to clinical services and bridge the gap between the public health clinical services and traditional medical care.

Department of Health Fiscal Summary

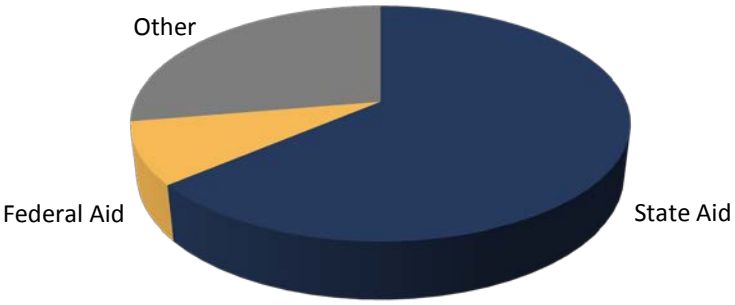
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 13,136,735	$ 12,189,793	-7%
Revenues	$ 4,850,609	$ 4,462,234	-8%
County Cost	$ 8,286,126	$ 7,727,559	-7%

2014 Adopted Appropriations



2014 Estimated Revenue



Health Department

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	7,503,863	7,233,180	7,310,332	6,844,026	(466,306)	-6.38%
Employee Benefits	3,521,060	3,514,199	3,392,701	3,375,585	(17,116)	-0.50%
Personal Services	11,024,923	10,747,379	10,703,033	10,219,611	(483,422)	-4.52%
Employee Travel, Train & Educ	88,558	97,863	108,280	89,796	(18,484)	-17.07%
Equipment (Non-Depreciable)	2,464	0	13,558	0	(13,558)	-100.00%
Equipment (Depreciable)	0	0	4,575	0	(4,575)	-100.00%
Equipment	2,464	0	18,133	0	(18,133)	-100.00%
Communication	16,069	22,863	24,508	25,658	1,150	4.69%
Supplies	64,250	89,759	95,781	94,456	(1,325)	-1.38%
Utilities	64,535	48,384	46,691	22,610	(24,081)	-51.58%
Interdepartmental Services	279,499	305,122	307,903	238,254	(69,649)	-22.62%
Interdepartmental Prog & Srv	279,499	305,122	307,903	238,254	(69,649)	-22.62%
Contracted Services	936,682	975,458	907,605	629,612	(277,993)	-30.63%
Mandated Programs	16,331	25,000	22,303	16,000	(6,303)	-28.26%
Operations	865,084	836,603	902,498	853,796	(48,702)	-5.40%
Total	13,358,394	13,148,431	13,136,735	12,189,793	(946,942)	-7.21%
OTPS	2,333,471	2,401,052	2,433,702	1,970,182	(463,520)	-19.05%
Departmental Income	272,533	332,150	332,150	444,181	112,031	33.73%
Intergovernmental Charges	12,000	7,500	7,500	12,500	5,000	66.67%
Use of Money & Property	574	0	0	0	-	
Licenses and Permits	587,199	621,800	621,800	622,308	508	0.08%
Fines and Forfeitures	166,485	48,000	48,000	156,401	108,401	225.84%
Sale of Prop and Comp for Loss	92	0	0	0	-	
Misc. Local Sources	71,554	0	0	0	-	
State Aid	3,401,940	3,186,543	3,186,543	2,845,501	(341,042)	-10.70%
Federal Aid	786,454	654,616	654,616	381,343	(273,273)	-41.75%
Total	5,298,831	4,850,609	4,850,609	4,462,234	(388,375)	-8.01%
Net to County Cost	8,059,563	8,297,822	8,286,126	7,727,559	(558,567)	-6.74%

Department of Health

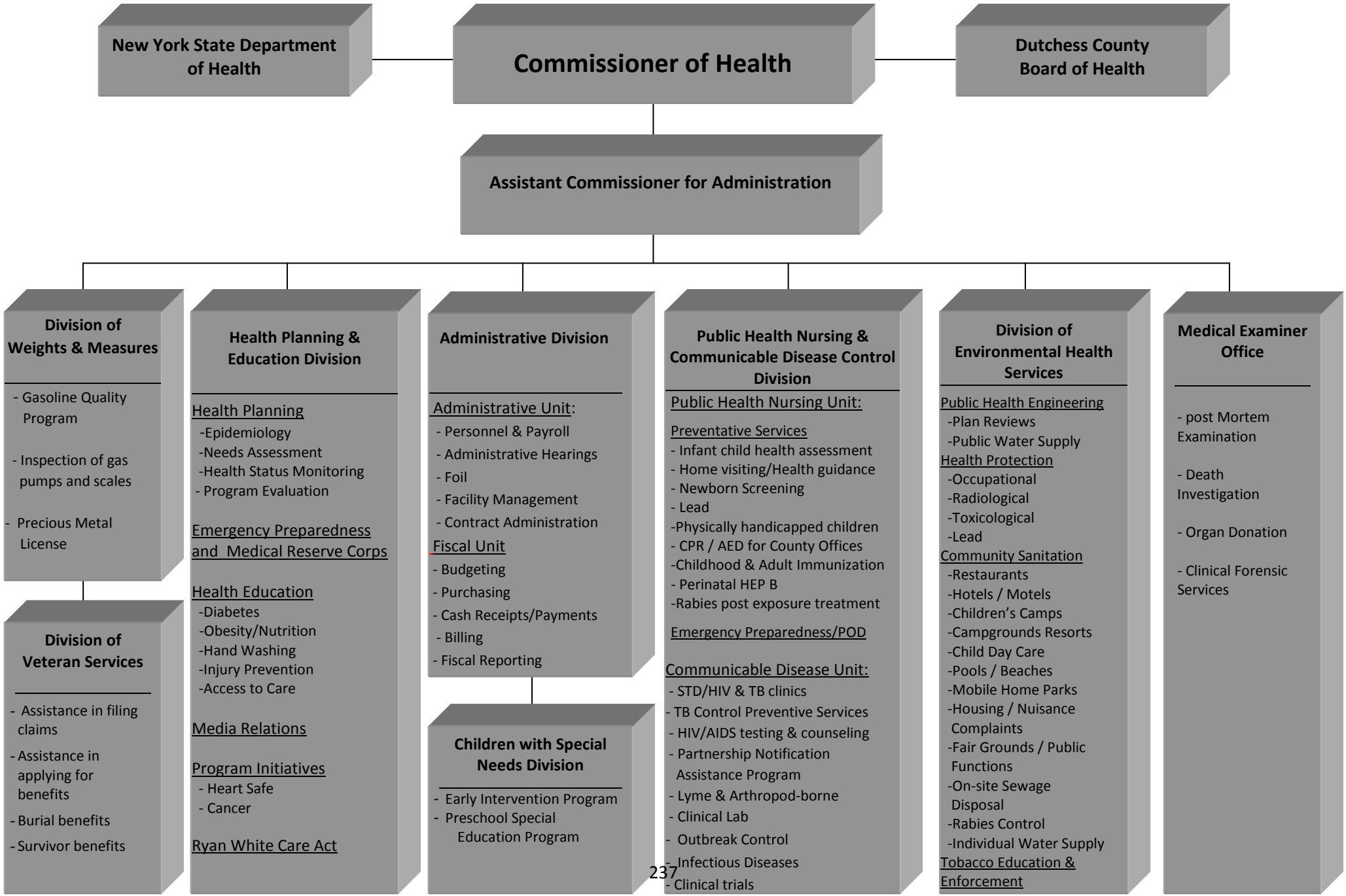


Table of Organization

Position Title	Pay Grade	# of Positions
Medical Examiners:		
Chief Medical Examiner Forensic Path	F	1
Deputy Medical Examiner	F	1
Chief Medical Investigator (Forensic)	17	1
Supervising Public Health Nurse	17	1
Principal Program Assistant	12	1
Mortuary Technician	11	1
Total:		6
Health Dept Administration:		
Health Commissioner	MJ	1
Assistant Commissioner	MH	1
Director of Budget & Finance	ME	1
Confidential Administrative Assistant	CI	1
Administrative Assistant	12	1
Principal Program Assistant	12	3
Senior Program Assistant	10	1
Accounting Clerk	9	3
Receptionist	6	1
Total:		13
Health Department Information Planning & Education:		
Assistant Coordinator Emergency Medical Services	17	1
Epidemiologist	17	1
Public Health Nutrition Coordinator- EA	17	1
Biostatistician	16	1
Senior Public Health Education Coordinator	16	1
Public Health Education Coordinator	15	1
Public Health Education Coordinator - Hourly	15	0.75
Medical Reserve Corps Coordinator	14	1
GIS Technician	12	2
Program Assistant	8	1
Total:		10.75
Weights & Measures		
Director of Weights & Measures B	15	1
Consumer Services Inspectioner I	12	1
Consumer Services Inspectioner I - Trainee	11	1
Secretary	10	1
Total:		4
Veterans Services		
Director of Veterans Affairs	MD	1
Veterans Counselor	12	2
Secretary	10	1
Total:		4

Table of Organization

Position Title	Pay Grade	# of Positions
Health Department Environmental Health:		
Director of Environmental Health Services	MG	1
Supervising Public Health Engineer	20	1
Associate Public Health Sanitarian	19	1
Senior Public Health Engineer	19	5
Senior Public Health Sanitarian	17	6
Public Health Engineer	17	2
Public Health Sanitarian	14	12
Public Health Engineer Technician	13	6
Administrative Assistant	12	1
Program Assistant	8	4
Senior Office Assistant	8	2
Office Assistant	6	2
Total:		43
Health Department Public Health Nursing:		
Director of Public Health Nursing	MG	1
Supervising Public Health Nurse	17	3
Public Health Nurse	15	4
Community Health Nurse	14	1
Principal Program Assistant	12	1
Program Assistant	8	1
Senior Office Assistant	8	1
Case Manager Aide	7	1
Total:		13
Health Department Communicable Disease:		
Nurse Practitioner	21	1
Director Communicable Disease Control	19	1
Senior Public Health Advisor	16	1
Public Health Advisor	15	2
Public Health Nurse	15	1
Community Health Nurse	14	3
Program Assistant	8	3
Senior Office Assistant	8	1
Case Manager Aide	7	2
Total:		15
Department Total:		108.75

Department of Mental Hygiene

Functions

The Department of Mental Hygiene (DMH), in its statutory role as the Local Governmental Unit, is responsible for the planning, oversight, development, and provision of comprehensive community-based prevention, treatment, and rehabilitation services and programs for people who are emotionally disturbed, mentally ill, developmentally disabled and/or chemically dependent. These services are provided directly by DMH, the state, Saint Francis Hospital and by local not-for-profit agencies under contract with DMH.

PROGRAM/ACTIVITY DESCRIPTIONS

Administration

The Cost Center, Central Administration, in addition to the Commissioner's Office, includes the Division of Administrative Operations, the Office of Quality Improvement and the Office of Psychiatric Coordination. Its functions are to organize, finance and facilitate the delivery of services, to insure continuous quality improvement, to coordinate psychiatric services, and to provide the organizational structure which allows the Department to operate as an integrated system.

Division of Clinical Services

As part of the restructuring in 2013, the three divisions---Mental Health, Chemical Dependency and Developmental Disabilities---had been collapsed into a single Division of Clinical Services. The clinical programs directly operated by DMH are as follows:

- The Diversion Program, which includes HELPLINE, Mobile Crisis Intervention Team and Partial Hospital Program
- Jail-Based Mental Hygiene Program
- ITAP
- Trauma Team

HELPLINE provides telephone 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 Partial Hospitalization Program provides services for patients 18 years of age and over who require daily structured treatment; the program functions as an alternative to full-time psychiatric hospitalization for those who have supportive living arrangements.

In cooperation with the Dutchess County Jail and Correctional Medical Care, Inc., the Jail-Based Mental Hygiene Program identifies and counsels inmates in need of mental health and/or chemical dependency treatment within the Jail and/or upon release there from.

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.

The Trauma Team consists of seasoned clinical administrators who have the flexibility and experience to respond to an unexpected death (e.g. suicide), serious accident, hostage situation, or any other event personal or public that is likely to result in emotional upset or be experienced as traumatic by the victim, family members or witnesses.

Contracted Services

In 2014, 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; Occupations, Inc.; PEOPLe, Inc.; Rehabilitation Support Services, Inc.; Saint Francis Hospital; and Taconic Resources for Independence, Inc.

Department of Mental Hygiene

Mission Statement

The Department of Mental Hygiene is the unit of county government that plans for, develops, oversees, and provides, in conjunction with allied agencies, a comprehensive and integrated array of services and programs to meet the mental hygiene needs of the Dutchess County community. In carrying out this mission, the Department strives to ensure that the resulting public mental hygiene system is responsive, accessible, affordable, cost-effective, patient-centered, recovery-oriented and dedicated to continuous quality improvement.

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Identified (unduplicated)	6,894	6,890	6,890	-	0.0%
Volume of Service	24,945	24,800	24,800	-	0.0%

Mobile Crisis Intervention Team[1]

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	482	950	950	-	0.0%
Volume of Service	3,820	8,760	8,760	-	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	380	500	500	-	0.0%
Volume of Service	3,779	4,750	4,750	-	0.0%

Mansion Street Clinic[2]

Goal:	To provide treatment to seriously and persistently mentally ill persons in the mental health clinic setting with the aim of supporting their continued recovery in the community.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	385	-	-	-	
Volume of Service	4,632	-	-	-	

Hedgewood Clinic[2]

Goal:	To provide residents of the Hedgewood Home for Adults with clinic treatment services to enhance their mental health, quality of life and independence.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	181	-	-	-	
Volume of Service	3,453	-	-	-	

Department of Mental Hygiene

Continuing Day Treatment[3]

Goal:	To provide five day/week day treatment program to assist seriously and persistently mentally ill individuals to live as independently as possible and to assist these patients in their overall recovery process.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	360	-	-	-	
Volume of Service	9,542	-	-	-	

HVMH Outpatient Clinic Services

Goal:	To provide adults with clinic treatment to enhance their mental health, quality of life and independence.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	3,424	3,950	3,950	-	0.0%
Volume of Service	39,315	45,430	45,430	-	0.0%

Occupations, Inc. Personalized Recovery Oriented Services (PROS)[4]

Goal:	To provide adults with PROS treatment services to enhance their mental health, quality of life and independence.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	465	525	525	-	0.0%
Volume of Service	73,524	95,000	95,000	-	0.0%

Case Management (ICM, SCM, BCM and Generic CM Services) & MHA Beacon PROS[5]

Goal:	To provide linking and coordinating services that assist mentally ill individuals to live as independently as possible, through accessing treatment services, housing supports, medical supports and vocational support.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	2,134	3,100	3,100	-	0.0%
Volume of Service	63,265	59,320	59,320	-	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 school, and quality of life.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	2,743	2,440	2,440	-	0.0%
Volume of Service	54,654	57,600	57,600	-	0.0%

Mental Health Services Total

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	17,448	18,355	18,355	-	0.0%
Volume of Service	280,929	295,660	295,660	-	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	56	55	55	-	0.0%
Volume of Service	928	490	490	-	0.0%

Department of Mental Hygiene

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	118	125	125	-	0.0%
Volume of Service	10,763	11,250	11,250	-	0.0%

Methadone Services

Goal: To offer methadone maintenance and treatment to individuals addicted to heroin and certain prescription drugs.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	260	240	240	-	0.0%
Volume of Service	43,063	43,190	43,190	-	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	1,612	1,780	1,780	-	0.0%
Volume of Service	42,232	39,500	39,500	-	0.0%

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	472	405	405	-	0.0%
Volume of Service	3,983	4,040	4,040	-	0.0%

Chemical Dependency Services Total

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	2,518	2,605	2,605	-	0.0%
Volume of Service	100,969	98,470	98,470	-	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	458	410	410	-	0.0%
Volume of Service	458	410	410	-	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	333	230	230	-	0.0%
Volume of Service	4,767	3,350	3,350	-	0.0%

Department of Mental Hygiene

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	1,217	1,395	1,395	-	0.0%
Volume of Service	2,596	2,040	2,040	-	0.0%

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	83	90	90	-	0.0%
Volume of Service	181	225	225	-	0.0%

Psychiatric Emergency Department

Goal: To evaluate individuals in acute psychological distress for medication and possible hospitalization.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	5,290	5,020	5,020	-	0.0%
Volume of Service	5,290	5,020	5,020	-	0.0%

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	1,195	1,040	1,040	-	0.0%
Volume of Service	14,185	14,160	14,160	-	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	251	290	290	-	0.0%
Volume of Service	3,291	5,450	5,450	-	0.0%

Coordinated Services Total

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	8,827	8,475	8,475	-	0.0%
Volume of Service	30,768	30,655	30,655	-	0.0%

Department of Mental Hygiene

DEVELOPMENTAL DISABILITIES SERVICES

Clinic for the Multi-Disabled[2]

Goal:	To treat mentally ill and/or chemically dependent developmentally disabled individuals in a clinic setting with the aim of enhancing their functionality and quality of life.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	457	-	-	-	
Volume of Service	2,582	-	-	-	

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	862	890	890	-	0.0%
Volume of Service	131,779	123,490	123,490	-	0.0%

Developmental Disabilities Services Total

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	1,319	890	890	-	0.0%
Volume of Service	134,361	123,490	123,490	-	0.0%

DC/DMH TOTAL

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Persons Served	30,112	30,325	30,325	-	0.0%
Volume of Service	547,027	548,275	548,275	-	0.0%

[1] MCIT is one of the Diversion Programs – effective second quarter 2012. An additional 334 collateral recipients were seen.
[2] Programs ceased operations 12/31/12.
[3] Programs ceased operations 3/31/12.
[4] PROS programs began operations 4/1/12.
[5] MHA Beacon PROS began operations 1/1/12. Number of persons served is not an unduplicated count.

KEY BUDGETARY ISSUES:

2013 Accomplishments

- Drew down an additional $500,000 from the NYS Office of Mental Health for 2013, which hopefully will be continued in 2014 and 2015, to sustain 2012 increases in outpatient capacity for both Astor Services for Children & Families and Hudson Valley Mental Health, Inc.

- Prepared DMH's 2014 budget. It is a no growth budget---gross appropriations are the smallest in over a decade; county tax levy is virtually the same as 2013; and the number of authorized positions is fewer than any year since 1975.

- Prior to budget preparation, DMH developed the Local Governmental Plan for 2014.

- The NYS Department of Health's Medicaid Health Home Program is now in operation and contracting has begun with agencies for care management services. The two Health Homes serving Dutchess County are Hudson Valley Care Coalition and Hudson River Health Cares. It is expected that next year service providers will become part of the Health Home service provider network. DMH will explore with the Health Home, payment for ITAP and Partial Hospital Program, with the possibility of including HELPLINE and the Mobile Crisis Intervention Team.

- DMH is participating with the Health and Human Services Cabinet to develop a campaign against Prescription Drug Misuse. The committee will develop a framework that includes community coalitions, interventions, law enforcement policy and environmental policies. This will be presented to the County Executive when completed.

- In the process of revising DMH's Policy & Procedure Manual to reflect the changes in structure, organization and functions.

- In August, The Center for Governmental Research, Inc. (CGR) began a comprehensive study of potential integration between the Department of Health (DOH) and the Department of Mental Hygiene (DMH). The study will provide immediate, short term and long term recommendations to strengthen delivery of services, maximize resources and increase efficiencies within a more integrated structure.

- Feasibility Study - Continue to explore, plan and implement ways the departments of Health and Mental Hygiene can better integrate services and/or functions.

- Continue to migrate DMH's current server infrastructure to new servers at the Office of Central & Information Services.

- Switched over to the new Voice Over Internet Phone (VOIP) system.

2014 Initiatives:

- 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.

- With the expectation of additional funding from the NYS Office of Mental Health, toward the end of 2013 and into 2014, DMH plans to mount a prevention program aimed at children and youth in selected school districts, as well as an educational initiative focusing on relatives and friends of seriously mentally ill persons, as well as the public at large, with the aim of increasing the community's understanding of mental illness and chemical dependency, identifying the resources available in our county and decreasing the stigma associated with seeking treatment.

- The following clinical services continue to be provided directly by DMH:

  <u>ITAP (Intensive Treatment Alternatives Program)</u>
  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:

- 24-hour HELPLINE
  Providing crisis counseling, information and referral
- 7-day Mobile Crisis Intervention Team
  Interfacing with police and other county agencies and intervening with children and adults county-wide
- 5-day Partial Hospital Program
  An alternative to or point of re-entry from inpatient psychiatric care

Jail-Based Mental Hygiene Services
Providing motivational counseling and referral five days a week in the County's jail

- Dispatch Trauma Team as needed to help individuals, families and agencies process unexpected untoward events.

- Decrease the number of Dutchess County residents requiring psychiatric inpatient care.

- Continue to work with mental health and chemical dependency clinic providers to increase productivity (# of people seen and volume of service) and revenue.

- Work with the Health & Human Services Advisory Team's Steering Committee and other agencies and groups in developing and refining systems with the aim of fostering the integration of physical health services with behavioral health programs.

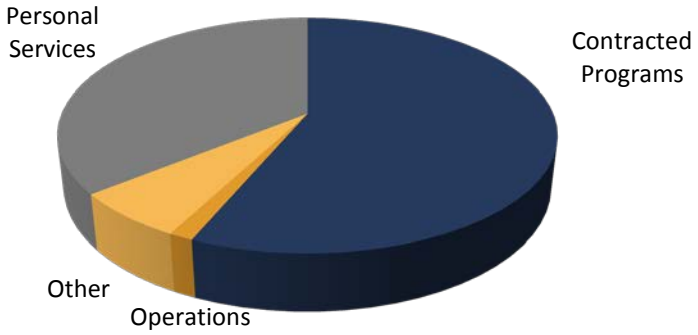
- Progress will continue with the DOH and DMH integration study as CGR continues gathering information and conducting interviews with the county departments, county officials and community stakeholders. The study is on schedule to be completed in early 2014.

Department of Mental Hygiene Fiscal Summary

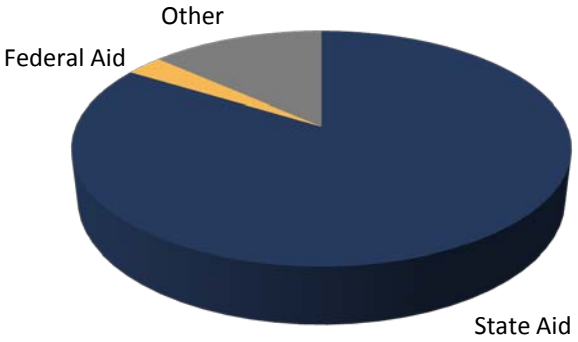
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 26,832,959	$ 25,406,889	-5%
Revenues	$ 16,700,021	$ 15,983,555	-4%
County Cost	$ 10,132,938	$ 9,423,334	-7%

2014 Adopted Appropriations



2014 Estimated Revenue



Department of Mental Hygiene

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	8,975,855	6,577,902	6,676,877	6,220,578	(456,299)	-6.83%
Employee Benefits	3,693,333	3,039,989	3,142,996	2,885,600	(257,396)	-8.19%
Personal Services	12,669,188	9,617,891	9,819,873	9,106,178	(713,695)	-7.27%
Employee Travel, Train & Educ	29,168	52,197	38,617	184,757	146,140	378.43%
Equipment (Non-Depreciable)	29,483	47,600	45,410	18,700	(26,710)	-58.82%
Equipment (Depreciable)	0	0	0	10,000	10,000	
Equipment	29,483	47,600	45,410	28,700	(16,710)	-36.80%
Communication	118,288	30,138	33,008	27,892	(5,116)	-15.50%
Supplies	130,032	199,534	217,404	190,294	(27,110)	-12.47%
Utilities	8,397	0	0	0	-	
Interdepartmental Services	310,142	389,261	414,711	391,878	(22,833)	-5.51%
Interdepartmental Prog & Srv	310,142	389,261	414,711	391,878	(22,833)	-5.51%
Insurance	37,000	76,400	76,400	116,440	40,040	52.41%
Contracted Services	13,725,816	14,508,350	15,020,129	14,321,832	(698,297)	-4.65%
Mandated Programs	670,000	393,000	853,000	697,000	(156,000)	-18.29%
Operations	433,940	313,147	314,407	341,918	27,511	8.75%
Total	28,161,453	25,627,518	26,832,959	25,406,889	(1,426,070)	-5.31%
OTPS	15,492,265	16,009,627	17,013,086	16,300,711	(712,375)	-4.19%
Departmental Income	3,765,714	1,754,016	1,754,016	1,910,606	156,590	8.93%
Use of Money and Property	214,068	228,775	228,775	228,775	-	0.00%
Sale of Property & Compensation	476	0	0	0	-	
Misc. Local Sources	1,586,064	3,500	3,500	3,500	-	0.00%
State Aid	13,282,636	13,145,574	14,157,483	13,384,427	(773,056)	-5.46%
Federal Aid	508,398	556,247	556,247	456,247	(100,000)	-17.98%
Total	19,357,356	15,688,112	16,700,021	15,983,555	(716,466)	-4.29%
Net to County Cost	8,804,097	9,939,406	10,132,938	9,423,334	(709,604)	-7.00%

Department of Mental Hygiene

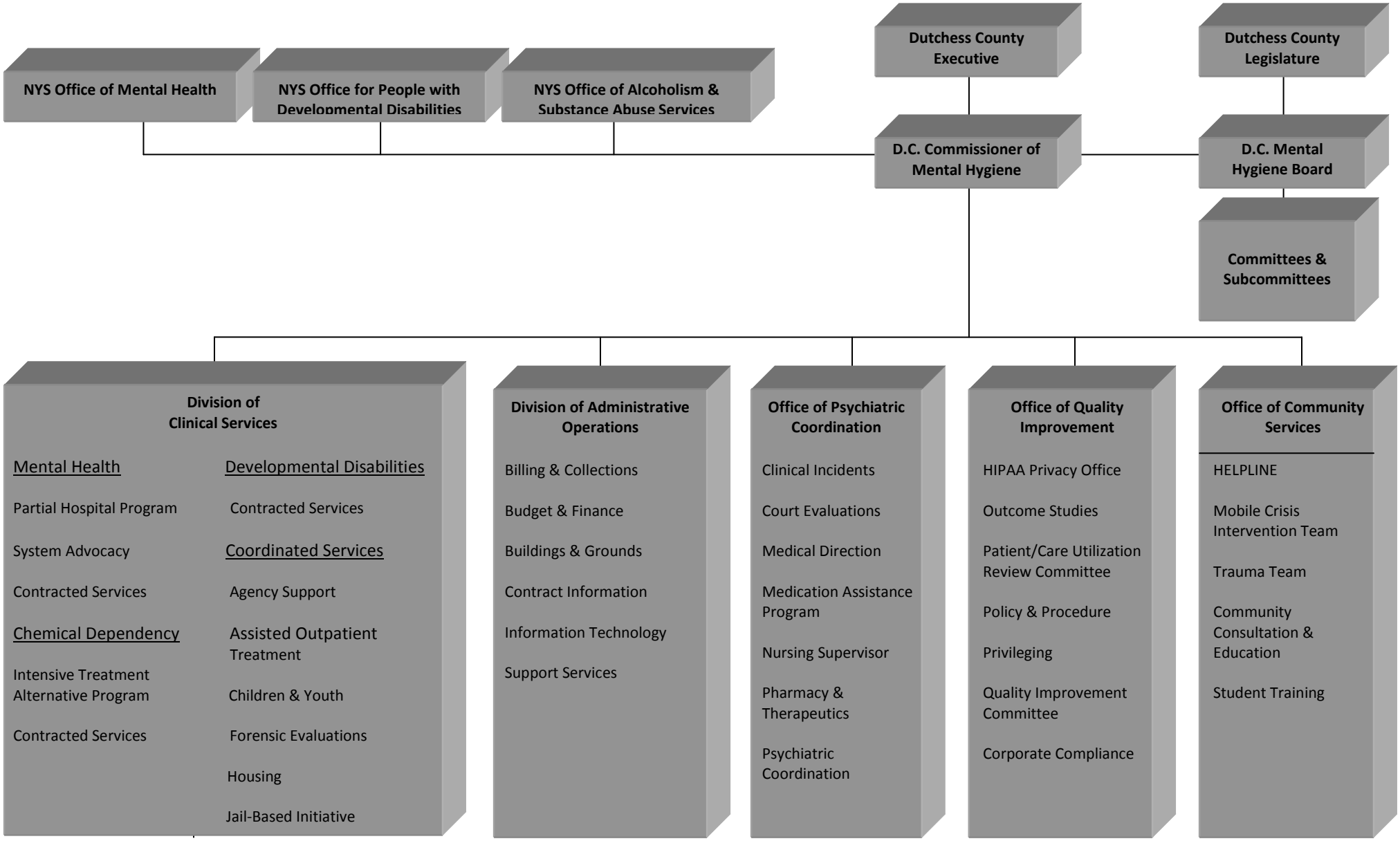


Table of Organization

Position Title	Pay Grade	# of Positions
Central Administration:		
Commissioner of Mental Hygiene	MJ	1
Clinical Division Chief	MH	1
Chief Division of Administrative Operations	MG	1
Director of Consultation and Education	MG	1
Director of Research and Evaluation	MF	1
Director of Budget and Finance	ME	1
Support Services Manager	MC	1
Supervising Psych / Medical Director	F	1
Confidential Administrative Assistant	CI	1
Support Services Assistant	CH	3
Secretary	CD	1
Clinical Unit Administrator	21	0.8
Nursing Supervisor	17	0.2
Accountant	16	1
Research Assistant	15	2
Billing Manager	14	1
Community Mental Health Nurse	14	1
Microcomp / Word Proc Supp Asst	14	1
Principal Accounting Clerk	12	2
Principal Program Assistant	12	2
Senior Program Assistant	10	1
Receptionist	6	1
Office Assistant	6	2
Total:		28
Partial Hospitalization:		
Nurse Practitioner - Hourly	21	0.3
Psychologist II	20	1
Psychologist I	19	1
Nursing Supervisor	17	0.8
Social Worker III	17	1
Chemical Dependency Counselor	14	1
Community Mental Health Aide	12	1
Principal Accounting Clerk	12	1
Activity Therapy Aide	6	1
Office Assistant	6	1
Total:		9.1
MR & DD		
Clinical Unit Administrator	21	0.2
Total:		0.2

Table of Organization

Position Title	Pay Grade	# of Positions
HELPLINE:		
Clinical Unit Administrator	21	1
Supervising Social Worker	18	1
Social Worker III	17	1
Community Mental Health Counselor- PT-E	16	0.42
Community Mental Health Nurse- Hrly	14	0.74
Community Mental Health Aide- Sp Spk	12	1
Total:		5.16
Diversion Program		
Supervising Social Worker	18	1
Social Worker III	17	2
Community Mental Health Nurse	14	2
Community Mental Health Aide	12	3
Recreational Therapy Assistant	11	1
Activity Therapy Aide	6	1
Office Assistant	6	1
Total:		11
Coordinated Services		
Clinical Unit Administrator	21	1
Psychologist III	21	1
Supervising Social Worker	18	3
Social Worker III	17	3
Social Worker I - EA	16	1
Social Worker I	15	1
Chemical Dependency Counselor	14	3
Senior Program Assistant	10	1
Activity Therapy Aide	6	1
Office Assistant	6	2
Total:		17
Alcohol Addiction Control		
Clinical Unit Administrator	21	1
Nurse Practitioner - Hourly	21	0.3
Psychologist II	20	2
Social Worker III	17	3
Chemical Dependency Counselor	14	2
Community Mental Health Nurse	14	1
Accounting Clerk	9	1
Office Assistant	6	2
Total:		12.3
Department Total:		82.76

Transportation

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Public Transportation

Functions

The Department of Public Transportation provides public transportation service to Dutchess County through two modes of service: 1) fixed route service (known as LOOP and RailLink), and 2) demand response service (known as Dial-A-Ride, Flex and Flex Plus, and ADA Complementary Paratransit) for participating towns 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 Transportation Administrator oversees the management company as the County representative. The current fleet consists of nine (9) heavy duty diesel buses, thirty-five (35) 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 Transportation

Mission Statement

The primary mission of the Division of Public Transportation (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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Number of Fixed Route Passengers (includes RailLink)	426,226	443,930	456,659	12,729	2.9%
Fixed Route Farebox Revenue	$ 656,677	$ 665,050	$ 683,630	$ 18,580	2.8%
Number of Dial-A-Ride Passengers	15,819	15,005	15,005	-	0.0%
Dial-A-Ride Farebox Revenue	$ 22,508	$ 18,500	$ 18,500	$ -	0.0%
Number of Flex and Flex Plus Service Passengers	8,568	3,768	1,310	(2,458)	-65.2%
Flex Service Farebox Revenue	$ 26,444	$ 13,160	$ 4,586	$ (8,574)	-65.2%
Number of ADA Complemenentary Paratransit Service Passengers	*	2,452	4,904	2,452	100.0%
ADA Complemenentary Paratransit Service Farebox Revenue	*	$ 8,582	$ 17,164	$ 8,582	100.0%

Goal: Generate income for the transportation system by selling advertising on and in buses.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Advertising Revenue	$ -	$ 500	$ 5,000	$ 4,500	900.0%

*Previously combined in Flex

KEY BUDGETARY ISSUES:

New vehicles will be ordered in 2013, four (4) to be delivered in 2013 and fourteen (14) to be delivered in 2014 which will result in the sale by auction of up to five (5) heavy duty vehicles and nine (9) medium duty vehicles in 2014.

Municipalities are expected to continue the number of days they offer Dial-A-Ride to their residents in 2014. The costs for Dial-A-Ride will be comparable to 2013 and the rates to municipalities will be held flat in 2014.

FTA Section 5307 funds used for fuel in 2012 and 2013 will not be available in 2014. This will have a negative impact on revenues.

There is an existing collective bargaining agreement between Transit Management of Dutchess County (First Transit) and Teamsters Local 445 which ends on December 31, 2014. There is an option to open the agreement to negotiate salary and benefits for 2014. This will be determined later in the year.

2013 Accomplishments:

- RailLink was adjusted to serve express trains in lieu of local trains in response to passenger surveys.

- New local service was implemented in Beacon Monday through Saturday.

- Four new medium duty buses were delivered. The buses were funded primarily with the 100% federal ARRA funds remaining in the 2009 grant.

- Route B was expanded to later in the evening to and from the Beacon Train Station, Dutchess Stadium, and Poughkeepsie.

- In 2013, payroll costs were reduced by more than $75,000 through efficient scheduling of drivers. These funds were used to offset unanticipated fleet maintenance costs.

- Dutchess County Public Transportation worked with the Department of Public Works to begin a fuel relocation project paid for with federal, state and local dollars. The County share will be 10% of the total cost.

- In 2013 the Federal Transit Administration conducted a capital review of Dutchess County Public Transportation. The Federal Transit Administration representatives applauded the work done to expedite projects and close grants in a timely manner. The ARRA grant will close in 2013 and all funds were used.

- A transportation study was conducted in 2013 with the goal to develop a comprehensive integrated approach to public transportation for both the City of Poughkeepsie and the County.

- Throughout 2013, Public Transportation staff has attended web trainings at the Transportation Center to save money on travel. The Transportation Administrator continues to work with the New York Public Transit Association Board to develop a full complement of web offerings to meet federal and state training requirements in 2014.

- The radio lease contract with AVL/GPS continued in 2013. This project proved to be very helpful in locating vehicles for callers looking for a bus along the route.

- A random fare and data reconciliation program was established in coordination with OCIS.

- New “TRIM” ticketing units were installed in the fareboxes to facilitate reconciliation and ticketing for passenger fares and the return of change in the form of a credit ticket for a future ride. This project was funded with 80% federal and 10% state grants.

- A new phone system was installed and should be fully functional by the end of 2013.

- An RFP for scheduling software to facilitate data collection tied to the electronic scheduler, fueling, mileage, and passenger data was conducted in 2013.

2014 Initiatives:

- Implementation of a new and/or improved scheduling software program will be implemented in 2014.

- New buses will be ordered in 2013 for delivery in 2014 to replace buses that have outlived their useful life.

- Results of a transportation study conducted in 2013 will assist in developing a comprehensive integrated approach to public transportation for both the City of Poughkeepsie and the County.

- 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.

- The fuel relocation project will continue in 2014 and conclude in 2015. It will include renovation of the fueling system, garage floors, sidewalk remediation, painting, and other site renovations. This project was funded with 80% federal, 10% state, and 10% local County funds.

- New Freedoms funds (Section 5317) will continue to be used to support a mobility manager and Dial-A-Ride in the northeast area of Dutchess County. This project will continue through 2015.

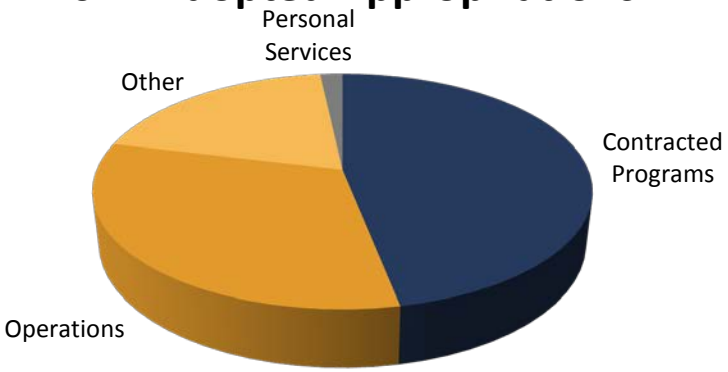
- New weekly Flex Plus bus routes will be implemented in the areas outside of the fixed routes throughout the County to connect people to shopping and services in the populated areas.

Public Transportation Fiscal Summary

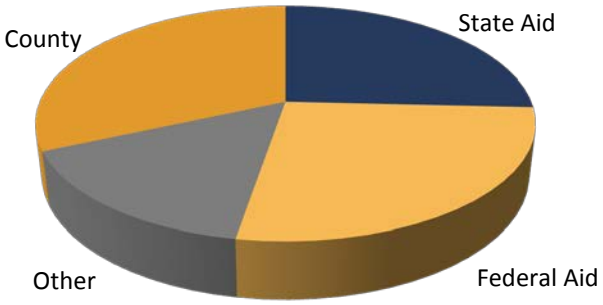
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 7,634,312	$ 7,300,815	-4%
Revenues	$ 7,564,812	$ 6,900,815	-9%
County Cost	$ 69,500	$ 400,000	

2014 Adopted Appropriations



2014 Estimated Revenue



Public Transportation

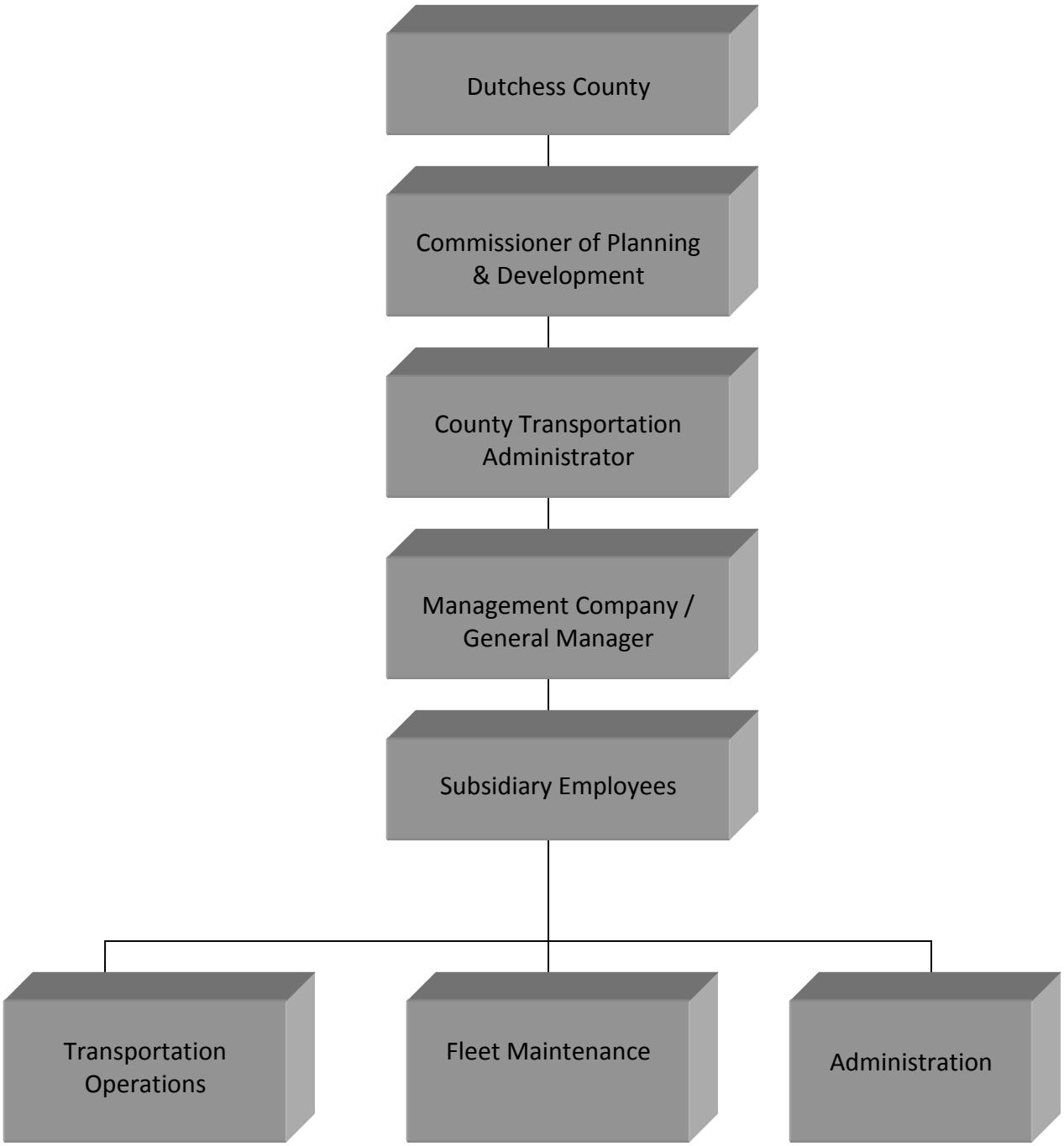
Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	81,536	81,537	81,537	81,537	-	0.00%
Employee Benefits	41,361	45,804	45,804	43,999	(1,805)	-3.94%
Personal Services	122,898	127,341	127,341	125,536	(1,805)	-1.42%
Employee Travel, Train & Educ	2,730	2,350	2,350	2,350	-	0.00%
Equipment (Non-Depreciable)	1,799	0	0	0	-	
Equipment (Depreciable)	274,769	0	80,777	0	(80,777)	-100.00%
Equipment	276,568	0	80,777	0	(80,777)	-100.00%
Communication	10,321	8,600	21,600	16,250	(5,350)	-24.77%
Supplies	866,723	991,121	981,011	870,975	(110,036)	-11.22%
Utilities	55,868	73,140	73,140	72,000	(1,140)	-1.56%
Interdepartmental Services	73,280	99,265	131,265	101,705	(29,560)	-22.52%
Interdepartmental Prog & Srv	73,280	99,265	131,265	101,705	(29,560)	-22.52%
Insurance	105,672	67,000	67,000	95,080	28,080	41.91%
Contracted Services	3,258,265	3,433,728	3,355,678	3,425,728	70,050	2.09%
Operations	2,017,116	2,470,161	2,524,241	2,323,272	(200,969)	-7.96%
Debt Service	147,039	219,909	219,909	217,919	(1,990)	-0.90%
Other	50,000	50,000	50,000	50,000	-	0.00%
Total	6,986,480	7,542,615	7,634,312	7,300,815	(333,497)	-4.37%
OTPS	6,863,583	7,415,274	7,506,971	7,175,279	(331,692)	-4.42%
Departmental Income	1,133,563	1,056,231	1,056,231	1,036,170	(20,061)	-1.90%
Use of Money and Property	2,505	2,600	2,600	2,600	-	0.00%
Sale of Property & Compensation	17,633	41,500	41,500	39,350	(2,150)	-5.18%
Misc. Local Sources	6,412	500	500	500	-	0.00%
Interfund Revenues	2,918	4,000	4,000	4,000	-	0.00%
State Aid	1,789,113	1,777,667	1,869,364	1,777,928	(91,436)	-4.89%
Federal Aid	2,348,886	2,274,244	2,274,244	1,855,396	(418,848)	-18.42%
Interfund Transfers*	1,560,652	2,316,373	2,316,373	2,184,871	(131,502)	-5.68%
Total	6,861,683	7,473,115	7,564,812	6,900,815	(663,997)	-8.78%
Net to County Cost**	124,798	69,500	69,500	400,000	330,500	475.54%

*Interfund Transfer includes the contribution from the General Fund.

**The 2013 budget included an appropriation of ET Fund Balance of $69,500 and the 2014 budget includes $400,000 in ET Appropriated Fund Balance.

Public Transportation Organizational Structure



Position Title	Pay Grade	# of Positions
Public Transportation:		
County Transit Administrator	MF	1
Total		1

Public Works- Highway & Engineering

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, 155 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. In 2013, the County's Auto Service Center merged with the Department of Public Works Highway Division. The Highway Division's garage management structure has been utilized to operate and oversee the Auto Service Center.

Six highway facilities are used to conduct snow and ice control, repair and install all warning and regulatory signs on county roads and maintain local 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 will be responsible for the operation of ten refueling sites throughout Dutchess County. The HCM Division tracks usage of gasoline, diesel and E-Z Pass. All vehicles leased by the County are coordinated and paid for through the Auto Center.

The Division of Engineering oversees the design, construction and inspection of all county highway and bridge capital improvement projects; inspection of 478 county and town 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 Dutchess County Auto Center merged with the Department of Public Works HCM Division in 2013. The Auto Service Center services 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 the maintenance and repair, purchase and registration of new vehicles, performing state inspections, responding to road calls, providing fuel, and disposing of surplus equipment.

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. The municipalities have an outlet for vehicle disposal and Dutchess County receives a commission on each 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Guide Rail Restoration (Feet)	4,250	3,000	4,000	1,000	33.3%
Snow & Ice Control (Miles)	10,200	10,200	10,200	-	0.0%
# of Traffic Signals installed	-	1	1	-	
# of Traffic Studies	10	10	10	-	0.0%
Auto Accidents investigated	4	8	6	(2)	-25.0%
Vegetation Control (Miles)	2,400	2,400	2,400	-	0.0%
Tree Maintenance	400	300	300	-	0.0%
Speed Limit Requests	8	4	5	1	25.0%
Litter Control (Miles)	200	200	200	-	0.0%

Goal:	Replace or repair bridges and large culverts to insure public safety and maximize return on public funds invested.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Bridge & Culvert Reconstruction Sites	6	13	12	(1)	-7.7%
Bridge Maintenance Sites	20	15	20	5	33.3%
Culvert Inspections	87	65	65	-	0.0%
Bridge Flags Responded To	7	30	10	(20)	-66.7%

Goal:	Upgrade, replace and install new traffic signs and delineation devices to enhance safety and ease of use on the County highway system.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Traffic Signs installed	88	100	100	-	0.0%
Sign Maintenance	1,400	1,200	1,400	200	16.7%
Information Requested	15	20	20	-	0.0%

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# Permits closed out	153	160	140	(20)	-12.5%
# Permits issued	162	140	150	10	7.1%
Major Subdivisions reviewed **	18	20	20	-	0.0%
Minor Subdivisions reviewed **	34	35	35	-	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Pavement & Highway Surface Trtmt (Miles)	10	8	10	2	25.0%
Highway Shoulders Restorations (C.L. miles)	20	16	20	4	25.0%
Pavement Permanent Resurfacing	20	16	20	4	25.0%
Pavement Surface Maintenance Locations	225	200	200	-	0.0%
Drainage Constr. Reconstruction & Alter. (ft)	1,400	1,400	1,600	200	14.3%
Highway Equip & Machinery Units	196	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Centerline (miles of 4" stripe)	542	612	620	8	1.3%
Edgelines (miles of 4" stripe)	490	620	620	-	0.0%
Special Markings (Locations)	85	60	100	40	66.7%
Goal:	To provide a cost effective and efficient service/maintenance of the County fleet.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Gasoline Dispensed (gallons)	250,000	270,000	270,000	-	0.0%
Work Orders Processed	1,200	1,400	1,400	-	0.0%

Public Works - Engineering

KEY BUDGETARY ISSUES:

The Engineering Division has developed a five-year capital project program estimating $88M, which includes approximately $36M for federal aid projects and approximately $52M for locally funded projects.

2013 Accomplishments

- Maintained the Division's excellent safety record.
- Completed construction of Dutchess Rail Trail Phase 4.
- Completed construction of Dutchess Rail Trail Stage 5, Morgan Lake to Walkway over the Hudson.
- Maintained transportation infrastructure and provided necessary public services while reducing the costs by providing increased efficiency.

- Completed final design and right-of-way acquisition for the reconstruction of CR 21 (Noxon Road) from NYS Route 55 to CR 49 (Titusville Road) in LaGrange and the CR 49@CR 21 intersection.
- Continued design work for the ongoing guide rail replacement program.
- Continued advancement of approximately 11 federally funded highway, bridge and trail design projects.
- Began preliminary design development for CR 41 culvert flooding improvement.
- Advanced and implemented development of compliance program for State and Federally mandated Municipal Separate Storm Sewer System (MS4) Permit.
- Performed required field inspections, designs, reviews and reporting for compliance with MS4 Stormwater mandate.
- Advanced development of traffic control device compliance program for State and federally mandated conformance to 2010 Manual on Uniform Traffic Control Devices (MUTCD).
- Completed replacement of Bridge D-70R, CR 26 (Dover Furnace Road) over the Harlem Valley Railroad in Dover.
- Advanced design for replacement of superstructure and stream restoration for Bridge PO-17X & L-43, CR 43 (DeGarmo Road) over Wappinger Creek.
- Replaced culvert A-35 under CR 105 (Sinpatch Road) in Amenia with a new concrete box culvert (HCM Division construction).
- Completed replacement of bridge joints on three bridges.
- Began construction of county-wide bridge painting contract.
- Constructed a state grant funded parking improvement in Hopewell Junction.
- Responded to approximately 30 NYSDOT bridge inspection flags, approximately half of which require structural design work for repair.
- Completed further improvement of CR 32 drainage in Beekman.
- Reconstructed one failed retaining wall on CR 50 (Jackson Corners Road) in Milan.
- Completion of a traffic safety study at the intersection of Gardner Hollow Road and NYS Route 55 in Beekman.
- Completed bridge steel repairs and deck resurfacing on bridge A-22, Deep Hollow Road, over Wassaic Creek in Amenia.
- Completed annual pavement marking contract.
- Completed annual pavement condition rating.
- Replaced culvert N-32, CR 5 (Smithfield Road) over Wassaic Creek, Town of North East.

2014 Initiatives

- Obtain Federal design approval and begin final design for Phase IV of the Harlem Valley Rail Trail in Millerton and North East.

- Complete design of Bridges PO-17X & L-43, Degarmo Road over Wappinger Creek.
- Complete design of road raising and flood mitigation project on CR 41 (Netherwood Road) in Hyde Park.
- Begin construction of Bridge D-32, Ridge Road over Cooperstown Brook, Town of Dover.
- Begin construction of CR 21 (Noxon Road) from NYS 55 to CR 49 (Titusville Road).
- Begin construction of Bridge PV-15, CR 72 (North Avenue) over tributary to Wappinger Creek, Town of Pleasant Valley.
- Reconstruct two retaining walls on CR 50 (Mount Ross Road) in Milan.
- Continue advancement of all locally and federally funded bridge, highway and trail design projects.
- Work with appropriate County Departments moving toward paperless operations.
- Complete required bridge inspection for county-maintained bridges not inspected by State.
- Continue guiderail replacement program.
- Perform state mandated retro reflectivity inspections of county road signs.

Public Works - Highway

2013 Accomplishments

- Completed over 16 miles of asphalt overlays utilizing the DPW crews and contracted services.
- Lee Boy – paved wheel tracks on 15 miles of road.
- Replaced or repaired 3,000 feet of guiderail.
- Replaced 20 road crossing drainage culverts.
- Responded to 35 drainage complaints.
- Repaired approximately 30 catch basins.
- Removed over 200 dead trees along the highway system.
- Made and installed signage for the county highway system and Dutchess Rail Trail, Health Department, Parks Division and other county agencies.
- Plowed 300 miles of county highways, 34 snow/ ice events, and 68 applications with 32 trucks.
- Assisted other DPW Divisions with work at Dutchess Stadium, Wilcox, Bowdoin, Quiet Cove parks; as well as other locations.
- Increased alternate fuel vehicles in the County fleet by adding E-85 flex fuel vehicles.
- Ordered 42 new vehicles, 20 of which are replacements for the Sheriff's Office.
- Completed the upgrade of fuel pumps at all County refueling facilities. This involved replacing a total of eighteen old pumps at nine (9) County sites, some of which are up to 40 years old.

- Completed installation of a new fuel monitoring system at nine County fuel sites. This replaces the obsolete optical card system with computerized keys for each vehicle. The project also included placing sites on the fuel monitoring system that were previously using handwritten sheets, greatly increasing security and accountability for the County's fuel assets.
- Completed installation of three large culvert replacement projects with DPW forces. These included 2 large concrete box culverts and a large pipe culvert.
- Assisted with contractor to build the Market Street Pocket Park at the former Nelson House site.

2014 Initiatives

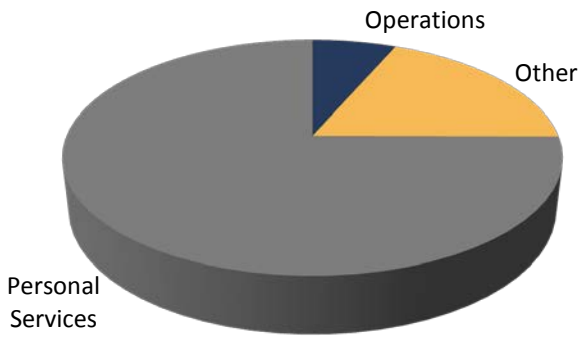
- The Department of Public Work's multi-year reorganization plan will continue in 2014 with the following initiatives:
    - Complete the consolidation of payroll functions to a centralized location at HCM Business Office by expanding Kronos timekeeper system to yield staff reductions throughout the department.
    - Continue to consolidate business office functions at HCM Business Office to increase efficiency, reduce redundant workflow at each division.
    - Focus on outcome-based decision making to determine when private providers can achieve greater efficiencies and savings over in-house efforts.
- Continue to deliver essential highway maintenance services in the most efficient manner.
- Continue to upgrade, maintain and repair the county's inventory of trucks and equipment.
- Continue to increase the number of alternate fuel vehicles in the County fleet.
- Explore the possibility of switching one tank at the Auto Center to E-85.
- Upgrade the Auto Center's 30-year old underground vehicle lifts and install electrically operated above-ground lifts.

Public Works- Highway & Engineering Fiscal Summary

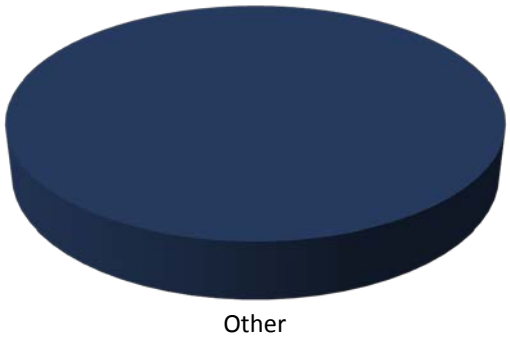
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 13,623,658	$ 13,400,582	-2%
Revenues	$ 2,193,920	$ 2,151,070	-2%
County Cost	$ 11,429,738	$ 11,249,512	-2%

2014 Adopted Appropriations



2014 Estimated Revenue



Public Works- Highway & Engineering

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	6,898,274	6,728,588	6,731,655	6,514,171	(217,484)	-3.23%
Employee Benefits	3,632,287	3,520,178	3,535,757	3,524,022	(11,735)	-0.33%
Personal Services	10,530,561	10,248,766	10,267,412	10,038,193	(229,219)	-2.23%
Employee Travel, Train & Educ	7,068	10,480	9,120	7,367	(1,753)	-19.22%
Equipment (Non-Depreciable)	11,505	8,700	10,900	10,700	(200)	-1.83%
Equipment (Depreciable)	0	0	6,393	0	(6,393)	-100.00%
Equipment	11,505	8,700	17,293	10,700	(6,593)	-38.13%
Communication	5,010	5,500	6,085	5,900	(185)	-3.04%
Supplies	2,546,314	3,013,012	2,958,175	2,933,076	(25,099)	-0.85%
Utilities	89,941	96,075	96,075	86,425	(9,650)	-10.04%
Interdepartmental Services	(670,138)	(871,693)	(834,993)	(772,326)	62,667	-7.51%
Interdepartmental Prog & Srv	(670,138)	(871,693)	(834,993)	(772,326)	62,667	-7.51%
Insurance	140,825	119,000	119,000	173,600	54,600	45.88%
Contracted Services	6,555	37,270	39,553	48,120	8,567	21.66%
Operations	707,051	939,939	945,938	869,527	(76,411)	-8.08%
Total	13,374,692	13,607,049	13,623,658	13,400,582	(223,076)	-1.64%
OTPS	2,844,130	3,358,283	3,356,246	3,362,389	6,143	0.18%
Departmental Income	1,862,815	1,915,000	1,915,000	1,915,000	-	0.00%
Use of Money and Property	41,483	55,500	55,500	55,500	-	0.00%
Licenses and Permits	35,244	28,000	28,000	30,000	2,000	7.14%
Fines and Forfeitures	4,650	2,100	2,100	2,100	-	0.00%
Sale of Property & Compensation	180,543	193,320	193,320	148,470	(44,850)	-23.20%
Misc. Local Sources	19,438	0	0	0	-	
State Aid	(731)	0	0	0	-	
Federal Aid	(2,192)	0	0	0	-	
Total	2,141,250	2,193,920	2,193,920	2,151,070	(42,850)	-1.95%
Net to County Cost	11,233,441	11,413,129	11,429,738	11,249,512	(180,226)	-1.58%

Public Works- Highway & Engineering Organizational Structure

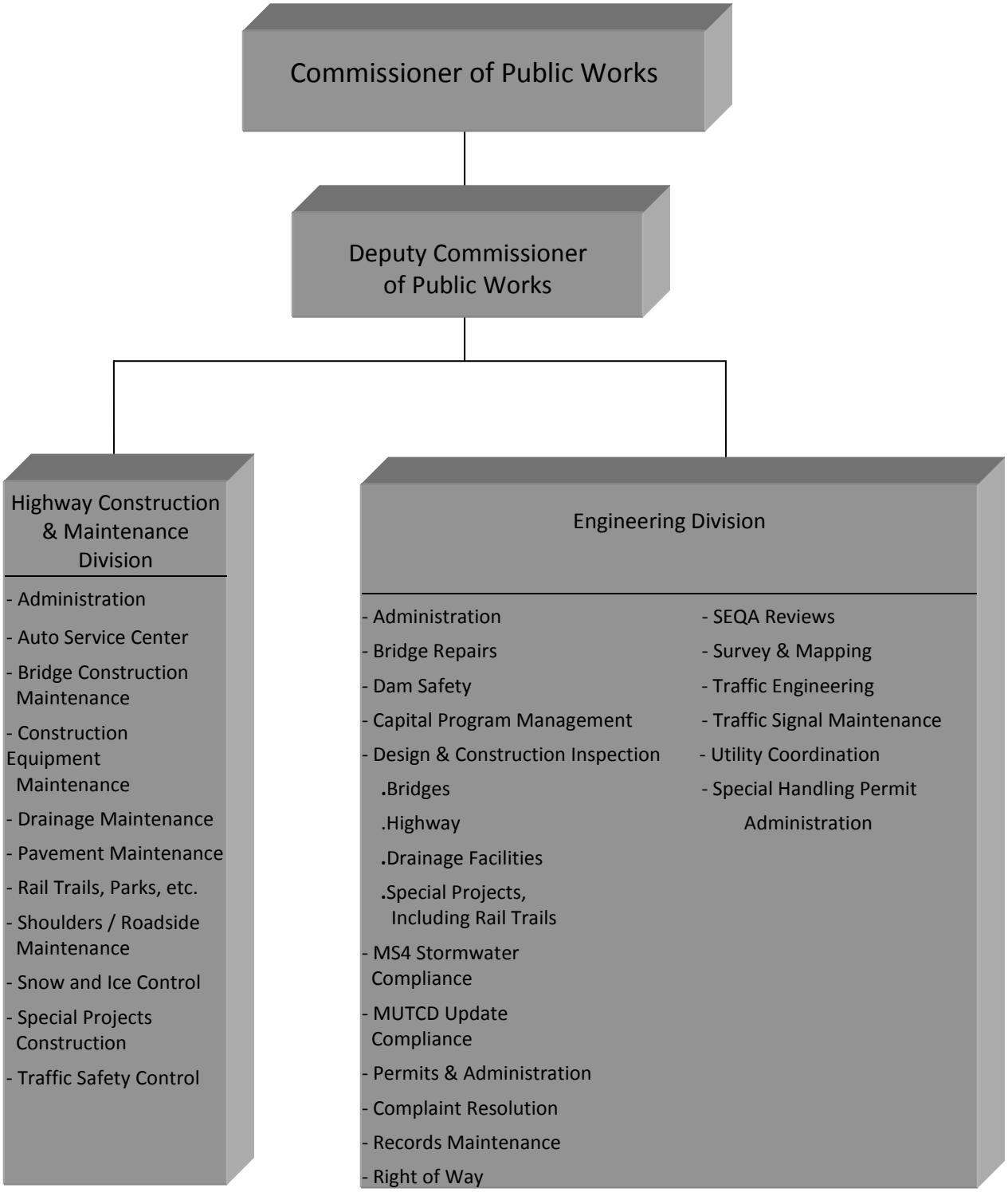


Table of Organization

Position Title	Pay Grade	# of Positions
DPW Engineering Division:		
Assistant Civil Engineer II Design	19	4
Traffic Engineer	18	1
Assistant Civil Engineer I	17	2
Senior Planner	17	1
Junior Civil Engineer	15	4
Senior Engineering Aide- EA	14	1
Senior Engineering Aide	12	2
Administrative Assistant	12	1
Total:		16
DPW Highway Administration:		
Deputy Commissioner of Public Works	MI	1
Director Highway Construction & Maint	MG	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	1
Total:		8
DPW Highway Construction & Maintenance:		
Maintenance Superintendent	16	2
Road Maintenance Supervisor	14	1
Tree Maintenance Supervisor	14	1
Labor Supervisor	13	7
Construction Equipment Operator II	12	12
Construction Equipment Operator II Mechanic	12	1
Tree Climber	12	1
Assistant Tree Climber	11	1
Construction Equipment Operator I	11	13
Motor Equipment Operator	10	11
Road Maintainer	10	1
Tree Trimmer	10	2
Road Maintainer	9	5
Laborer	8	4
Total:		62

Table of Organization

Position Title	Pay Grade	# of Positions
DPW Maintenance Bridges:		
Bridge Maintenance Supervisor	14	1
Bridge Maintainer	10	4
Total:		5
DPW Road Machinery-Administration:		
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
Signmaker	10	1
Total:		13
DPW Road Machinery- Buildings:		
Senior Communications Clerk- EA	11	1
Total:		1
DPW Highway Automotive Service Center:		
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	1
Total:		10
Total of Highway and Engineering		115

Public Works- Airport

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 Aviation Division markets the facility and services through its website, regional and national advertising, and through a cultivated partnership with the Dutchess County Economic Development Corporation.

The Legislature's Airport Advisory Committee, a citizen advisory group, provides input on operational issues and development initiatives.

The Airport's Security Advisory Committee, an FAA required group, provides input on security initiatives and organizational considerations.

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Landings and Take-offs	85,006	86,000	87,000	1,000	1.2%
Fuel (Gallons) 100LL	81,177	89,000	90,000	1,000	1.1%
Fuel (Gallons) Jet A	150,566	100,000	100,000	-	0.0%

KEY BUDGETARY ISSUES:

- 2013 Revenues are less than anticipated for sales of jet fuel through the 2nd quarter due to weather, fuel prices and lower volume than anticipated. Activity related to fuel sales is expected to increase due to the seasonal nature of the airport in the 2nd half of the year.

2013 Accomplishments

FAA/NYSDOT Grants

- Update Storm Water Pollution Prevention Plan
- Realignment of taxiway "Delta" spur (Construction)
- New Taxiway "Kilo" (Design and Bid)

Local

- Installed new operations fuel farm with Fuel Management System
- Successful airport open house to raise awareness of Dutchess County Airport with local community
- Assumed control of Jet Center
- Complete repaint of all airfield markings
- Reorganization of office staff to gain operational efficiency
- Evaluated costs/benefits of public versus private management of Dutchess County Airport

DPW – Airport Study Underway

Steven Baldwin Associates, LLC (SBA) has been retained by the County to perform an operational and financial assessment of the Dutchess County Airport with options to include analysis of various operational models at the Airport. This study was initiated to help achieve the County's goal to eliminate the deficit at the airport and become financially self-sustaining. The Airport is an economic engine providing employment and sales tax appropriations and therefore we must ensure the Airport has first class services, and positioned as both a transportation resource for the region, as well as a source for increased opportunities for economic

development. A draft report was recently completed and is currently under review by the County Executive's Office and Commissioner of Public Works. A final report is expected by the end of the year.

2014 Initiatives

- Market opportunities for Super Bowl transportation to increase revenues

FAA/NYSDOT grants

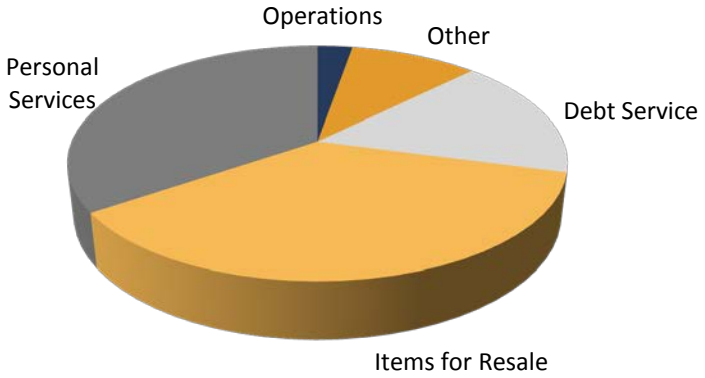
- Complete Update Airport Storm Water Pollution Prevention Plan
- Rehabilitate Taxiway "B"and Stub "A" (Construction)
- Realign Taxiway "A" design
- Terminal Building Rehabilitation

Public Works- Airport Fiscal Summary

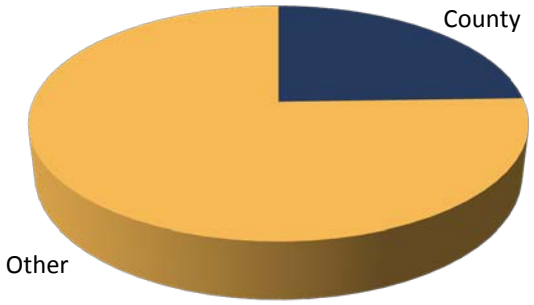
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 2,985,568	$ 2,546,324	-15%
Revenues	$ 2,985,568	$ 2,546,324	-15%
County Cost	$ -	$ -	

2014 Adopted Appropriations



2014 Estimated Revenue



Public Works Airport

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	638,787	632,987	565,308	539,203	(26,105)	-4.62%
Employee Benefits	355,095	398,966	398,966	340,049	(58,917)	-14.77%
Personal Services	993,882	1,031,953	964,274	879,252	(85,022)	-8.82%
Employee Travel, Train & Educ	8,489	7,950	7,280	7,600	320	4.40%
Communication	5,938	6,460	6,463	7,000	537	8.31%
Supplies	43,470	60,100	53,230	59,200	5,970	11.22%
Utilities	66,795	70,800	86,108	68,000	(18,108)	-21.03%
Interdepartmental Services	75,915	62,005	65,777	66,382	605	0.92%
Interdepartmental Prog & Srv	75,915	62,005	65,777	66,382	605	0.92%
Insurance	30,693	35,000	35,000	32,600	(2,400)	-6.86%
Contracted Services	12,296	19,410	81,587	10,750	(70,837)	-86.82%
Operations	92,064	82,476	76,035	68,876	(7,159)	-9.42%
Debt Service	659,197	561,731	561,731	421,864	(139,867)	-24.90%
Items for Resale	909,068	746,184	1,048,083	924,800	(123,283)	-11.76%
Total	2,897,803	2,684,069	2,985,568	2,546,324	(439,244)	-14.71%
OTPS	1,903,922	1,652,116	2,021,294	1,667,072	(354,222)	-17.52%
Departmental Income	1,834,611	1,976,209	2,277,708	1,922,420	(355,288)	-15.60%
Use of Money and Property	131,848	152,575	152,575	143,250	(9,325)	-6.11%
Sale of Property & Compensation	5,528	0	0	0	-	
Misc. Local Sources	4,404	2,900	2,900	2,200	(700)	-24.14%
Interfund Transfers*	736,138	552,385	552,385	478,454	(73,931)	-13.38%
Total	2,712,529	2,684,069	2,985,568	2,546,324	(439,244)	-14.71%
Net to County Cost	185,274	-	-	-	-	

*Interfund transfer includes the contribution from the General Fund.

Public Works- Airport Organizational Structure

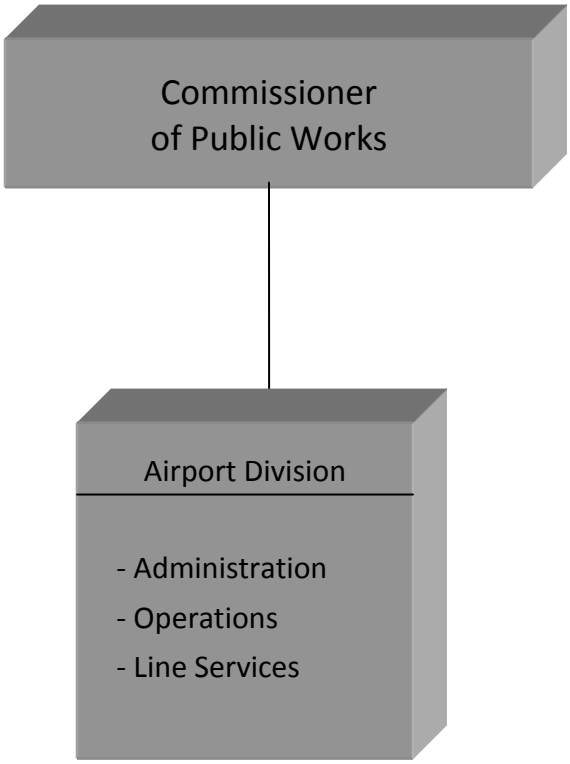


Table of Organization

Position Title	Pay Grade	# of Positions
DPW Airport Division:		
Airport Director	MF	1
Airport Maintenance Supervisor	15	1
Line Service Supervisor	13	1
Airport Maintenance Mechanic II	12	1
Airport Maintenance Mechanic I	10	4
Accounting Clerk	9	2
Line Service Attendant	9	2
Total:		12

Metropolitan Transit Authority

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 June1, 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.

2013 Accomplishments

The County's receipt for MTA Station Maintenance assistance payment is $89 below the budget estimates (based on County's mortgage recording tax).

The MTA Station Maintenance: Each year the change in the CPI factor is applied against the prior year's billed amount to arrive at the current year's billed amount. This year the County's amount to the MTA based on the change of the CPI resulted in an increased from the prior year of $59,951 to $2,296,927.

Metropolitan Commuter Transportation Mobility Tax at a rate of .34% of an employer's payroll was imposed on employers March 1, 2010. This tax imposed an annual increased burden of approximately $385,000 on Dutchess County every year.

2014 Initiatives

The trend continues into the 2014 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 $1,988,406 for 2014. This is formula driven based on Mortgage Recording Tax data provided by the County Clerk's Office for 2013 year-to-date.

The MTA Station Maintenance which the County pays to the MTA each September 1st is being budgeted higher than the 2013 amount based on the CPI increase for NYS. The County budgeted $2,382,700 using the 1.85% increase from 2012 to 2013.

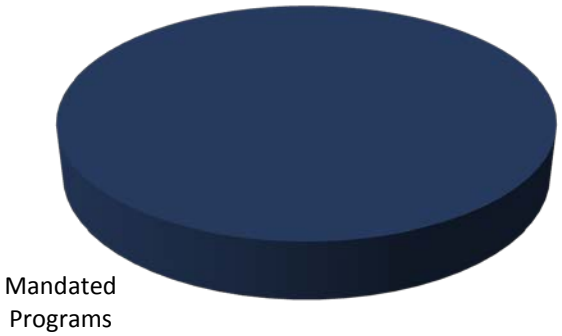
The mandated Metropolitan Commuter Transportation Mobility Tax will be budgeted at a rate of .34% of Dutchess County's wages for a total of $364,563. The MTA Mobility Tax is estimated higher than 2013 based on the modified budget of 2013. This amount will cover all 2014 wages including step increases and longevities.

Metropolitan Transit Authority Fiscal Summary

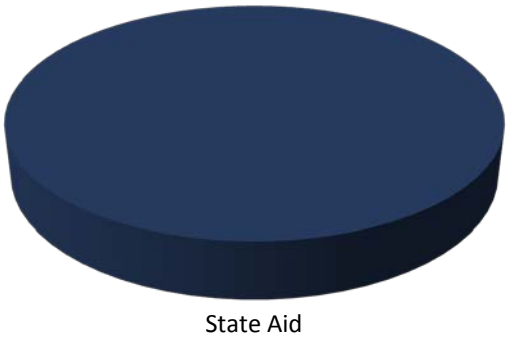
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 2,738,840	$ 2,762,976	1%
Revenues	$ 2,252,356	$ 1,988,406	-12%
County Cost	$ 486,484	$ 774,570	59%

2014 Adopted Appropriations



2014 Estimated Revenue



Metropolitan Transit Authority

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Mandated Programs	2,677,203	2,738,840	2,738,840	2,762,976	24,136	0.88%
Total	2,677,203	2,738,840	2,738,840	2,762,976	24,136	0.88%
OTPS	2,677,203	2,738,840	2,738,840	2,762,976	24,136	0.88%
State Aid	1,943,858	2,252,356	2,252,356	1,988,406	(263,950)	-11.72%
Total	1,943,858	2,252,356	2,252,356	1,988,406	(263,950)	-11.72%
Net County Cost	733,345	486,484	486,484	774,570	288,086	-59.22%

Economic Assistance & Opportunity

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Office for the Aging

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 OFA 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 Mental Health and Chemical Dependency Subcommittees, the Department of Health Integrated Community Health Assessment Group, and the Planning Department Division of Public Transportation 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 OFA 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 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, 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Home Delivered Meals	103,912	99,000	99,000	-	0.0%
Congregate Meals	35,993	35,100	35,100	-	0.0%
Nutrition Counseling (Hours)	133	130	130	-	0.0%
Nutrition Education (Presentations / Publications)	29,071	31,000	31,000	-	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Home Care Hours (non-medicaid)	35,010	30,000	30,000	-	0.0%
In-Home Contact & Support (hours)	2,293	2,500	2,500	-	0.0%
Care at Home Cases	10	9	6	(3)	-33.3%
In-Home Services for Elderly Program (clients)	472	350	350	-	0.0%
Long-Term Home Health Care Program Cases	131	104	80	(24)	-23.1%
Nursing and Case Management Field Visits (non nutrition or case assist.)	4,358	3,619	3,200	(419)	-11.6%
Case Management hours	15,782	14,345	14,706	361	2.5%
Medicaid Personal Care Cases	340	308	290	(18)	-5.8%
Adult Foster Care Cases	61	59	54	(5)	-8.5%
Assisted Living Cases	184	175	171	(4)	-2.3%
Consumer Directed Cases (Medicaid)	69	90	86	(4)	-4.4%
Consumer Directed Hours (non-Medicaid)	120	1,000	1,000	-	0.0%
Case Assist Cases (NY Connects)	137	144	156	12	8.3%
Discharge Planning Hours	361	299	150	(149)	-49.8%
Patient Review Instruments Done	63	75	75	-	0.0%

Goal:	To provide legal assistance, counseling and representation to seniors and to advocate on behalf of long term care facility residents.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Legal Assistance (Hours)	673	650	650	-	0.0%

Office for the Aging

Goal:	To provide transportation services to senior citizens in order to foster access to health, shopping, social and recreational services.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Transportation # of Trips (non Medicaid)	29,065	26,000	26,000	-	0.0%

Goal:	To provide information and case assistance to seniors, caregivers and others in the long term care system on accessing benefits and services.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Info & Case Assistance contacts (Aging)	47,652	47,000	47,000	-	0.0%
Outreach	368	350	350	-	0.0%
Single Visit Assessments	66	52	48	(4)	-7.7%
Intakes / Screenings (NY Connects)	3,151	4,000	4,100	100	2.5%
ID Cards Issued	228	125	125	-	0.0%

Goal:	To provide services to foster good physical and mental health as well as recreation and educational opportunities.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Health Promotion Events (classes, presentations per person)	76,485	72,000	72,000	-	0.0%
Recreation & Education	1,815	1,815	1,815	-	0.0%

Goal:	To provide supportive services to caregivers to help sustain efforts to provide care, including support groups, workshops, counseling, and respite.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Caregiver Services	794	795	795	-	0.0%
Grandparent Caregiver Respite (hours)	715	715	715	-	0.0%
Overnight Respite (days)	21	25	25	-	0.0%
Minor Home Modifications	9	10	10	-	0.0%
Social Model Adult Day Care (hours, non-medicaid)	2,838	3,000	3,000	-	0.0%

Goal:	To provide services to enable vulnerable citizens to summon help in an emergency.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Personal Emergency Response Units (clients, non-medicaid)	376	325	325	-	0.0%

Goal:	To provide services to access regular benefits such as HEAP, WRAP and to provide energy education.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Energy Assistance	1,216	1,100	1,100	-	0.0%

Goal:	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.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Division of Aging Volunteer Hours	42,150	40,000	40,000	-	0.0%
Number of Division of Aging Volunteers	335	320	320	-	0.0%

KEY BUDGETARY ISSUES:

The 2014 key budgetary issues for the OFA 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 with resources that had been significantly reduced in 2011 budget. Despite these 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 has led to a projected 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 2013. For the first six months of the year intakes increased approximately 25% from the same period in 2012, and more than 60% for the same period just three years ago.
- The state's Medicaid Redesign for community based long term care will greatly impact the OFA with most Medicaid functions being transferred to Managed Long Term Care. The state's timetable for this is to have it completed by the end of 2014.
- Pending changes in Medicaid Administration and implementation of the Affordable Care Act will change the way in which OFA assists clients with Medicaid applications and in the area of insurance counseling. An increase in requests for insurance counseling is expected.

2013 Accomplishments

- Over 13,000 unduplicated clients and caregivers provided with services ranging from information and assistance to case management, nutrition services, transportation, home care, respite, health promotion, and legal services.
- Achieved superior outcomes and levels of client satisfaction in transportation, in-home, intake, legal, nutrition services, senior exercise, and mental fitness programs.
- Updated online Long Term Care Resource Directory.
- Reopened Pawling Senior Friendship Center.
- Began Home Delivered Meals in Town of Clinton.
- Collaborated with Marist Center for Lifetime Studies and Walkway Over the Hudson on educational program on Walkway for seniors with limited mobility.
- Began implementation of Systems Integration program including training of staff in leading the Chronic Disease Self Management Program (CDSMP).
- Conducted "Senior Seminars" series in Eastern Dutchess.
- Delivered Successful Aging presentation to approximately 700 people (as of mid-year).

2014 Initiatives

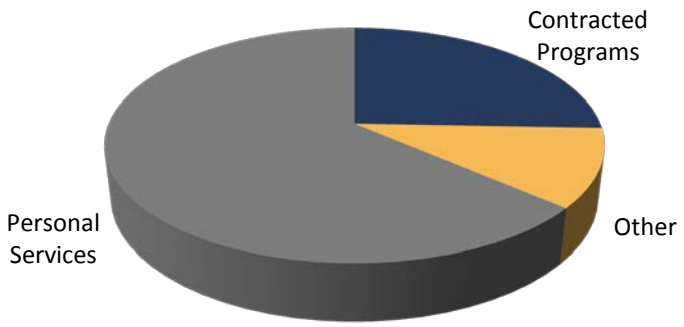
- Maintain services to the growing population of seniors, frail elderly and caregivers in Dutchess County.
- Develop and implement further outreach to clients and senior community related to prescription drug abuse.
- Begin four year needs assessment process by conducting senior, caregiver and key informant surveys.
- Fully implement federally funded "Systems Integration" program to improve access to long term care services and enhance consumer and caregiver decision making ability.

Office for the Aging Fiscal Summary

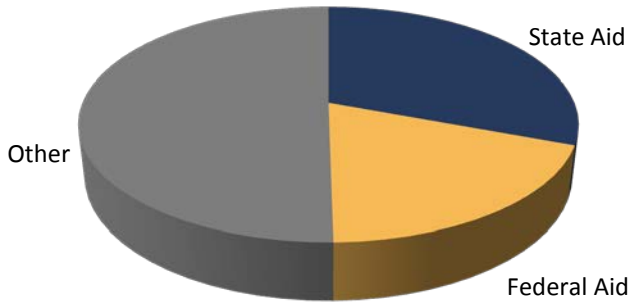
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 5,914,390	$ 5,700,206	-4%
Revenues	$ 5,081,826	$ 4,756,484	-6%
County Cost	$ 832,564	$ 943,722	13%

2014 Adopted Appropriations



2014 Estimated Revenue



Office for the Aging

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	2,419,871	2,503,425	2,561,925	2,463,145	(98,780)	-3.86%
Employee Benefits	1,087,763	1,223,632	1,137,774	1,163,024	25,250	2.22%
Personal Services	3,507,634	3,727,057	3,699,699	3,626,169	(73,530)	-1.99%
Employee Travel, Train & Educ	8,612	10,300	11,720	10,900	(820)	-7.00%
Equipment (Non-Depreciable)	0	0	0	2,000	2,000	
Equipment	0	0	0	2,000	2,000	
Communication	1,713	3,190	1,750	1,800	50	2.86%
Supplies	120,197	135,625	127,100	113,525	(13,575)	-10.68%
Interdepartmental Programs	2,918	4,000	4,750	10,000	5,250	110.53%
Interdepartmental Services	359,804	386,122	386,637	382,541	(4,096)	-1.06%
Interdepartmental Prog & Svc	362,723	390,122	391,387	392,541	1,154	0.29%
Contracted Services	1,446,764	1,583,633	1,588,763	1,458,607	(130,156)	-8.19%
Operations	67,275	91,821	93,971	94,664	693	0.74%
Total	5,514,917	5,941,748	5,914,390	5,700,206	(214,184)	-3.62%
OTPS	2,007,283	2,214,691	2,214,691	2,074,037	(140,654)	-6.35%
Departmental Income	2,357,099	2,622,729	2,622,729	2,358,141	(264,588)	-10.09%
Intergovernmental Charges	2,500	2,500	2,500	2,500	-	0.00%
Sale of Prop and Comp for Loss	3,684	0	0	0	-	
Misc. Local Sources	17,338	30,000	30,000	30,000	-	0.00%
State Aid	1,243,339	1,456,880	1,456,880	1,461,700	4,820	0.33%
Federal Aid	1,006,316	969,717	969,717	904,143	(65,574)	-6.76%
Total	4,630,274	5,081,826	5,081,826	4,756,484	(325,342)	-6.40%
Net to County Cost	884,643	859,922	832,564	943,722	111,158	13.35%

Office for the Aging Organizational Structure

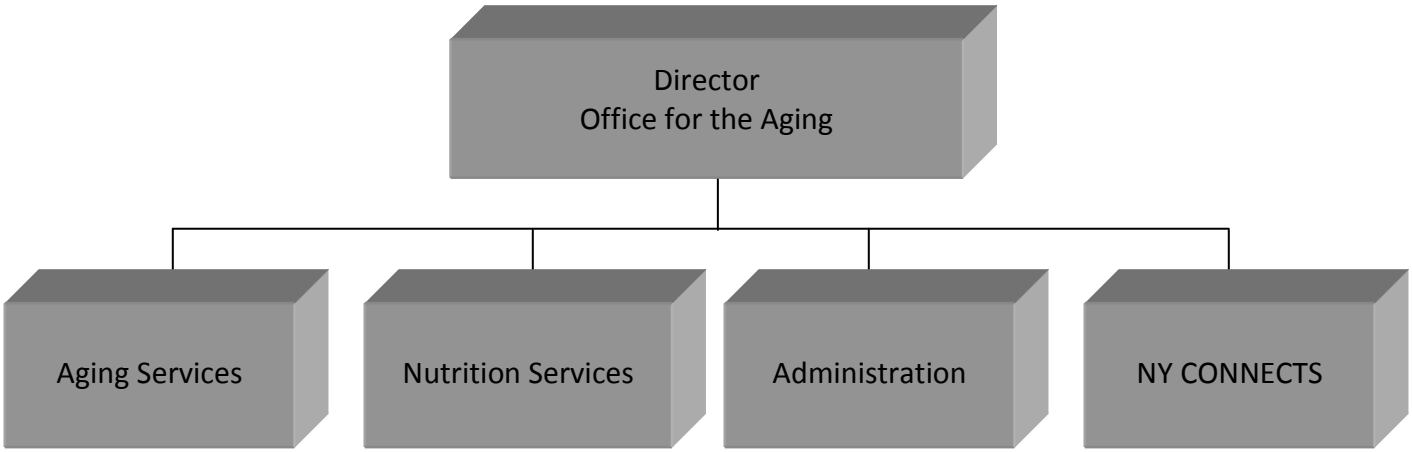


Table of Organization

Position Title	Pay Grade	# of Positions
Office for the Aging		
Director Aging Services	MG	1
Secretary	CD	1
Aging Information Services Specialist	15	1
Nutrition Services Coordinator	15	1
Business Manager	14	1
Outreach Coordinator	12	1
HEAP Examiner	11	1
Senior Program Assistant	10	1
Site Manager- Hourly	9-8	4.54
Accounting Clerk	9	1
Accounting Clerk- Hourly	9	0.97
Community Services Worker	9	4
Bus Driver- Hourly	7-8	5.83
Office Assistant	6	1
Receptionist	6	1
Aging Services Aide	3	1
Aging Services Aide- Hourly	3-8	0.65
Total:		27.99

Table of Organization

Position Title	Pay Grade	# of Positions
Dutchess NY Connects		
Supervising Public Health Nurse	17	1
Case Supervisor	16	1
Public Health Nurse	15	6
Public Health Nurse- Hourly	15	0.55
Case Manager II	14	1
Case Manager I	12	7
Principal Program Assistant	12	1
Community Service Worker	9	1
Senior Office Assistant	8	1
Office Assistant	6	1
Office Assistant- Hourly	6	1.44
Total:		21.99
Department Total		49.98

Department of Community and Family Services

Functions

The Department of Community and Family Services (DCFS) is responsible for the administration of the New York State 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, Emergency Aid to Adults, Day Care, Home Energy Assistance, Indigent Burial, Medicaid, Food Stamps, and Youth Services.

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.

The mission of the Department is to provide fiscal and support services necessary to sustain dependent and disabled persons and to assist each recipient in achieving the greatest degree of independence.

Central Administration
This Division includes the management staff that provides leadership for the department, specialty staff who perform duties for all divisions, and support staff who performs functions for more than one division.

Children Services
This Division has two units: the Children's Services Unit and the Child Protection Unit.

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 Child Protective Unit investigates all allegations of child abuse and neglect. All allegations are recorded by a Central State Registry and the investigation must be started within 24 hours of the report.

Temporary Assistance
This Division has two units, the Intake Unit and the Employment Unit.

The Intake Unit administers the cash assistance programs of Family Assistance, Safety Net Assistance, Emergency Aid to Families, and Emergency Aid to Adults. 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, re-

certifying open cases periodically to check for any changes, and adjusting or stopping grants based on changes in the client's situation or income.

A Day Care Unit determines eligibility for day care for those not receiving Family Assistance.

The Employment Unit works with recipients to become self-supporting by developing and implementing employment plans. All applicants and recipients are finger imaged to insure that benefits are not being received in another district.

Medical Assistance

This Division 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 is a major task in this Division. A unit coordinates the Medicaid Managed Care program, the pre-natal enrollment process, the child immunization, and lead screening program.

Child Support Enforcement Unit

This Division 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 Child Support Management System.

This Division 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.

Food Stamp

This Division administers the Food Stamp Program and the Home Energy Assistance Program (HEAP). Administrative tasks include reviewing application, determining eligibility, referring applicants to other programs, explaining rights and responsibilities, re-certifying open cases periodically to check for changes, and adjusting or stopping benefits based on changes.

Computer Services

All of the programs have an associated computer system. This unit coordinates implementation and operation of the systems and administers the local area network. Another unit provides the data entry function for the Food Stamp, Temporary Assistance, Medicaid, and Services divisions into Welfare Management System.

Adult Services

This Division provides casework and case management services to adults and families but not to children in the department's custody. A major responsibility of this Division 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 provided can range from getting an interested party to help, arranging for 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 referral services.

Special Investigations

This 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 unit prepares temporary assistance and food stamp cases for presentation at administrative disqualification hearings. Front End Detection System (FEDS) workers perform investigation of certain applicants prior to case opening.

A resource unit is located in this Division. Resource tasks include filing and collecting on liens, mortgages and assignments of proceed. The resource unit oversees collection of repayments of overpayments and collection of retroactive SSI benefits. Burials are handled by this unit including obtaining repayments from life insurance policies, burial funds, or personal assets.

Accounting

This Division 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. This unit records all third party health insurance to reduce Medicaid payments and handles all claims for Federal and State reimbursement. Accounting will also coordinate Medicaid transportation services with the new 24 hour call center provider.

Division of Youth Services

The Division provides program planning, contract management, program monitoring and evaluation, integration and coordination of youth services and opportunities for youth leadership in Dutchess County. The Youth Services Division partners with the Department of Probation & Community Corrections, along with several other county departments and community organizations, as the Integrated County Planning (ICP) Workgroup to develop a comprehensive and consistent master plan called the Child & Family Services Plan. This Plan is submitted to the New York State Office of Children & Family Services (OCFS) per their requirements. The Youth Services Division continues to provide technical assistance to municipalities, nonprofit agencies, and other youth services providers. The Division promotes the nationally recognized Search Institute's Developmental Assets curriculum to institutionalize youth development principles with the County.

The Director of Youth Services is responsible for the administration of OCFS funding as defined in state regulations concerning Youth Development/Delinquency Prevention, Special Delinquency Prevention Programs, and Runaway Homeless Act funds. In 2012, DCFS served 22,997 youths in 31 programs with 87% of the programs achieving 100% of their projected outcomes. This Division also has specific statutory obligations for the County's planning and monitoring of the runaway and homeless youth programs.

The youth and adult members of the Dutchess County Youth Board act as advisors to the Division Director, 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 Services Division, through its Youth Services Unit, will continue to provide counseling services targeting TANF eligible pre-diversion and low risk PINS/JD youth as well as services to youth and families

referred through this department, schools, Office of Probation, and other community based organizations. Workshops on specific areas are provided to targeted groups.

The Youth Council, coordinated by the division, is a high school leadership program for youth incorporating community service projects, presentations on selected topics and leadership skills training.

Department of Community & Family Services

Mission Statement

To meet the needs of the County's dependent 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
# of Children in Care (per month)	239	239	239	-	0.0%
# of Abuse/Neglect Investigations (per year)	2,976	2,976	2,976	-	0.0%

Child Support Enforcement

Goal: Children and youth will receive adequate financial support from absent parents.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
$ Amount Child Support Collected (Millions)	$31.7	$31.7	$31.7	$0.0	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Adult Protective Intakes (per year)	519	550	600	50	9.1%
Open Cases (avg/month)	292	295	300	5	1.7%

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Applications Processed	9,370	9,370	9,370	-	0.0%
Average Monthly Caseload	1,396	1,400	1,400	-	0.0%

Medicaid

Goal: Provide timely assistance to medically indigent individuals to ensure that they receive access to services.

Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Applications Processed	10,027	11,000	5,000	(6,000)	-54.5%
Average Monthly Caseload	21,307	19,000	3,000	(16,000)	-84.2%

Department of Community & Family Services

Food Stamps					
Goal:	Provide timely assistance to eligible individuals and ensure they receive services that improve the conditions in which they live.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Average Monthly $ Amount of Food Stamps Issued	$3,384,651	$3,600,000	$3,800,000	$200,000	5.6%
# Food Stamp Applications	8,502	9,000	9,500	500	5.6%
Average Monthly Caseload	12,520	13,560	14,500	940	6.9%

Special Investigations					
Goal:	Ensure that assistance payments are made only on behalf of eligible recipients and that erroneous payments are recovered promptly.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
$ Amount of Fraud Discovered	$123,018	$175,000	$200,000	$25,000	14.3%
$ Amount of Recoveries Received	$1,657,708	$1,700,000	$1,800,000	$100,000	5.9%

Division of Youth Services					
Goal:	Assist communities and agencies to carry out their responsibilities to provide important				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Fiscal Claims	154	154	154	-	0.0%
Municipalities and Private Agency Grants	31	31	31	-	0.0%
Goal:	Improve positive decision-making skills, increase social competencies, and ensure a healthy				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Short-Term Youth Counseling	169	169	169	0	0.0%
Goal:	Provide prevention/intervention services to at risk youth in order to divert them from				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Referrals for Low Risk YASI (PINS)	13	13	13	-	0.0%
Referalls for Low Risk YASI (JD)	38	38	38	-	0.0%
Runaway / Diverted Youth Served	1,192	1,192	1,192	-	0.0%

KEY BUDGETARY ISSUES:

- The costs for State Training Schools are yet to be billed. The current rate is only an estimate.
- Foster Care payments have shown a large spike.
- Continued increase in certain case loads.
- DCFS funding was further reduced in 2013 across all funding programs for the Division of Youth Services with many programs having to realign staff and program operations in order to meet client needs. It is not known what the funding level may be in the coming year.
- The New York State Medicaid plan is to take over all Modified Adjusted Gross Income (MAGI) applications and undercare by September 2014. This date has been pushed back many times so we will have to prepare for a takeover as well as a new takeover date (later than September 2014).

2013 Accomplishments

- "Paper day" successfully implemented for DCFS.
- BA degree program for employees with Empire College and Marist College, 75% state funded with no cost to the County.
- IPRO conducted compliance audits of Medicaid vendors.
- Complete State takeover of Medicaid transportation.
- Have secured three intern positions completely funded by the State.
- The Youth Council had 33 members representing nine high schools.
- Youth Council completed four community service projects, conducted one leadership training on diversity, tolerance, and anti-bullying, and hosted eight guest lecturers on various topics.
- Trained and engaged two Youth Council members in the Workforce Investment Board (WIB) Summer Youth Employment proposals committee, reading the grant proposals, and making funding recommendations.
- In partnership with DC BOCES, Youth Services held the 4th annual Youth Forum in October on the topic of teen substance abuse, alcohol use/abuse, and prescription drugs.
- Youth Board awarded two Dutchess Community College second year students with scholarships at the 2012 Convocation Ceremony.
- Youth Board membership recruitment resulted in new members to fill some of the vacancies.
- Surveyed the Runaway and Homeless Youth (RHY) school liaisons on training needs and coordinated a "Runaway and Homeless Youth Information Session."
- The Youth Services Division was merged under the Department of Community and Family Services.
- ADA training completed for all staff.
- Successful Agency Retreat and Employee Appreciation Day events held.

2014 Initiatives

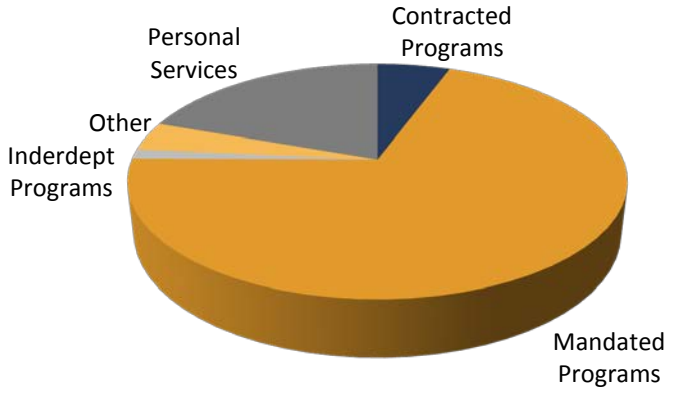
- Training for Runaway & Homeless School Liaisons.
- Youth Forum to be conducted on a topic of need and interest to youth.
- Successfully integrated jobs from "work incentive" candidates.
- Direct Employee Appreciation Day event.
- 2014 budget includes the reclassification of an Accountant at DMH to Budget & Finance Director and transfers the position to DCFS to strengthen fiscal management and oversight.
- Help coordinate new county HEAP initiative.

Community & Family Services Fiscal Summary

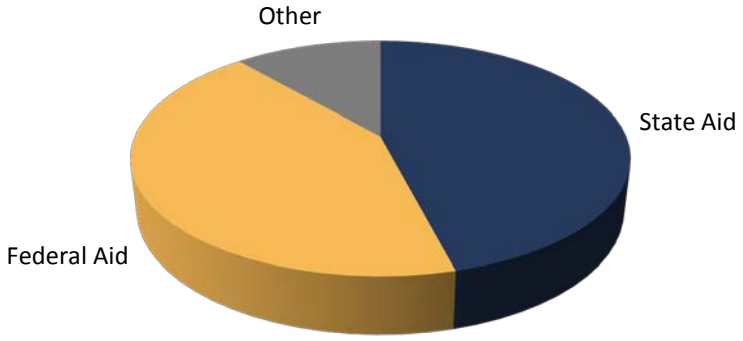
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 144,590,847	$ 142,623,245	-1%
Revenues	$ 63,673,427	$ 62,348,403	-2%
County Cost	$ 80,917,420	$ 80,274,842	-1%

2014 Adopted Appropriations



2014 Estimated Revenue



Department of Community and Family Services

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	18,923,283	18,509,447	18,840,440	18,537,061	(303,379)	-1.61%
Employee Benefits	9,191,015	9,486,448	9,059,938	9,424,362	364,424	4.02%
Personal Services	28,114,298	27,995,895	27,900,378	27,961,423	61,045	0.22%
Employee Travel, Train & Educ	205,705	275,638	276,886	275,799	(1,087)	-0.39%
Equipment (Non-Depreciable)	18,163	0	0	0	-	
Equipment (Depreciable)	0	9,500	0	155,000	155,000	
Equipment	18,163	9,500	0	155,000	155,000	
Communication	14,056	14,056	14,156	14,056	(100)	-0.71%
Supplies	196,026	236,400	235,900	204,200	(31,700)	-13.44%
Utilities	125,737	163,852	142,652	146,380	3,728	2.61%
Interdepartmental Programs	5,240,477	5,324,852	5,116,969	4,464,893	(652,076)	-12.74%
Interdepartmental Services	1,779,509	1,895,244	1,921,026	1,838,923	(82,103)	-4.27%
Interdepartmental Prog & Srv	7,019,986	7,220,096	7,037,995	6,303,816	(734,179)	-10.43%
Insurance	179,856	234,500	234,500	283,930	49,430	21.08%
Contracted Services	7,092,690	7,406,123	7,676,746	8,023,409	346,663	4.52%
Mandated Programs	89,608,774	100,993,762	100,965,285	99,160,682	(1,804,603)	-1.79%
Operations	48,554	93,850	106,350	94,550	(11,800)	-11.10%
Total	132,623,845	144,643,672	144,590,847	142,623,245	(1,967,602)	-1.36%
OTPS	104,509,547	116,647,777	116,690,469	114,661,822	(2,028,647)	-1.74%
Departmental Income	7,474,131	7,193,417	7,193,417	7,077,253	(116,164)	-1.61%
Use of Money and Property	651	2,300	2,300	1,800	(500)	-21.74%
Sale of Property & Compensation	19,716	17,500	17,500	17,500	-	0.00%
Misc. Local Sources	1,769,418	19,000	19,000	14,500	(4,500)	-23.68%
State Aid	26,837,835	30,188,741	30,210,087	28,660,536	(1,549,551)	-5.13%
Federal Aid	24,803,637	26,231,123	26,231,123	26,576,814	345,691	1.32%
Total	60,905,389	63,652,081	63,673,427	62,348,403	(1,325,024)	-2.08%
Net to County Cost	71,718,456	80,991,591	80,917,420	80,274,842	(642,578)	-0.79%

Department of Community and Family Services

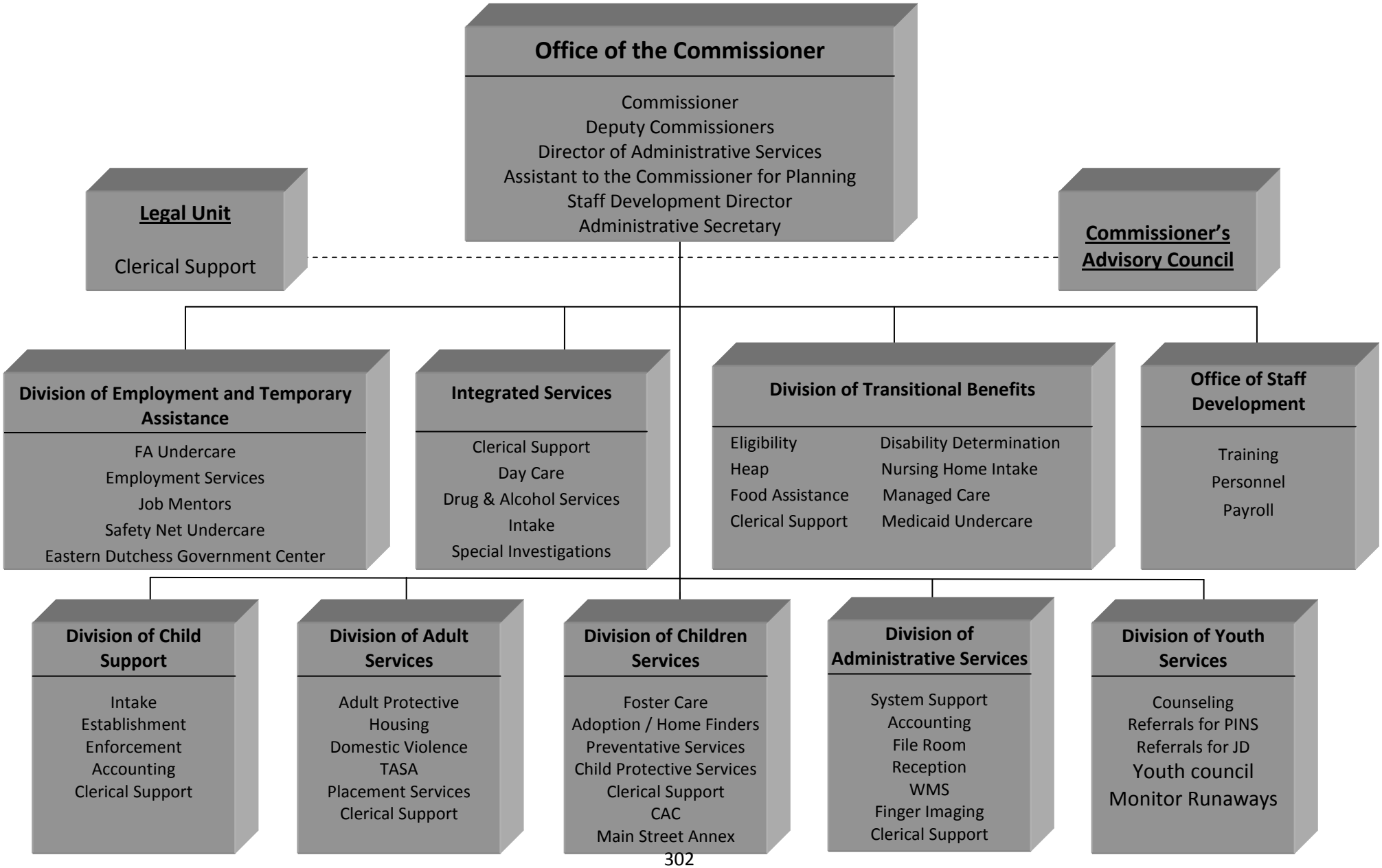


Table of Organization

Position Title	Pay Grade	# of Positions
Community & Family Services		
Commissioner of Community & Family Services	MJ	1
Deputy Commissioner of Comm & Family Svcs	MH	2
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
Confidential Administrative Assistant	CI	1
Staff Development Assistant	CE	1
Microcomputer Systems Administrator	19	1
Assistant to Commissioner Prog, Plan &Eval	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	14
Social Welfare Manager I	15	16
Accounting Supervisor I	14	1
Administrative Services Coordinator	14	1
Case Manager II	14	29
Case Manager II (CPS)	14	39
Case Manager II (CPS) INTERN	14	2
Microcomputer Word Proc Supp Asst	14	2
WMS Program Assistant	14	1
Building Maintenance Mechanic III	13	1
Resource Consultant	13	1
Social Welfare Specialist	13	18
Case Manager I	12	21
Computer Operator	12	1
Principal Accounting Clerk	12	2
Principal Program Assistant	12	5
Legal Secretary	11	2
Social Welfare Worker II	11	69
Supervising Office Assistant - EA	11	1
Social Welfare Worker I	10	11
Social Worker I	10	1
Senior Program Assistant	10	1

Table of Organization

Position Title	Pay Grade	# of Positions
Community & Family Services (continued)		
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	4
Receptionist - Sp Spk	6	1
Clerk- EA	5	1
Clerk	4	7
Total:		356
DCFS - Youth Admin		
Director Youth Services	17	1
Senior Office Assistant	8	1
Total:		2
DCFS - Youth Services Unit		
Senior Youth Worker	14	1
Youth Worker	12	2
Total:		3
Department Total:		361

Culture & Recreation

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Department of History

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.

Department of History

Mission Statement

To research and preserve Dutchess County History, and to promote better understanding of its significance for residents of and visitors to the county today.

2013 Accomplishments

- Collaborated with *The Poughkeepsie Journal* and the Ad Hoc Dutchess Heritage Days Committee to complete the Democracy in Dutchess: 300 Years of County Political Life coffee table book.
- Worked with Dutchess County Tourism as well as historical societies and sites to develop an active heritage tourism calendar commemorating 300 years of democracy in Dutchess.
- Re-established the annual quarterly meeting program for all Dutchess County historical organizations.
- Introduced a new annual lecture series to highlight Dutchess History on the county level in partnership with local historical societies.
- Assessed condition of the Ancient Documents Collection, the oldest records on file in the county archives.
- Applied for a New York State Archives grant to commence digitization of these records.
- Researched, designed and implemented exhibit on Dutchess County Government history for the sixth floor of the County Office Building.
- Created an internship program for college students to provide instruction and experience in applied history projects and records management initiatives.
- Provided support for the County Executive Facilities Dedication Project.
- Worked with Planning and Development and the Department of Public Works to design outdoor exhibits for a park on the former site of the Nelson House Annex.

2014 Initiatives

- Continue to pursue records management projects that will increase access to the county archives and aid in preservation of archival materials, along with grant funding for the same.
- Conduct research, design exhibits, write and publish articles, and deliver presentations to promote Dutchess History.

- Seek out grants to support exhibit work.

- Assist county history organizations and Dutchess County Tourism in designing and implementing a full calendar of heritage tourism events in 2014.

- Create a Dutchess County History Consortium to improve communications and foster collaboration within the county's history community and support shared services projects.

- Maintain the internship program to provide applied experience for college students and other interested parties who would benefit from working with the Department of History.

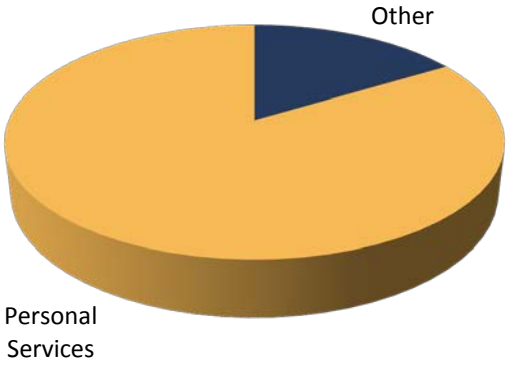
- Continue quarterly meeting schedule for all municipal historians and representatives of history organizations throughout the county.

Department of History Fiscal Summary

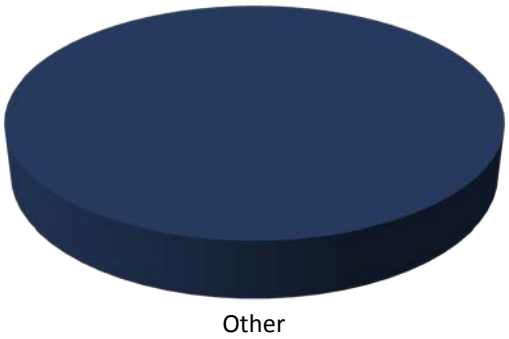
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 76,977	$ 88,276	15%
Revenues	$ -	$ 10,000	100%
County Cost	$ 76,977	$ 78,276	2%

2014 Adopted Appropriations



2014 Estimated Revenue



Department of History

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	11,558	53,869	53,869	53,868	(1)	0.00%
Employee Benefits	2,498	18,762	21,007	19,986	(1,021)	-4.86%
Personal Services	14,055	72,631	74,876	73,854	(1,022)	-1.36%
Employee Travel, Train & Educ	95	700	917	3,030	2,113	230.43%
Supplies	176	650	433	7,650	7,217	1666.74%
Interdepartmental Services	30	751	751	742	(9)	-1.20%
Interdepartmental Prog & Srv	30	751	751	742	(9)	-1.20%
Contracted Services	0	0	0	3,000	3,000	
Total	14,356	74,732	76,977	88,276	11,299	14.68%
OTPS	300	2,101	2,101	14,422	12,321	586.44%
Misc. Local Sources	-	-	-	10,000		
Total	0	0	0	10,000	10,000	
Net to County Cost	14,356	74,732	76,977	78,276	1,299	1.69%

Department of History Organizational Structure

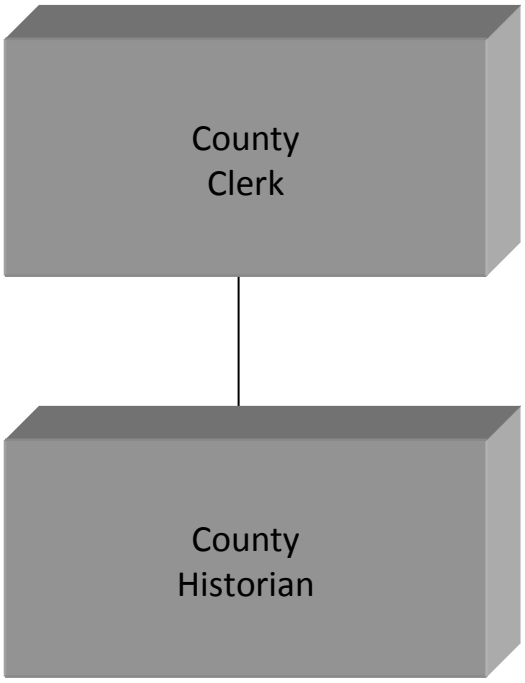


Table of Organization

Position Title	Pay Grade	# of Positions
History:		
Historian	MC	1
Total:		1

Public Works- Parks

Functions

The Parks Division, within the Department of Public Works, enhances the quality of life for county residents by operations 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 newly revamped 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.
- Dutchess Rail Trail has two segments now open, an 8 mile uninterrupted stretch starting at the Hopewell Depot and continuing up to Old Manchester Road in the Town of Poughkeepsie and a 2.4 mile run from Morgan Lake to Overocker Road in the Town of Poughkeepsie. The final two stages will connect the two open sections by crossing Route 55 and the connection to the Walkway over the Hudson will be completed in 2013.
- Harlem Valley Rail Trail which currently is open from the train station in Wassaic to the Village of Millerton and stretches 10 miles.
- Dutchess Stadium built in 1994, the home of the Hudson Valley Renegades as well as many other community events is celebrating its 20th 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 Haunted Mansion, Spirit Festival and many others.

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 is completed. It is one of the largest Pavilions in the parks' system and features a kitchen, restrooms and outdoor seating for 85, has breathtaking views of the park and Hudson River. A new playground is open at Bowdoin Park.

- 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.

- A new Water Spray Park was added to Bowdoin Park in May 2013 replacing the aged Turtle Spray pad which had become inoperable. This water spray has been enjoyed by thousands of visitors this summer season and helped Park visitors keep cool during the hot summer days of 2013.

- Wilcox Park patrons are enjoying two new playground sets; one at the campground area and one near Pavilion B. A new 4-bay swing set has been constructed on the beach. A basketball court is being constructed and a sand volleyball court is in the works and will be ready for the 2014 season.

- Quiet Cove Riverfront Park will have major shoreline restoration and a new bulkhead constructed in the fall of 2013 and will be ready for the spring of 2014.

- 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 Dutchess Rail Trail 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. When the entire trail is completed, which should be the late fall of 2013, will span from Hopewell Junction Depot in the Town of East Fishkill to the Walkway over the Hudson in the City of Poughkeepsie. 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 12 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.

- Dutchess Stadium will continue to be home of the Hudson Valley Renegades with the current 10 year agreement that extends to 2016. Bids have been accepted for a new synthetic turf playing field and hopefully will be implemented in the fall of 2013. Plans are underway for a new Electronic digital sign for Route 9D and a major Electrical upgrade for the stadium as well.

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Wilcox Visitors	18,000	18,000	18,000	-	0.0%
Wilcox Revenue	$56,496	$57,000	$57,000	$0	0.0%
Bowdoin Visitors	86,000	88,000	88,000	-	0.0%
Bowdoin Revenues	$120,195	$113,000	$119,625	$6,625	5.9%

Goal:	Increase miles of rail trail parks.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Harlem Valley Rail Trail Length (miles)	10.5	10.5	10.5	-	0.0%
Dutchess Rail Trail Length	10.4	10.4	12.5	2.1	20.2%

KEY BUDGETARY ISSUES:

2013 Accomplishments

In 2013, 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 which was free to the public was held in March and attracted several hundred 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 2013. This pavilion has a kitchen, inside room, restrooms and outdoor seating for 85 guests.

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 is completely full again for the 2013 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 16th. This year on November 30th, 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 enjoyed its third full season of operation with added public restrooms, a new waterfront Deck and additional parking. Scenic viewpoint sitting areas and a beautiful small pond were developed on the trails as destination points for visitors. The Park is open from April through October seasonally.

The open 10.5 miles of the Harlem Valley Rail Trail again saw heavy usage in 2013. 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.

The Parks Division continue to see heavy use of the Dutchess Rail Trail, which now starts at the Old Hopewell Depot and runs for 8 miles to Old Manchester Road in the Town of Poughkeepsie. Then an additional 2.4 miles runs from Overocker Road in the Town of Poughkeepsie to Morgan Lake in the City of Poughkeepsie. 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 held on June 2nd was a complete sellout. The Hudson Valley Renegades are defending NY Penn League Champions and expressed their thanks for the support of Dutchess County residents.

2014 Initiatives

Renovations of the facilities at Quiet Cove Riverfront Park have continued to make this park a popular destination in summer of 2013. 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 Shoreline restoration which is currently being designed and should be completed by the opening of the park in the spring of 2014.

At Bowdoin Park, the new pavilion 5, which sits atop the hill overlooking the Hudson River is open and fully rented in 2013. Some landscaping and minor finishing touches around the building will be completed before the spring of 2014. Ice skating and sledding is now available as weather conditions permit.

Money from the current Parks Bond has resulted in a new playground facility and 4 bay swing set at Bowdoin Park, 2 new playground sets at Wilcox Park, a Basketball court and sand Volleyball court at Wilcox Park, 4 replacement roofs and a new Water Feature at Bowdoin Park that replaced the aging Spray Turtle pad. Replacement windows and ceiling insulation have been added to the Maple Knoll Lodge to increase comfort levels for residents who use this facility as well as save on energy costs by making the this very popular building more energy efficient. Repairing/replacing the deck outside the Community Center Auditorium has been done and the decks at the Lodge will be completed before the spring season in 2014. The basement in the Bowdoin Park Administration building will be converted into a workshop for the Maintenance staff. The Ellessdie Chapel needs to be repaired, scraped, primed and re-painted to give it a facelift for the 2014 season. Several other buildings in the Parks' inventory are overdue for minor repairs, painting/staining and they will all be addressed in 2014.

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.

The next section of the Dutchess Rail trail (Phase 4) will connect the two open segments and is planned to be completed for fall 2014. The connecting section to the Walkway Over the Hudson (Phase 5) is expected to be completed in 2013 also, as well creating an uninterrupted span from Hopewell Depot to The Hudson Valley Rail Trail.

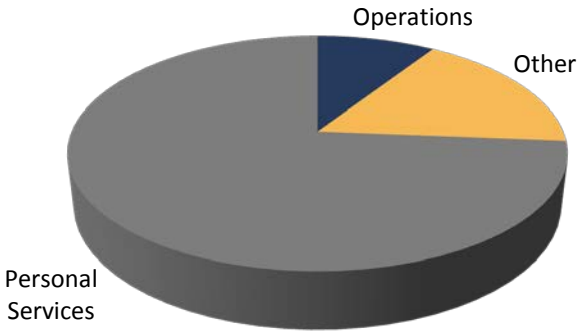
Ongoing maintenance and repair needs will continue to be addressed at the Dutchess Stadium in 2013-2014.

Public Works- Parks Fiscal Summary

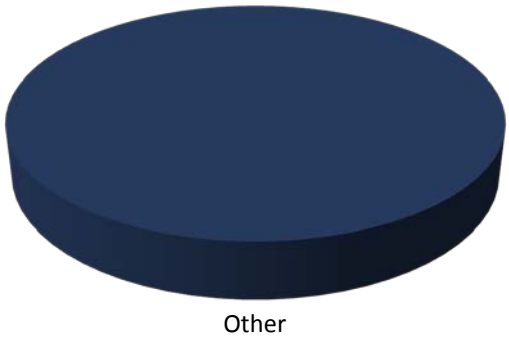
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 1,792,188	$ 1,772,761	-1%
Revenues	$ 479,680	$ 530,225	11%
County Cost	$ 1,312,508	$ 1,242,536	-5%

2014 Adopted Appropriations



2014 Estimated Revenue



Public Works- Parks

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	854,848	885,835	901,835	893,715	(8,120)	-0.90%
Employee Benefits	392,733	434,821	410,693	413,397	2,704	0.66%
Personal Services	1,247,581	1,320,656	1,312,528	1,307,112	(5,416)	-0.41%
Employee Travel, Train & Educ	491	700	675	700	25	3.70%
Equipment (Non-Depreciable)	0	0	0	2,500	2,500	
Equipment (Depreciable)	8,976	0	0	5,500	5,500	
Equipment	8,976	0	0	8,000	8,000	
Communication	9,506	9,439	9,439	9,450	11	0.12%
Supplies	89,686	107,826	108,901	87,790	(21,111)	-19.39%
Utilities	46,441	44,760	53,560	49,353	(4,207)	-7.85%
Interdepartmental Services	6,774	10,805	10,805	9,153	(1,652)	-15.29%
Interdepartmental Prog & Srv	6,774	10,805	10,805	9,153	(1,652)	-15.29%
Contracted Services	0	0	2,000	5,000	3,000	150.00%
Operations	160,922	174,130	160,280	162,203	1,923	1.20%
Debt Service	134,000	134,000	134,000	134,000	-	0.00%
Total	1,704,376	1,802,316	1,792,188	1,772,761	(19,427)	-1.08%
OTPS	456,796	481,660	479,660	465,649	(14,011)	-2.92%
Departmental Income	183,234	186,050	186,050	201,500	15,450	8.30%
Use of Money and Property	248,810	248,530	248,530	280,225	31,695	12.75%
Sale of Prop and Comp for Loss	17,957	10,000	10,000	13,000	3,000	30.00%
Misc. Local Sources	23,979	35,100	35,100	35,500	400	1.14%
Total	473,981	479,680	479,680	530,225	50,545	10.54%
Net to County Cost	1,230,396	1,322,636	1,312,508	1,242,536	(69,972)	-5.33%

Public Works- Parks Organizational Structure

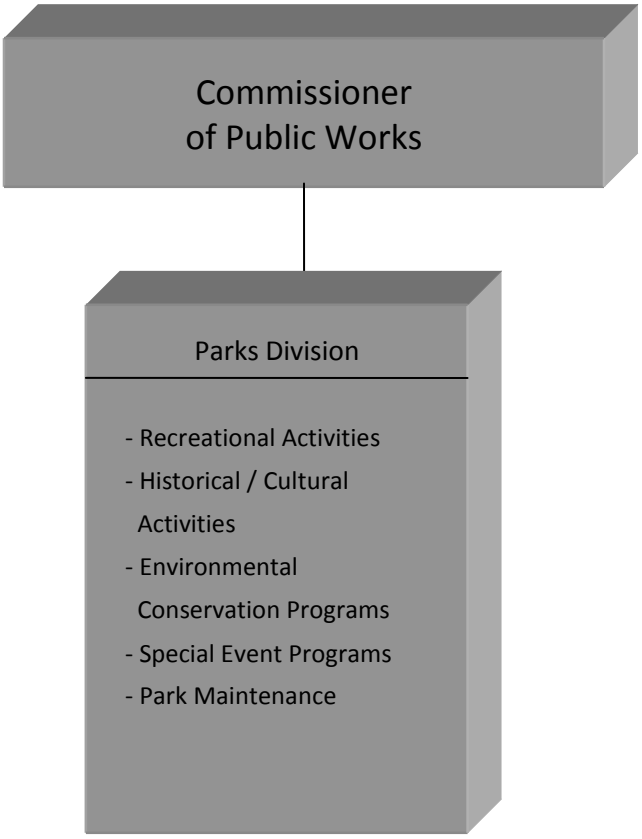


Table of Organization

Position Title	Pay Grade	# of Positions
DPW Parks:		
Parks Director	MF	1
Park Manager	14	2
Senior Park Maintenance Mechanic	12	2
Park Maintenance Mechanic	11	6
Park Naturalist	11	1
Waterfront Director- Hourly	10-8	0.5
Secretary	10	1
Life Guard	6-8	3
Office Assistant	6	1
Park Attendant	6	1
Total:		18.5

Community Services

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Planning & Development

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.

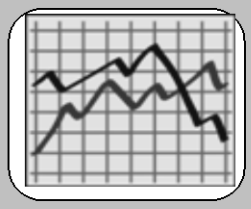
The Department helps maintain and enhance the County's quality of life and economic climate through problem identification, examination of alternatives to these problems and selection of the most beneficial courses of action.

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;
- 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.
- Administration of the Agency Partners Grant and Municipal Consolidation and Shared Services Grant Program.

The Department also provides administrative oversight and support to the Dutchess County Public Transportation System, 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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
CDBG Municipal Projects Completed	10	10	10	-	0.0%
CDBG Public Service Projects Completed	9	6	6	-	0.0%
Housing Units Created	68	63	97	34	54.0%
Owner-Occupied Rehabilitation Projects Completed	18	15	20	5	33.3%
Housing Units Supported by Rental Assistance	48	55	60	5	9.1%
Agency Partner Contracts Awarded	n/a	18	18	-	0.0%
Municipal Grants Awarded	n/a	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Community Assistance Hours	3,112	3,200	3,200	-	0.0%
Information Requests	623	650	650	-	0.0%
Referrals Completed	486	460	385	(75)	-16.3%
% completed within 21 days	90%	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Projects Completed	4	2	-	(2)	-100.0%
Acres Under Easement (cumulative)	2,976	3,330	3,330	-	0.0%

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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Plan On It Newsletters	11	10	10	-	0.0%
Training Programs	8	7	8	1	14.3%
Training Participants	495	450	600	150	33.3%

Transportation Planning (MPO)					
Goal:	Support comprehensive County-wide, metropolitan transportation planning program through the Poughkeepsie Dutchess County Transportation Council (PDCTC).				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Traffic Counts (#)	246	300	300	-	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:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Annual Municipal Solid Waste to Waste-to-Energy (WTE) Facility (in tons)	142,736	143,000	145,000	2,000	1.4%
Annual Municipal Solid Waste Recycling Volumes (in tons)	71,179	72,164	87,230	15,066	20.9%
WTE Net Electric Generation (in Megawatt hours)	48,445	48,445	48,445	-	0.0%
Annual WTE Metals Recycled (in tons)	6,979	6,900	7,000	100	1.4%
Household Hazardous Waste to RRA events (pounds)	204,568	135,600	130,000	(5,600)	-4.1%
Solid Waste Enforcement citations	-	30	20	(10)	-33.3%
New Licensed haulers	-	4	4	-	0.0%
Number of Information Requests	40	600	400	(200)	-33.3%
Recycling complaint forms received	-	20	10	(10)	-50.0%

KEY BUDGETARY ISSUES:

- The 2013 budget anticipated that Planning & Development would be administering the Community Development program for the City of Poughkeepsie and they would pay the County for those services. The City has decided to keep that function in house, so Planning & Development will not be receiving the associated revenue ($153,000).

- The cost of administering the CDBG/HOME programs has increased in the past few years, due primarily to the cost of salaries and benefits. The costs to provide the program are exceeding the annual administrative funds available through the Federal programs.

- The Net Service Fee for the RRA cannot be estimated at this time. A new Operator Agreement takes effect July 1, 2014, therefore half of the year is with the current agreement and half the year under new, as yet defined, agreement.

2013 Accomplishments:

County Planning

- The Agency Partner Grant Program was established to fund priority agency programs. There were 32 applications totaling over $1.9 million, compared to available funding of $702,000. Seventeen programs at ten different agencies were funded for 2013-2014.

- The Municipal Consolidation and Shared Services Grant Program was established to support 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. Eighteen applications were received and awards for 2014 will be made in October/November of 2013.

- The Dutchess County Planning Board continued its oversight of the Partnership for Manageable Growth acquisitions, including a June 2013 closing on Fishkill Farms in East Fishkill and an expected additional 88 acres by the end of the year for the Hiddenbrooke property in Beacon, bringing the total acreage to 3,330 since program inception.

- Presented five draft Greenway Guides to the Greenway Board and local municipalities for their adoption, as well as a new Centers and Greenspaces website featuring GIS mapping information and model case studies.

Municipal Planning Support

- Phase 1 of the Waterfront Redevelopment Strategy and Rezoning project for the waterfront between Quiet Cove Riverfront Park and the Rural Cemetery, focusing primarily on park improvements and development around the Railroad Station was completed.

- Worked with City of Poughkeepsie, New York State Department of State, consultants, and private property owners on related waterfront projects, including the Kaal Rock Park study and the Dutton Site development proposal.

- Assisted the Beacon Main Street Linkage Committee and the City's consultant to complete a form-based zoning code and design standards for central Main Street and a new district connecting Main Street to the Train Station.

- A final draft of the The Walkway as Gateway Overlay Zoning was completed and presented to the City Council. The Department worked in cooperation with project sponsors Scenic Hudson, Walkway, City of Poughkeepsie, DC Regional Chamber of Commerce, and the Dyson Foundation on this project.

- Organized three Short Courses for Planning and Zoning during the first half of 2013, as part of staff support for the Dutchess County Planning Federation. Anticipate up to four additional courses in the second half of the year, including training to implement the revised SEQRA forms.

- Published 10 e-newsletters on behalf of the Dutchess County Planning Federation.

- Provided technical advice to Dutchess County communities on matters of planning and zoning through the GML 239 referral process and meetings with developers and local boards. Prepared alternative site plan layouts to illustrate Greenway principles where appropriate.

Community Development and Housing

- Submitted the *2013-2017 Dutchess County and City of Poughkeepsie Consolidated Plan* via HUD's new eCon software system. This plan sets the priorities for the CDBG and HOME Programs for the next 5 years.

- CDBG Program
    - Awarded funds to 9 municipal projects and 7 public services projects totaling $1,093,837 under the 2013 application cycle.
    - Completed 13 municipal projects and 8 public service projects totaling $1,305,525.
    - Conducted outreach, individual meetings and technical assistance to encourage a wider variety of CDBG applications for 2014, including a Planning Federation newsletter entitled "Creating Successful CDBG Applications."
    - Developed streamlined CDBG procedures, application, and agreement.
    - Developed CD Advisory Committee Roles and Responsibilities.
    - Developed coordinated Policies and Procedures with Agency Partner Grant and Shared Services Programs.

- HOME Program
    - Awarded funds to 120 housing units through 7 projects totaling $1,128,000.
    - Completed construction or rehabilitation of 94 housing units in 4 developments totaling $1.6 million. Highlights:
        - Poughkeepsie Commons - 72-unit affordable rental development for veterans and frail elderly in the City of Poughkeepsie
        - Construction of 7 two-family homes in the City of Poughkeepsie.
    - Completed implementation of Dutchess County/City of Poughkeepsie First Time Homebuyer Program. During the 2 year grant term this program assisted 22 first time homebuyers.

- Continuum of Care
    - Participated in annual Point-in-Time Homeless Count including updating and distributing forms, as well as conducting outreach and training.
    - Coordinated submission of 2012 Continuum of Care (CoC) application.

- Submitted $200,000 application to NYS Main Street Program through the CFA to fund the Dutchess County Main Street Redevelopment Program.

Transportation Planning

Support work of the Poughkeepsie Dutchess County Transportation Council (PDCTC), the designated Metropolitan Planning Organization (MPO) for Dutchess County:

- Completed the Federal Fiscal Year 2014-2018 Transportation Improvement Program (TIP), programming over $68 million in federal funds for highway, transit, and bicycle/pedestrian projects in Dutchess County.
- In coordination with OCIS, developed an online TIP Viewer application to disseminate project information.
- Completed the Hyde Park Walks pedestrian study.
- Completed the Travel Demand Model Update, used to perform energy analysis, land use scenario planning, and congestion management planning.
- Completed the CR 9 (Beekman Rd) Safety Assessment.
- Completed the Dutchess County Bus Service Expansion Feasibility Study.
- Completed the 2013 Traffic Count Program, gathering volume, speed, and vehicle class counts at almost 300 locations across the County.
- Completed the 2013 Public Works pavement monitoring program.

Geographic Information Systems

- Developed an online viewer for water and sewer district information that will assist the DCWWA and the DOH engineers understand the location and extent of water, sewer, and drainage special districts.

- Developed the Healthy Communities Trail Map Series webpage with access to maps and information about walking opportunities at public and private trail system throughout the County.

- Reestablished the Water Resources Programs Committee, to provide a forum for water-resource based activities of Planning, DCWWA, Cornell Cooperative Extension, Soil & Water, and the Department of Health.

Economic Development

- Established the Dutchess County Economic Development Alliance.

- Created a competitive Main Street Revitalization grant program.

- Created a Job Training/Clean Main Street program.

- Created a Rapid Response Team (RRT) to respond to business and community needs.

- Secured 25% of Mid-Hudson Regional Economic Development Council's Priority Project funding for projects in Dutchess County.

- Initiated a photovoltaic program for the Dutchess County Airport.

- Initiated a Professional Certification program study for architects and engineers.

Solid Waste

- The 10-year Dutchess County Local Solid Waste Management Plan, *Rethinking Waste*, was adopted by the County and approved by NYS DEC.

- Renewed licenses for 15 companies and three new companies.

- Twenty-two unlicensed haulers were identified and contacted.

- Responded to over 300 requests for information on recycling, composting, licensing and household hazardous waste events.

- Created a recycling brochure to use as a handout or to be printed from the website.

- Created an online recycling complaint form.

- Met with Dutchess County licensed haulers to discuss initiatives and enforcement.

- Enhanced single stream recycling in County buildings, resulting in a significant cost savings in refuse collection.

- Submitted the Annual Report Form to New York State DEC in March that documented a 25.6% recycling rate. This is slightly higher than projected.

- Indentified additional recycling numbers, after completion of the Annual Report, for Dutchess County that were previously not counted toward our recycling rate. Planning & Development currently estimated a recycling rate of approximately 26.3%.

- Promoted eight Household Hazardous Waste events held by the Resource Recovery Agency. The first three events resulted in 267 residents safely disposing/recycling 8,442 gallons of chemicals, 11 tons of e-waste, 169 pounds of fluorescents, and 184 pounds of medications.

2014 Initiatives:

County Planning

- The Dutchess County Planning Board will review the Partnership for Manageable Growth program in light of available funding and continue to develop long-term strategies for farmland and Greenspace protection.

- Complete the Dutchess County Agriculture and Farmland Protection Plan.

- Facilitate the adoption of a series of new Greenway Guides by Greenway Compact members to promote Centers and Greenspaces community planning, prepare at least two new Guides, and continue to update the Centers and Greenspaces website.

- Develop a proposal to exempt certain local planning and zoning actions from County review under General Municipal Law.

- Review actions update census data on a yearly basis as the roll out of the American Community Survey (ACS) estimates continue. Educate the public on the ACS program and continue to provide timely information on the website and continue APGP and MCSSGP in 2014.

Municipal Planning Support

- Continue to review development proposals and the potential impacts in its mandated GML 239 l & M review process.

- Promote the use of the model subdivision regulations which require consideration of the natural, historic and cultural environment before a sketch plan or site plan is considered.

- Prepare alternative plans that represent Greenway principles at the request of municipalities or in response to site plan proposals.

- Work with City of Poughkeepsie, Metro-North, Walkway Over the Hudson, and other partners to complete phase 2 of the Waterfront Redevelopment Strategy project, including an update of the Local Waterfront Revitalization Program, a Generic Environmental Impact Statement, and to help facilitate implementation actions.

- Assist the City of Poughkeepsie, New York State Department of State, consultants, and private property owners on related waterfront projects, including the riverfront park section of the Dutton Site development.

- Work with the City of Beacon to implement its Main Street and Linkage zoning districts, connecting Main Street with the Train Station and riverfront.

- The DC Planning Federation will provide two series of Short Courses and Programs for municipal officials, including training for the new State SEQR forms.

- The DC Planning Federation will continue to produce an eNewsletter, "Plan on It," that provides information on a wide variety of planning-related issues.

Community Development and Housing

- Continue to streamline CDBG and HOME implementation including development of checklists and the website as a resource for all grantees.

- Continuum of Care
  - Implement new CoC Rental Assistance Program (formerly Shelter Plus Care) in accordance with new guidelines. Focus on increasing the number of eligible units to ensure expenditure of all funds.
  - Coordinate Dutchess County CoC activities as part of HUD CoC Planning grant including oversight of goals and activities, ongoing program review, annual application, and development of coordinated assessment tool.

- Analysis of Impediments
  - Develop implementation plan for *Analysis of Impediments to Fair Housing Choice*.
  - Continue Dutchess County Planning Federation Housing Series, with at least one training focused on increasing awareness and acceptance of affordable housing.

- Implement Dutchess County Main Street Redevelopment Program using NYS Main Street funding.

Transportation Planning

Support work of the Poughkeepsie Dutchess County Transportation Council (PDCTC), the designated Metropolitan Planning Organization (MPO) for Dutchess County:

- Complete the federal certification process for the Mid-Hudson Valley Transportation Management Area.
- Complete a new County-wide Bicycle-Pedestrian Plan to prioritize non-motorized transportation needs.
- Complete the Pine Plains Town Center Sidewalk Study.
- Complete an update to the *Coordinated Public Transit-Human Services Transportation Plan* that will identify the transportation priorities for special needs populations.
- Complete a Safety Assessment for a County-owned highway facility.
- Complete an interim progress report for the performance measures identified in the long-range transportation plan: *Moving Dutchess*.
- Complete the 2014 Traffic Count Program, gathering volume, speed, and vehicle class counts at 300 locations across the County.
- Complete the 2014 Public Works pavement monitoring program.
- Update the PDCTC Operating Procedures to reflect population-based changes to voting membership and to update TIP amendment procedures.
- Maintain the TIP Viewer application.

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 with 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.

Economic Development

- Complete an Economic Development Strategy (EDS) for the County, which includes a Local Economic Development Strategy (LEDS) for each municipality.

- Complete a Shared Services Agreement with the Dutchess County Economic Development Alliance members.

- Complete a co-location Agreement with the Dutchess County Economic Development Alliance members.

- Complete an office, industrial, commercial, land and retail space inventory analysis in cooperation with Dutchess County Economic Development Corporation's (DCEDC) External Marketing Council (EMC).

- Implement a municipal open space/commercial corridor infrastructure program.
- Complete an Incubator Plan for Dutchess County for the state's 2014 Innovation Hot Spots Competition.
- Host a county-wide tri-state area broker tour.
- Complete a marketing plan for Dutchess County.
- 2014 Budget includes $110,000 for agri-business development and agri-tourism through EDC/Tourism and IDA.

Solid Waste

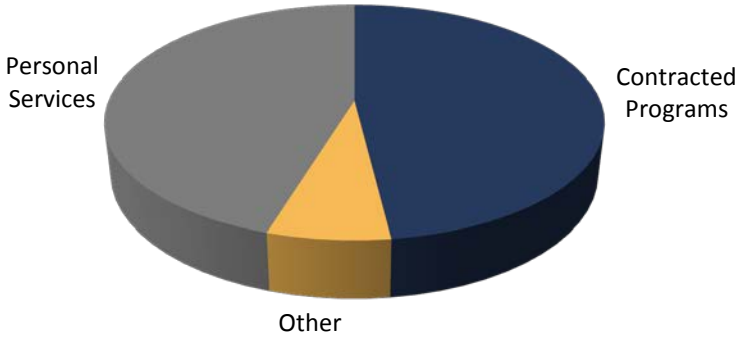
- Issue violation notices and fines to unlicensed haulers.
- Issue warning notices of recycling non-compliance and violation notices and fines.
- Respond to information requests and recycling complaints.
- Identify additional recycling volumes that are currently unreported or are underreported.
- Aggressive promotion of recycling through brochures, website, meetings, presentations and media, to support continued increase of the County recycling rate.
- Perform 10 waste audits at schools and large institutions to increase recycling.
- Amend and update Local Law # 1 of 1984 and #2 of 1990 and the Solid Waste Rules and Regulations.
- Pilot three commercial organics diversion programs with a restaurant(s) or hospital and a public space event.
- Pilot a commercial organics diversion program with one community.
- Create a Greenway Guide on site plans and materials management.
- Publish one eNewsletter and four media articles.
- Hold 12 educational presentations in cooperation with ReCommunity and /or other partners.
- Hold a Buy a Composting Bin educational event.
- Add small businesses and schools to a Household Hazardous Waste event.
- Support the RRA's Household Hazardous Waste events.
- Hold an Earth Day event to promote recycling.
- 2014 budget includes $500,000 for a new home heating weatherization component of the Agency Partner Grant.

Planning & Development Fiscal Summary

Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 8,045,552	$ 5,761,302	-28%
Revenues	$ 1,148,007	$ 1,031,478	-10%
County Cost	$ 6,897,545	$ 4,729,824	-31%

2014 Adopted Appropriations



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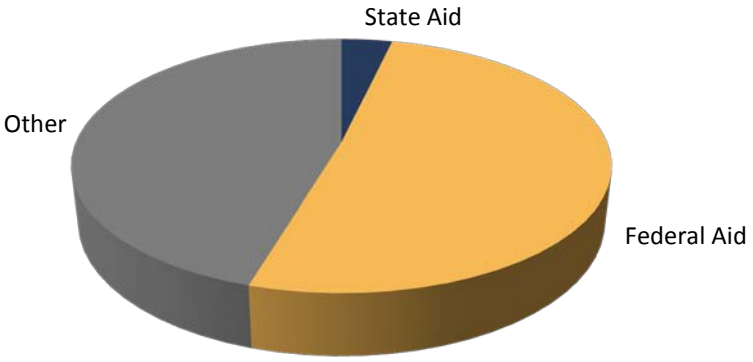


Planning & Development

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Salaries and Wages	1,647,344	1,701,710	1,722,210	1,789,403	67,193	3.90%
Employee Benefits	724,397	748,380	765,062	818,290	53,228	6.96%
Personal Services	2,371,741	2,450,090	2,487,272	2,607,693	120,421	4.84%
Employee Travel, Train & Educ	12,775	16,520	16,220	18,388	2,168	13.37%
Equipment (Non-Depreciable)	0	3,100	4,530	5,040	510	11.26%
Equipment (Depreciable)	0	0	8,000	0	(8,000)	-100.00%
Equipment	0	3,100	12,530	5,040	(7,490)	-59.78%
Communications	0	50	50	50	-	0.00%
Supplies	6,418	8,040	15,030	8,200	(6,830)	-45.44%
Interdepartmental Services	(194,965)	(192,044)	(182,864)	(169,549)	13,315	-7.28%
Interdepartmental Prog & Srv	(194,965)	(192,044)	(182,864)	(169,549)	13,315	-7.28%
Contracted Services	1,464,279	3,724,700	3,683,054	2,768,300	(914,754)	-24.84%
Operations	4,931,529	2,013,260	2,014,260	523,180	(1,491,080)	-74.03%
Total	8,591,777	8,023,716	8,045,552	5,761,302	(2,284,250)	-28.39%
OTPS	6,220,036	5,573,626	5,558,280	3,153,609	(2,404,671)	-43.26%
Departmental Income	1,046	16,750	22,750	16,500	(6,250)	-27.47%
Intergovernmental Charges	448,116	538,000	538,000	449,478	(88,522)	-16.45%
Fines and Forfeitures	0	0	0	2,000	2,000	
Sale of Property & Compensation	612	0	0	0	-	
Misc. Local Sources	593	0	0	0	-	
State Aid	0	50,000	50,000	37,500	(12,500)	-25.00%
Federal Aid	676,551	537,257	537,257	526,000	(11,257)	-2.10%
Total	1,126,917	1,142,007	1,148,007	1,031,478	(116,529)	-10.15%
Net County Cost	7,464,860	6,881,709	6,897,545	4,729,824	(2,167,721)	-31.43%

Planning & Development Organizational Structure

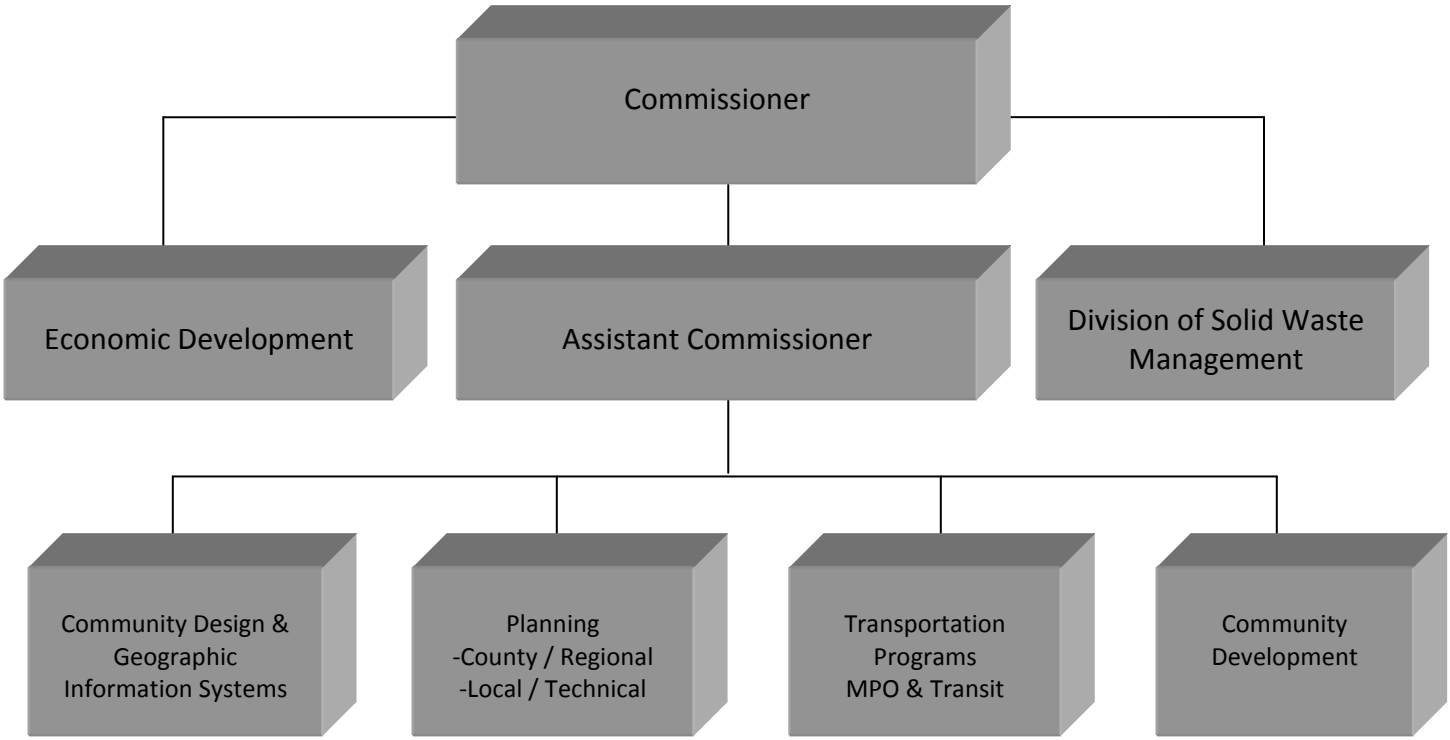


Table of Organization

Position Title	Pay Grade	# of Positions
Planning & Development:		
Commissioner Planning & Development	MI	1
Deputy Commissioner Strategic & Economic	MH	1
Asst Commissioner Planning & Development	MG	1
Confidential Administrative Assistant	CI	1
Development & Design Coordinator	19	1
Transportation Program Administrator	19	1
Community Development Administrator	18	1
Senior GIS Project Coordinator	17	1
Senior Planner	17	4
Graphic Designer	16	1
Community Invest Program Specialist	15	1
Planner	15	1
Stop-DWI Traffic Safety Administrator	15	1
Rehab Specialist	14	1
GIS Technician	12	1
Principal Program Assistant	12	3
Accounting Clerk	9	1
Program Assistant	8	1
Total:		23
Planning & Development: Div of Solid Waste		
Deputy Comm of Solid Waste Management	MG	1
Solid Waste Compliance Inspector	14	1
Senior Program Assistant	10	1
Total:		3
Department Total:		26

Division of Water Resources

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.

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 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.

Goal:	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.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Communities assisted	4	4	4	-	0.0%
Community assistance contracts administered	2	1	-	(1)	-100.0%

Goal:	To evaluate potential new water/wastewater infrastructure projects for consistency with County goals, and provide preliminary project development support.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Contracts administered	5	9	9	-	0.0%
Projects evaluated	11	18	15	(3)	-16.7%
Projects to be implemented by Authority	1	1	8	7	700.0%
Projects terminated	1	2	1	(1)	-50.0%
Projects ongoing	9	15	6	(9)	-60.0%

Goal:	To sell surplus County "reserved" capacity in the Central Dutchess Water Transmission Line.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Projects evaluated	3	5	3	(2)	-40.0%
Potential capacity required (gallons/day)	112,500	872,500	145,000	(727,500)	-83.4%
Water sale contracts executed	-	1	1	-	0.0%

Goal:	To provide affordable, sustainable water and wastewater services through the Authority's ownership and operation of water and wastewater systems.				
Indicators:	2012 Actual	2013 Estimate	2014 Plan	Change	% Change
Systems Owned	14	14	19	5	35.7%
Customer accounts served	4,165	4,165	4,550	385	9.2%
Annual operating revenues	$4,747,000	$5,495,000	$5,570,000	$75,000	1.4%
Value of capital projects managed	$6,476,000	$9,900,000	$9,300,000	-$600,000	-6.1%

KEY BUDGETARY ISSUES:

Revenue Estimates

Rental Payment - The Division of Water Resources is proposing to maintain at the 2013 level of $10,000 the Authority's rent payment to the County for space occupied at 27 High Street.

Refund of Prior Year's Expenses (General) - As a result of receiving no County dollars in 2013 for Contracted Services (with the exception of Authority staff support dollars) Water Resources is budgeting $0 for Refund of Prior Year's Expenses.

Refund of Prior Year's Expenses (Repayment of Net Service Fee) – In 2011 a new revenue line was added to reflect the repayment of the "County Advance," through County Water District benefit assessment revenues, as provided by the Service Agreement between the County of Dutchess for and on behalf of the Dutchess County Water District and the Dutchess County Water and Wastewater Authority (11th Restatement May 1, 2012.) The 2014 Repayment is estimated at $75,000. 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.

Appropriation Request

For 2014 the Authority is requesting appropriations for only two line items; Professional Services Consultants and Service Fees.

Professional Services – The Division of Water Resources is requesting funding for Authority Staff Support at the approved 2013 level of $75,000, and requesting no other funding for general consulting services or community assistance. The requested funding for Authority Staff Support represents about 3.7% of the Authority's total staff cost. In comparison, the County provided about 3.8% of the total staff cost in 2013.

Service Fees – The Division of Water Resources is requesting the amount of $12,375, as the County's payment towards the Central Dutchess Water Transmission Line Capital Alterations Reserve Fund, as per the Authority – County Agreement. A small portion of the County's annual obligation is now being provided by the Town of East Fishkill Hopewell Glen Water District.

Additional Expense Lines – In prior years the DOWR appropriations included $10,000 to $15,000 for equipment and supply lines such as telephone, copier, postage, computer software licenses and office supplies. Beginning in 2010 those expenses have been absorbed by the Water and Wastewater Authority's budget, funded by water and sewer system revenues. No appropriations are being requested for 2014.

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 2014 levy is expected to be approximately $2.8 million.

2013 Accomplishments

- 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 2013 within the adopted system budget parameters.

- As a result of the installation of chloramination disinfection system for the Shore Haven Water System as an interim means of controlling Disinfection By-Products levels the water system has remained in compliance with DBP drinking water standards.

- Completed successful pilot treatment evaluations for iron, manganese, disinfection by-products and radionuclides in the Shore Haven Water System, and submitted a Basis of Design for the comprehensive treatment program to the NYS Department of Health.

- Completed an engineering evaluation of the Shore Haven Water Distribution System to identify priority system improvements and replacements. An award for engineering design will be issued in August of 2013.

- Will close in 2013 on $2.4 million in zero-interest bonds through the NYS Drinking Water State Revolving Fund to finance improvements to the Shore Haven Water System.

- Completed design and permitting for a $0.3 million Valley Dale Sewer Collection System Improvement Project to reduce inflow and infiltration into the sewer system. Construction is scheduled to be completed in 2013.

- Subsequent to the completion of a preliminary system evaluation, entered into contract for design of an extensive rehabilitation of the Valley Dale wastewater treatment plant to replace aging infrastructure and improve plant efficiency.

- Subsequent to the completion of a preliminary system evaluation, entered into contract for design of an extensive rehabilitation of the Chelsea Cove wastewater treatment plant to replace aging infrastructure and improve plant efficiency.

- Qualified for reduced-interest financing from the NYS Clean Water State Revolving Fund program for capital improvements for the Valley Dale and Chelsea Cove sewer systems.

- Entered into a contract for design of 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.

- Assisted the Town of Hyde Park in obtaining six grants, totaling $175,500, from the NYS Department of State's Local Government Efficiency Grant Program to evaluate the potential dissolution of eight Town water and sewer districts, with the intent of transferring ownership of the water and sewer systems to the Authority.

- Worked with project consultants for a potential redevelopment and possible major expansion of the Southeast Container site in the Town of Wappinger to provide detailed cost information for establishing water service to the site from the CDWTL. Provided preliminary feasibility analysis for a range of options to provide up to 0.5 million gallons per day of wastewater treatment capacity to the site.

- Negotiated a preliminary agreement to provide water service to a proposed 70 unit residential development on the Hoffman Farm property in the Town of Red Hook, and began negotiations for Authority ownership of the project's proposed sewer system.

- Entered into discussions with the Red Hook Fairways Homeowner's Association, Inc to transfer ownership of the Fairways Sewer System, in order to provide service to 36 customers in the Town of Red Hook, NY.

- Maintained full compliance with the requirements of the Public Authority Accountability Act.

2014 Initiatives

- Management and operation of Authority 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.

- Construction of the Staatsburg Water System Pipe Replacement Project will be completed.

- Will assist the Town of Hyde Park in completing the grant-funded Local Government Efficiency Study addressing future ownership and management of eight Town water and sewer district, including detailed engineering and financial evaluation.

- Efforts will continue to sell available County capacity in the Central Dutchess Water Transmission Line; prospective purchasers include the proposed Work Force Housing Apartments in the Town of East Fishkill, a consortium of property owners in the Maloney Road area including Southeast Containers and the Dutchess County Airport, and increase water sales to the Hopewell Glen residential subdivision in the Town of East Fishkill.

- Dependent upon the project sponsor’s decision to proceed, will complete all steps required to provide water and sewer services to the proposed Hoffman Farm Project in the Town of Red Hook.

- Dependent on the Homeowner’s Association’s decision to proceed, will complete acquisition of the Fairways at Red Hook Sewer System.

- Depending on the status of the Silo Ridge project and availability of Federal or State funding assistance, district creation and engineering design may commence for the Amenia Hamlet Central Sewer System.

- Efforts will continue to develop economically viable central sewer projects for the Hyde Park, Village of Red Hook and Beekman community centers.

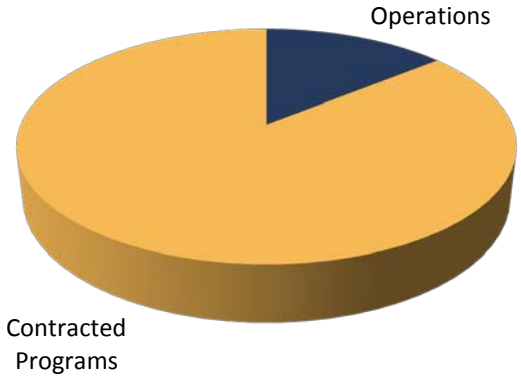
- Efforts will continue to work with municipalities, private owners and new project sponsors to identify opportunities for Authority acquisition and expansion of water and sewer infrastructure.

Division of Water Resources Fiscal Summary

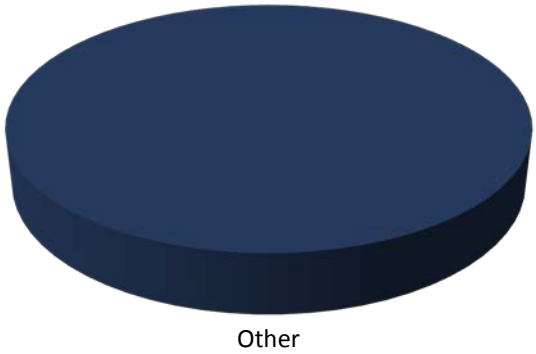
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 87,375	$ 87,375	0%
Revenues	$ 126,341	$ 117,549	-7%
County Cost	$ (38,966)	$ (30,174)	-23%

2014 Adopted Appropriations



2014 Estimated Revenue

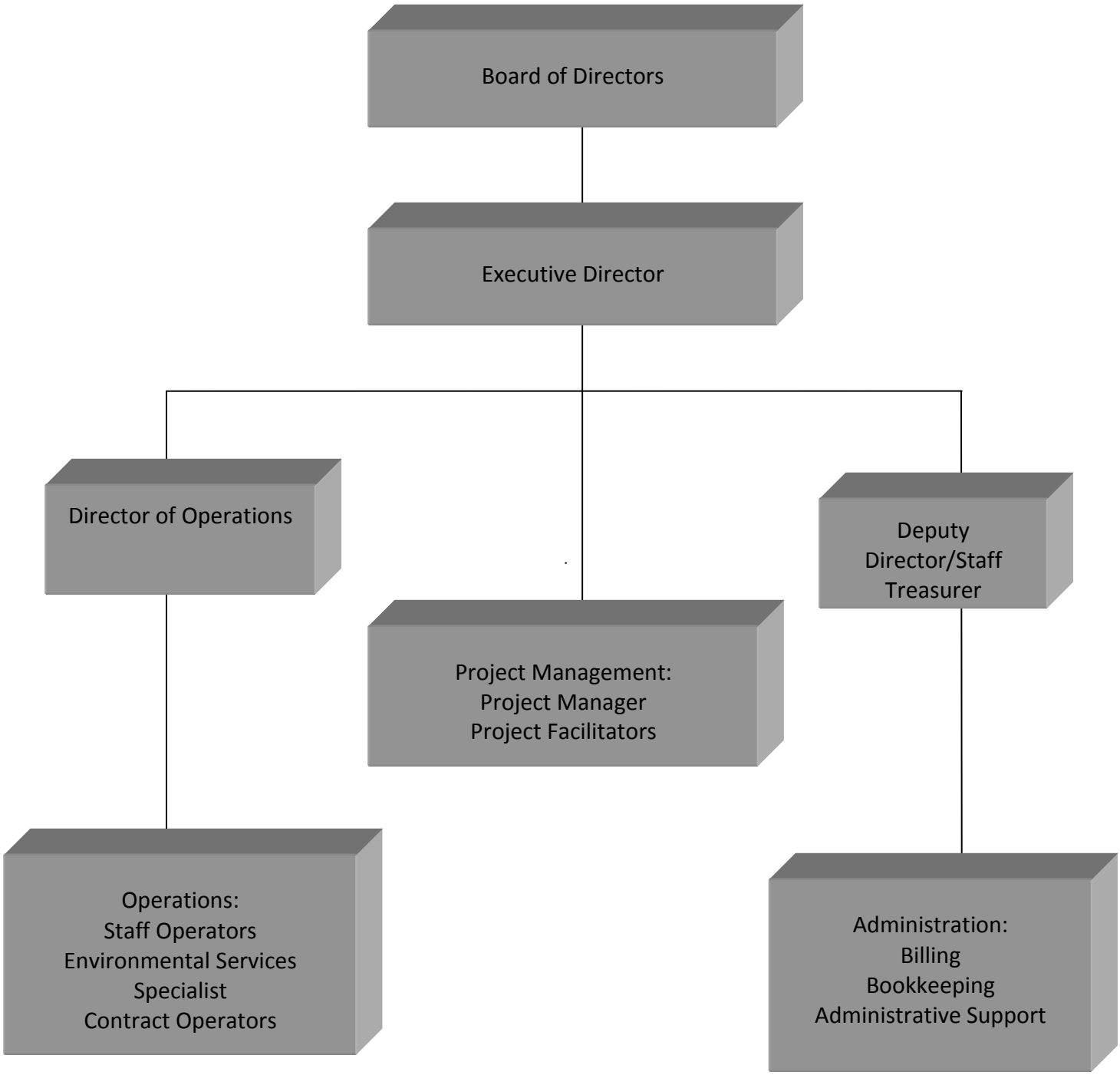


Division of Water Resources

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Contracted Services	65,000	75,000	75,000	75,000	-	0.00%
Operations	12,375	12,375	12,375	12,375	-	0.00%
Total	77,375	87,375	87,375	87,375	-	0.00%
OTPS	77,375	87,375	87,375	87,375	-	0.00%
Use of Money and Property	10,000	10,000	10,000	10,000	-	0.00%
Sale of Prop and Comp for Loss	22	0	0	0	-	
Misc. Local Sources	37,650	116,341	116,341	107,549	(8,792)	-7.56%
Total	47,672	126,341	126,341	117,549	(8,792)	-6.96%
Net County Cost	29,703	(38,966)	(38,966)	(30,174)	8,792	-22.56%

Division of Water Resources Organizational Structure



Natural Resources

Functions

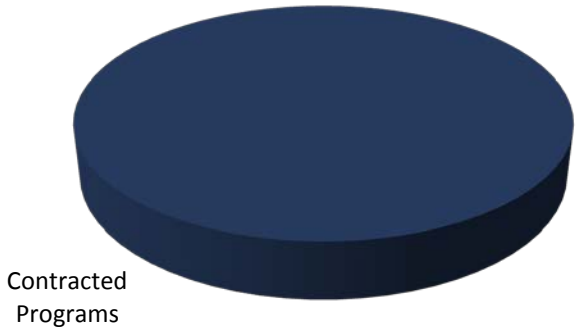
The area entitled “Natural Resources” in the Community Services section of the budget represents the Dutchess County Soil and Water Conservation District.

Natural Resources Fiscal Summary

Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 235,000	$ 265,000	13%
Revenues	$ -	$ -	
County Cost	$ 235,000	$ 265,000	13%

2014 Adopted Appropriations



Natural Resource

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Contracted Services	235,000	235,000	235,000	265,000	30,000	12.77%
Total	235,000	235,000	235,000	265,000	30,000	12.77%
OTPS	235,000	235,000	235,000	265,000	30,000	12.77%
Net County Cost	235,000	235,000	235,000	265,000	30,000	12.77%

Debt Service

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Debt Service

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.

The County also finances capital project costs through the issuance of one-year notes. These are Bond Anticipation Notes, which can be renewed, annually, for up to a period of five years or converted to bonds or retired in their entirety. Dutchess County currently has an Aa2 rating with a stable outlook from Moody's Investors Services.

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.

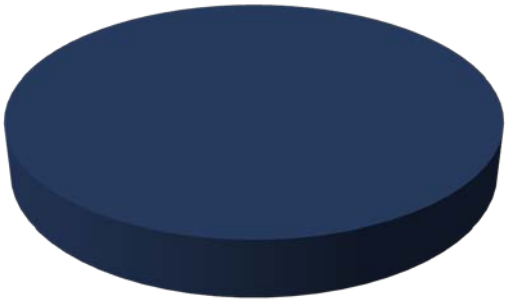
This section does not include debt service for Enterprise Funds or Dutchess Community College, which are budgeted in those respective areas.

Debt Service Fiscal Summary

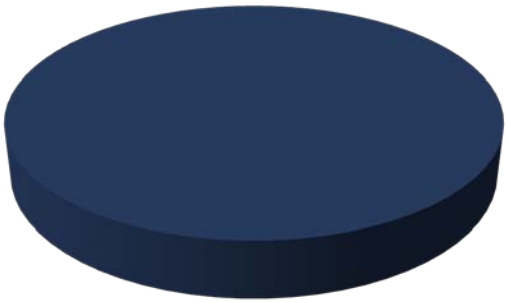
Budget Summary

	2013 Modified	2014 Adopted	% Change
Appropriations	$ 15,813,842	$ 15,772,523	0%
Revenues	$ 50,000	$ 50,000	0%
County Cost	$ 15,763,842	$ 15,722,523	0%

2014 Adopted Appropriations



2014 Estimated Revenue



Debt Service

Budget Summary

Classification	2012 Actual	2013 Adopted	2013 Modified	2014 Adopted	$ Change	% Change
Debt Service	15,123,597	15,813,842	15,813,842	15,772,523	(41,319)	-0.26%
Total	15,123,597	15,813,842	15,813,842	15,772,523	(41,319)	-0.26%
OTPS	15,123,597	15,813,842	15,813,842	15,772,523	(41,319)	-0.26%
Intergovernmental Charges	300,000	0	0	0	-	
Use of Money and Property	53,758	50,000	50,000	50,000	-	0.00%
Misc. Local Sources	118,842	0	0	0	-	
Interfund Transfers	926,395	0	0	0	-	
Total	1,398,995	50,000	50,000	50,000	-	0.00%
Net County Cost	13,724,603	15,763,842	15,763,842	15,722,523	(41,319)	-0.26%

KEY BUDGETARY ISSUES:

The Commissioner of Finance is currently working with the County's financial advisors on a $6-$7 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 2014 proposed budget.

Glossary

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Glossary

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Glossary of Budget Terms

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.

Defease: 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.