

The following are highlights, by department, of the activities of the Executive Branch of Dutchess County Government, for 2016.

Behavioral and Community Health

The merger of the Department of Health and the Department of Mental Hygiene occurred on 1/1/2016, completing a process almost two years in length from conception to completion.

Environmental Health Services (EHS)

- Conducted 1,470 site visits to public water supplies.
- Handled over 800 formal engineering submittals for the approval of water supply and sewage disposal.
- Investigated several food-borne illness outbreaks at various locations such as schools, daycare facilities, and camps and provided 7 food safety trainings.
- Held 17 drowning prevention seminars throughout the County with 365 individuals trained.
- The Environmental Division Information Tracking System (EDITS) became the primary use for file management and project tracking for engineering plan submittals.
- An electronic project status, or DASHBOARD, is currently under development which will provide the public and other County Departments status on engineering plan projects that have been received by EHS. A second phase of the DASHBOARD will be created to link to OnBase documents.
- The Dutchess County Design and Construction Standards were updated and released to local engineering firms and posted online.
- Staff investigated 587 potential rabies exposures and sent 97 animal specimens to the NYSDOH for rabies testing. Based on the investigations and/or specimen testing, 61 people were authorized for rabies post exposure treatments.
- Three rabies clinics were held in Dutchess by our partner in this program, the Dutchess County SPCA. 259 pets received vaccinations at those clinics.

- Collaboration continues between EHS, Dutchess County Planning and the Department of Public Works, to communicate regarding projects in the County. Periodic project reports are shared between these departments, as well as quarterly meetings.
- EHS is providing periodic updates to Dutchess County Department of Community & Family Services (DCFS), as well as Dutchess County Healthy Families, regarding homes that are currently listed as having open lead issues in an attempt to keep families from being placed in these residences until they are deemed lead free.
- Coordination with DCFS on inspections of Temporary Residences for their use towards partial compliance with new NYS legislation requiring that agency to inspect such facilities. EHS shares its inspection reports in an effort to satisfy this inspection requirement.
- NYS has enacted emergency regulations pertaining to lead in schools. All public schools are now required to test for lead at all taps. EHS is coordinating with the NYSDOH to monitor that all public schools in the County have addressed this regulation and have provided their findings to the NYSDOH through an online data entry program.
- Staff investigated six norovirus outbreaks at living establishments and/or schools in the County. Such investigation includes identification of the illness and working with the facility to implement controls to reduce the spread of the illness.
- Staff made over 6,000 inspections to restaurants, children's camps, temporary residences, public water supplies and tobacco retailers all in an effort to confirm compliance with the regulations of the NYS Sanitary Code. These visits resulted in over 1,300 critical violations needing to be addressed to protect public health.
- Staff reviewed 237 NYSDEC Spill reports in an effort to confirm public water supplies in the County were not in jeopardy of contamination risk.
- Staff monitored 303 private well test results from the local municipalities that require such testing during real estate transactions.

Clinical Services (Nursing, CDC and DOH Clinics)

- CDC total of 5,337 clinic visits with 4,656 investigations for tuberculosis, HIV, and sexually transmitted diseases

Communicable Disease Clinic

- Zoonotic Disease - Local Health Departments are responsible for investigating suspect cases of Zika and registering those suspects for diagnostic laboratory specimen collection at NYSDOH designated centers in Dutchess County. 134 residents registered for Zika testing in 2016.
- In addition to case investigation, the education of healthcare providers and the public was paramount. Multiple educational Zika presentations were conducted, including presentations for the Medical Reserve Corps members, the Caremount clinical staff, Vassar Brothers Medical Center and Northern Dutchess Hospital infection control committee members, and the general public at John Jay High School Auditorium. Government officials were also educated about the importance of response to this emergent virus. Several community partners were invited to Communicable Disease Clinic (CDC) staff meeting to share resources and services available to clinic patients and Dutchess County residents at large. The Grace Smith House conducted a domestic violence (DV) screening and referral training. The CDC Article 28 DV protocol will be modified to accommodate the recommendations provided. National Alliance on Mental Illness (NAMI) provided information about NAMI services for Dutchess County residents.

Early Intervention (EI)/Preschool Special Education (PSE)

- Evaluated 655 children aged 0-3 years for Early Intervention services, with 88% receiving services within 30 days.
- Evaluated 786 children aged 3-5 years for Pre School Education, with 90% found eligible for services after evaluation.
- Continued to identify eligible children for EI to ensure they receive appropriate evaluation for services and needed individualized services to address their needs in the most appropriate and cost effective way.
- Continued to provide regulatory guidance and support to EI and PSE provider agencies, as well as to the Committee on Preschool Special Education chairpersons in our 16 school districts, to ensure children are receiving the most appropriate and effective services needed to improve their delay or disability.
- PSE monitoring efforts continue to result in cost savings and have improved the quality of services delivered to the children we serve. Monitoring activities include:

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

Medical Examiner

- Investigated 877 reported deaths and conducted 376 scene visits.
- Performed a total of 236 autopsies.
- Chief Medicolegal Investigator Robert Bready presented to IBM Retirees Association on 10/15. Title "A Look at Death Investigation" explaining purpose and role of Medical Examiner/Medical Legal Investigator in the Investigative process.
- Dr. Kia Newman presented a talk on Opioid Overdoses and Prevention in Dutchess County at the Vassar Brothers Medical Center's 4th Annual Hospital Medical Conference.
- Dr. Newman, in collaboration with the Epidemiologists of DBCH, provided up to date monthly and annual statistics of overdose deaths to the Dutchess County Drug Task Force. In addition, in December 2016, a crime analyst of the High Intensity Drug Trafficking Area program (United States Office of National Drug Control Policy) also requested the assistance of the Medical Examiner's Office (MEO) to provide up to date statistics of Dutchess County overdose deaths.
- A forensic science manuscript, co-authored by Dr. Dennis Chute, Medical Examiner, Dr. Newman, Mr. Bready and Mr. Eric Benjamin of the MEO was accepted for publication in the Journal of Forensic Sciences and is scheduled to be published in September 2017.

Veterans Services

- Rendered a total of 26,335 services to Dutchess County veterans in 2016.
- Processed 641 Department of Veterans Affairs applications/claims for our veterans and their families.
- Held the Annual Memorial Day and Veterans Day Ceremony at the Dutchess County War Memorial.

- Held the 5th Annual Memorial Day Illumination of the Walkway event.
- Participated in discussions with staff members from VA Hudson Valley Justice Outreach, DC Probation, Public Defender, District Attorney, DC Vet-2-Vet, DCBCH, and Judge Pagonos of the Beacon City Court in regards to establishing a Veterans Treatment Court in Dutchess County.
- Awarded \$185,000 PFC Joseph Dwyer PTSD Peer-to-Peer Veterans Support grant to Dutchess County Mental Health of America to establish a peer-to-peer program for veterans in Dutchess County.
- Hosted the 11th Dutchess County Veterans Appreciation Day Event at the Wallace Center on November 5; more than 50 agencies, organizations and vendors were on hand to provide information to veterans and their families and link them to services. Two veterans were presented their long overdue military medals. Congressman Gibson was recognized for his many years of service in both the Army and as a Congressman. Over 400 attendees.
- Established a satellite office at VA Hudson Valley Care System Hospital at Castle Point.
- In collaboration with various local veterans organizations, held the 1st Hudson Valley Appreciation Day at Dutchess Stadium.

Weights and Measures

- Performed 946 inspections at 641 establishments.
 - Inspected 4,674 weighing and measuring devices; 4,530 devices were found to be correct
 - Conducted 58 Item Pricing Inspections at supermarkets
 - Conducted 32 Precious Metal Booklet Inspections
 - Conducted 231 Gas Signage Inspections
- Submitted 344 gas samples taken from 134 gas stations for octane analysis as part of the New York State Petroleum Quality Program.
- Responded to 27 complaints included gas signage, weight discrepancy, amount of gas dispensed, item pricing in supermarket and supermarket scale accuracy.

Health Planning & Education

- Community Health Status Report: Completed Annual Morbidity Report on broad range of community health indicators, showing recent trends and disparities for Dutchess County residents with comparison to the rest of New York State (upstate) and Healthy People 2020 objectives. Behavioral health content was expanded in 2016. The report also fulfills the Annual Morbidity Report requirements, inclusive of reportable diseases, and was distributed to Dutchess County healthcare and behavioral health providers.
- Prepared and distributed 51 News Releases including the promotion of Zika virus prevention, emergency preparedness, rabies clinics, drowning prevention, tick-borne disease prevention, influenza vaccination, immunizations, pertussis, veterans services, and public forums.
- Prepared and distributed 15 Public Health Notices related to Zika virus, pertussis, tick-borne disease, syphilis, influenza, lead, mumps, and substance abuse.
- Completed evaluation of feasibility of real-time overdose surveillance using Emergency Medical Services (EMS) dispatch data and SaTScan to identify unusual cluster events. Presented methods to Substance Abuse Workgroup and 2016 Northeast Epidemiology Conference.
- Community Health Assessments (CHA) Community Health Improvement Plan (CHIP) 2013-2018: Led 2016 CHA/CHIP update process, organizing internal planning meetings and collaboration with hospitals to review recent data trends; developed stakeholder survey; organized and co-led 2016 Community Health Stakeholder Forum; collaborated with program staff to review and update CHIP action plans. In process of drafting 2013-2018.
- Combined Department of Mental Hygiene and Department of Health under one website reflecting the merged Department of Behavioral & Community Health.
- The Zoonotic webpage was launched in an effort to consolidate all “animal to human” diseases in one home, created a webpage to house “Science-based answers to commonly asked questions about tick-borne disease prevention.”
- Developed Zika materials and resources for residents. Coordinated efforts to ensure municipalities had access to Zika virus prevention information in their town halls, libraries, grocery stores, and post offices. Ensured providers had latest information, especially in target areas including pharmacies and urgent care centers. Developed a fact sheet about Zika virus for staff to handle inquiries from the public, and developed standardized messaging to respond to media inquiries.

- DBCH staff served as Co-lead on the Dutchess County Microgreen Project. The County received the Healthiest Cities and Counties Challenge Award for the promotion of nutritious microgreens to children and senior citizens.

Emergency Preparedness/Medical Reserve Corps

- The Medical Reserve Corps (MRC), a volunteer workforce of 463 individuals, participated in various emergency response and public health training/drill sessions. 322 volunteers took part in training, providing 637.5 hours of service to Dutchess County; 141 volunteers supported missions, providing 500.5 hours of services.
- MRC was awarded a \$15,000 grant from National Association of Cities and Counties Health Officials (NACCHO). The award is to survey Dutchess County residents about the County's current emergency communication/messaging tools and to inform about future public health emergency and crisis communications planning.
- MRC deployments included 90 individual volunteers and 379 hours of volunteer time. A value of over \$10,000 in services:
 - Walkway Marathon and Think Differently Dash
 - First Aid & Preparedness Stations at 12 Senior Picnics and one Picnic for Children with Special Needs.

Public Health Emergency Preparedness (PHEP)

- Created a DBCH training and exercise program focused on emergency preparedness in alignment with federal capabilities.
- Assisted the Department of Emergency Response to create and implement the "Citizen's Personal Preparedness" Training program.
- Planned and implemented 2016 Walkway Marathon and Think Differently Dash Medical Plan.

Public Health Nursing (PHN)

- Received over 370 referrals, conducted over 500 visits and served over 350 patients in Maternal & Children's Health (MCH) program.
- Provided home visiting services to children and families with histories of mental illness (64 cases), substance abuse (83 cases), domestic violence (60 cases) and children of special needs (23 children served, 47 visits) throughout the County.
- 219 County-required developmental screening visits provided to children ages 3 and under, 47 of which are in foster care.
- Four Certified Lactation Counselor staff member provided lactation services through classes, outpatient and home visiting to County residents.
- The Childhood Lead Poisoning Prevention policy was updated and includes both populations based and home visiting components.
- Over 5,000 cases were surveyed related to blood lead levels.
- Process for communication with the EHS regarding addresses in identified areas of high-risk housing where young children reside has been formalized.
- Provided professional educational program on childhood lead poisoning prevention and testing requirements to pediatric provider group with low testing rates.
- In collaboration between PHN, EHS and a local pediatric practice, a pilot program is currently in progress to identify newborns in high-risk housing in the City of Poughkeepsie and to intervene before the infant has an elevated lead level.
- Through careful and intentional discussions with our community partners, only effective due to the offer of continuous training in SAFE protocols to hospital-based SAFE Nurses, successfully transferred the provision of SAFE exams in the evenings and weekends from DBCH to hospital-based SAFE nurses.

Mental Hygiene

Local Governmental Unit

- Fulfilled statutory role as the Local Governmental Unit for behavioral health.
- Held four public forums during March, April and May, and prepared DMH's Mental Hygiene Services Plan for 2017.

Diversion Services

- The Stabilization Center program proposal was submitted to New York State for approval and licensure, the renovation design was completed and renovation work completed. All policies and procedures were developed; staffing has begun to be hired; and an electronic medical record designed.
- All Mobile Crisis Intervention Team (MCIT) staff are now trained in Applied Suicide Intervention Skills Training. One staff is attending the “train-the-trainer” sessions to provide training to other DBCH staff and the community.
- MCIT worked with 5,277 youth and adults providing a total 20,984 units of service. These services resulted in 2,974 diversions from emergency departments and hospital inpatient admissions.

Persons Served

	Community-Based	Hospital-Based	<i>Total</i>
Adults	999	3,449	4,448
Youth	228	601	829
<i>Total</i>	<i>1,227</i>	<i>4,050</i>	<i>5,277</i>

Services Provided

	Community-Based	Hospital-Based	<i>Total</i>
Adults	12,439	5,214	17,653
Youth	2,432	899	3,331
<i>Total</i>	<i>14,871</i>	<i>6,113</i>	<i>20,984</i>

Diversions

	Community-Based	Hospital-Based	<i>Total</i>
Adults	568	1,931	2,499
Youth	117	358	475
<i>Total</i>	<i>685</i>	<i>2,289</i>	<i>2,974</i>

- HELPLINE was recertified by the American Association of Suicidology for five years – the highest level of accreditation.
- HELPLINE was accredited by the National Lifeline to receive the Veteran’s and Spanish-Speaking Stipends.

- The Mid-Hudson Bridge hotline phones were updated from radios to phones, as the other bridge phones that are answered by HELPLINE.
- There were 28,336 telephone contacts, 135 face-to-face contacts at 230 North Road who were seen by HELPLINE staff and connected to treatment services, and 558 texting conversations, for a total of 29,029 HELPLINE contacts.
- The Trauma Team continues to respond to untoward events in both the community and individual events within Dutchess County. Follow-up was done for 11 events, providing 27 services.

Jail-Based Services

- November 2016 marks the one-year anniversary of the Re-Entry Stabilization Transition and Reintegration Track (RESTART), an intensive programming effort targeting high-risk offenders incarcerated in the Dutchess County Jail (DCJ). RESTART is a public/private initiative combining the experience and expertise of DBCH, Dutchess County Sheriff's Office, Department of Probation and Community Corrections, Hudson Valley Mental Health, and Project MORE. The RESTART program is under the direct supervision of the DBCH Jail-Based Unit Administrator. 350 DCJ inmates have received RESTART services.
- Vivitrol, an injectable opioid antagonist, became available to patients leaving the DCJ who are returning to the community and continuing outpatient treatment with DBCH. 12 patients have received an initial Vivitrol injection prior to leaving DCJ and 6 Intensive Treatment Alternative Program (ITAP) patients are continuing Vivitrol treatment through the ITAP program after receiving an initial injection through an inpatient chemical dependency treatment facility.
- Standardization of Treatment Curriculum: In 2016, the system-wide goal of coordinating treatment approaches between the community criminal justice, substance abuse, mental health, and jail-based programs was significantly advanced. The utilization of manualized, evidence-based treatment modalities has been key to progress in this area. The following treatment curricula are being utilized by the agencies indicated:
 - DBCH Intensive Treatment Alternatives Program – New Direction; Moral Reconciliation Therapy; Seeking Safety; Dialectical Behavioral Therapy
 - Project MORE – Moral Reconciliation Therapy; Ready, Set, Work
 - RESTART (DCJ) – New Direction; Moral Reconciliation Therapy; Anger Management; Habits of Mind; Seeking Safety; Ready, Set, Work; Dialectical Behavioral Therapy
 - Women's Reporting Center (Project MORE) – Moral Reconciliation Therapy; Anger Management

- Hudson Valley Mental Health (HVMH) – Dialectical Behavioral Therapy; Moral Reconciliation Therapy; Seeking Safety
- Lexington Center for Recovery (LCR) – Moral Reconciliation Therapy; Seeking Safety; Dialectical Behavioral Therapy; New Direction
- DC Probation and Community Correction – Moral Reconciliation Therapy; Ready, Set, Work

Partial Hospital

- The working relationship between the Partial Hospital Program (PHP) and MidHudson Regional Hospital (MHRH) has been enhanced through the efforts of the PHP Peer Advocate, who now visits the MHRH mental health inpatient unit weekly, discusses benefits of Dialectical Behavioral Therapy and the PHP program, and engages prospective PHP referrals through direct face-to-face contact.
- DBCH established an ad hoc committee to examine the interaction between violence, criminogenic risk factors, psychiatric symptoms, and substance abuse amongst patients. The goal of this committee will be to make recommendations for the most appropriate treatment modalities for patients with these behaviors and best practices to ensure patient and staff safety.

Children & Youth Coordination

- Under the Children’s Services Coordinator, established a Children’s SPOA (Single Point of Access) Coordinator. The CSPOA Coordinator developed a weekly committee meeting which included agency representatives to review applications for high risk services for youth. The committee meetings started 3/29. Since 1/1/16, the CSPOA Coordinator has processed 145 applications.
- The Eighth Annual Building Bridges Conference was held on 10/20 at Locust Grove, bringing together schools and agencies to network and learn about new programs. 160 individuals participated with representative from each school district in the County.

Assembled a Quality Improvement Team to develop protocols to be implemented in 2017 to decrease emergency department visits and psychiatric hospitalizations for youth by better utilizing crisis services in the community.

- In May, Linda Monkman, LCSW, Children Services Coordinator, along with Tina Lee, National Alliance on Mental Illness (NAMI), accepted the “What Is Great In Our State” Award, given by OMH on behalf of the Children’s Mental Health Week Planning Committee. The award was given for the committee’s work on the activities planned for families and youth during the first week of May, which is Children’s Mental Health Week, and for suggestions to schools on activities to decrease stigma. Mental Health America of Dutchess County is the chair of this planning committee.
- The Astor Family Court Evaluations Unit exceeded the requested 140 – 155 evaluations per year, even with the assignment of a new Family Court judge; they have averaged 14+ per month.

Housing

- 340 Single Point of Access applications for housing were processed.
- 165 people with severe and persisted mental illness were housed.
- Eighteen new supported beds became available for individuals with mental illness.
- A Multi-Disciplinary Outreach Team was developed to work with staff at Rockland Psychiatric Center to identify clients, prepare them for transition, follow-up with them once placed and work with the residential team of the agency to maintain the individual in the community. The staff will consist of a fulltime Social Worker, part-time Registered Nurse and a part-time Peer Specialist.

Assisted Outpatient Treatment

- There are currently 25 individuals receiving Assisted Outpatient Treatment services.

Prevention/Training

- Continued the Department’s county-wide comprehensive Prevention Program to reduce the incidence of mental illness and chemical dependence among children, youth and adults with an emphasis on education, early identification of high risk individuals and referral to treatment of those persons in need.
- Participated in “Park Rx,” a National Park Service initiative to utilize the parks for improved health in communities.

- Mental Health or Youth Mental Health First Aid trainings were offered with 353 people trained. Training was provided to staff from the Department of Community & Family Services (DCFS), Hudson River Housing, Mid-Hudson Addiction Recover Centers, Youth Bureau, and Dover and Pine Plains schools.
- There were four 40-hour Crisis Intervention Training classes, with approximately 80 officers trained. There was also a one-day Brief Crisis Intervention Training offered with 33 officers trained.
- There were 3 Teen Intervene trainings offered with 65 clinicians and supervisors from the Astor Children & Family Services clinic trained. Teen Intervene is an evidence-based 3-5 session intervention for youth who screen for risky substance use.
- There was 1 Screening, Brief Intervention, Referral to Treatment training offered; there were 17 licensed staff from various agencies were trained.
- Trained over 1,000 people in the administration of Narcan, the life-saving overdose reversal drug. Trainees included first responders, homeless shelter staff, chemical dependency treatment providers, patients receiving chemical dependency treatment, school staff and the community at large.
- There are presently 18 schools utilizing Second Step, an evidence-based social/emotional development program.
- There were 18 outreach events where DBCH participated, including the Council on Addiction Prevention & Education's Youth Rally where 1,000 9th-graders were in attendance. Other events included open houses, senior picnics, summer meals festival and Health and Safety Day at Dutchess Community College.
- There were seven conference and other presentations, including at the Suicide Prevention Conference, the Community Health Improvement Plan forum, and a DCFS conference.
- Facilitated a two-day training session on Dialectical Behavioral Therapy (DBT), followed by two-week DBT Intensive for 32 select.
- Co-hosted a one-day training on "The Power of Mindsets," with speaker Robert Brooks; there were 187 participants.

Quality Improvement (QI)

- Led a department-wide work group sponsored by NYS Association of County Health Officials. The work group participated in a series of six webinars which provided guidance to develop a QI Plan. The group completed projects in between the virtual meetings to build a comprehensive QI Plan using a template created by the Center for Public Health Practice at The Ohio State University. The plan template is based on Public Health Accreditation Board Standards and Measures requirements which will facilitate any plans for potential accreditation.
- The Office of QI has joined the Westchester Medical Center PPS Corporate Compliance Committee. The goal of the multi-agency committee is to have an effective Delivery System Reform Incentive Payment (DSRIP) compliance program so that Medicaid funds distributed as part of the DSRIP Program are not connected with noncompliant behavior or fraud, waste or abuse.

Budget

- Received the GFOA Distinguished Budget Award in 2016 for the third year in a row, the highest form of recognition in governmental budgeting. The 2017 budget documents were redesigned and consolidated into one budget that is easier to understand. It presents a comprehensive view of each department and budget area to provide further transparency to the public.
- Worked on the Dutchess County Justice & Transition Center Project (DCJTCP) project to develop cost benefit and debt service analysis for the bond resolution and presentation.
- Member of the RFP review team for the selection of an audit firm.
- Worked with the Health Insurance Advisory Team and the County's health insurance broker to evaluate and then implement the move from a group plan to an experience provided plan so the county can gather data to further analyze other health insurance plan options to save costs.
- The fiscal cabinet consisting of representatives from the Budget Office, Comptroller, Finance and OCIS met to identify and work on key operating budget and capital areas of concern.
- Worked with the Capital Plan Committee to develop the 2017-2021 Capital Improvement Plan.
- Conducted Annual Budget Training for all departments, and assisted departments with the development of 2017 budget requests.

- Worked with county departments on quarterly reporting, resolution preparation, trend analysis, forecasting and various other fiscal and programmatic issues.
- Implemented the new performance management rating system and created a formula driven template to facilitate budgeting for Management and Confidential Merit awards.
- Worked with the County Executive's Office and Communications to prepare presentation materials for various forums throughout the County and statewide.
- Worked with OCIS to convert budget reports to the new Multiplex format.
- Provided Fiscal Update Presentation to the Legislature.
- Maintained Dutchess County Government Dashboard, available on the County's website dutchessny.gov to provide up-to-date economic, demographic and fiscal data and information to the public.
- Provided Legislators, particularly new Legislators, with training on the budget documents and budget process.
- Budget staff as well as the Director transitioned to their new roles seamlessly with little interruption.

Office of Central and Information Services (OCIS)

- Coordinated the County's third annual *Municipal Innovation Summit*, held on October 14, 2016. More than 50 local, county and state officials took part in a roundtable discussion to brainstorm potential shared services or consolidation opportunities to reduce the cost of government.

Division of Computer Services

- Completed first year of four-year agreement with Arlington Fire District (AFD) to provide all their IT Services. Key elements for 2016 included managed hosting of the AFD computer environment and providing onsite support to all fire stations which started on January 1, 2016. Also, OCIS provided cloud based backup of AFD servers in December 2016 which reduced costs and improved security, scalability and reliability.
- Created a mobile friendly website design for the City of Beacon (cityofbeacon.org) in September 2016. The redesigned website optimized mobile access, improved content delivery and enhanced services.

- Completed the second year of a three-year agreement with the Town of Dover to provide advanced technical support for their computer operations.
- Designed and launched a new state-of-the-art website using a cost effective, mobile friendly design for the Town of East Fishkill (eastfishkillny.org) in December 2016.
- More than 13 million pages were served on the County's website (dutchessny.gov) in 2016 including 1.2 million pages served for County Clerk Document Search function.
- Also kicked-off the County Website Redesign Project in December 2016 which will redesign and develop the current website to a mobile friendly version and improved performance with easier access and features for the public.
- Redesigned the County intranet for county employees in July 2016.
- OnBase Enterprise Content Management (ECM). Continued rollout of OnBase Enterprise Content Management (ECM) projects The following projects were completed:
 - Created a public portal for Human Resources for full text job class specifications.
 - Department of Community & Family Services (DCFS) began scanning child support documents.
 - District Attorney Subpoena Request System integrated OnBase which allows local police agencies to retrieve subpoena materials electronically. This is a new upgrade of the application in 2016 and is the first New York State implementation of a subpoena request system with external access to OnBase.
 - Division of Environmental Health within the Department of Behavioral & Community Health (DBCH) began scanning various environmental documents.
- The Center for Digital Government and the National Association of Counties (NACo) recognized Dutchess County Government with the #5 ranking in 2016 as one of the most digitally-advanced county governments in the United States (250,000-499,000 population category). Dutchess has ranked in the nation's top ten for each of the last 12 years.
- Launched the New World System (NWS) eSuite Module for Payroll/Human Resources information in December 2016, which allows employees to review and print paystubs, view benefit information, W2 forms, and change to paperless direct deposit.

- Geographic Information Services (GIS) ParcelAccess had 42 million requests and 20 million pages served in 2016. Launched a redesign of GIS AerialAccess application using responsive design and a more user-friendly user interface in March 2016. Upgraded GIS Road Inventory Management System (RIMS) for the Department of Public Works (DPW) which improved user interface, access to new data layers, enhanced tools to interact with data, and the ability to see assets on the highway network system reducing the time needed for engineers to conduct field visits.
- Automated the process for extracting certain 911 information for statistical analysis by the Department of Behavioral & Community Health (DBCH) for greater efficiency.
- Benefit/Overtime (OT) in-house application provides one consistent county method for employees to submit requests for benefit time and OT electronically and manages the approval process for these requests. Departments completed include County Attorney, Department of Community & Family Services (DCFS), Finance, Human Resources (HR) and Office of Central & Information Services (OCIS).
- Updated the Client View in-house application used by the Department of Behavioral and Community Health Helpline which provides access to certain patient information that is consolidated from various contract agencies.
- Expanded the Consolidated Calendar and Public Alerts applications to support additional municipal websites designed as part of the County's Shared Services initiative.
- Developed e-Filing Tax Warrants in-house application which electronically downloads tax warrant information from New York State.
- Implemented the Environmental Division Information Tracking System (EDITS) in-house application which allows the Division of Environmental Health to track all their project information.
- Created an online application that allows residents to register and submit payments electronically for the Household Hazardous Waste Disposal and Electronics Recycling collection events.
- Implemented a new, cloud-based version of Office Accelerator.
- Tested the Disaster Recovery Plan (DRP) twice during the year offsite at the IBM Business Continuity and Recovery Site (BCRS), Resiliency Services, Sterling Forest, NY.
- Responded and resolved 5,510 Help Desk calls from County employees, municipalities and public citizens.

- Completed the second major phase of the Computer Center Infrastructure refresh. This included the replacement of our centralized storage as well as a portion of our server environment.
- Replaced 225 employee workstations as a result of the 5-Year Refresh Program.

Division of Central Services

Local Business Procurement Program

- Enhanced the utilization of local and small businesses in Dutchess County's procurement and contracting process through the following efforts:
- Supported an online registry for local businesses for items that are considered discretionary.
- Supported an internal local business registry which will allow County departments to identify local businesses for the procurement of goods and services when applicable.
- Reviewed the County's procurement policy and provided greater opportunities for participation in the Local Business Consideration Program.
- Enhanced the County website to provide better information about doing business with Dutchess County.

Procurement Card (P-Card)

- Provided all current and updated P-card training materials and applications on the intranet.

Purchasing

- Provided new levels of procurement efficiencies through streamlining of internal processes:
- Enhanced information and services available to vendors via the County utilized bid notification system, the Empire State Purchasing Group.
- Supported new law that was enacted that allows the County to utilize Best Value procurement in the bidding process providing enhanced flexibility and savings.

Shared Services

- Met with new mayors and supervisors to discuss shared services opportunities.
- Continued cooperative bidding and piggybacking opportunities with local municipalities and agencies.
- Supported procedure for towns and agencies to have mail processed.
- Supported email notification program for recently awarded bids that may be utilized by local municipalities and agencies.

Storeroom

- Coordinated four surplus equipment and furniture auctions generating \$6,704 in revenue.
- Supported email notification program for local municipalities and agencies regarding surplus furniture and equipment availability.
- Coordinated annual vehicle and large equipment auctions and encouraged local municipalities and qualified outside agencies to include their vehicles and equipment. This generated \$128,373 in revenue.
- Continued e-waste program with E-WASTE Plus, eliminating the County's need to pay for the disposal service and generating a nominal fee. Program will remove and pay the County for qualified e-waste. Removed 23 pallets of e-waste at no cost.
- Repurposed 200 pieces of furniture allowing County departments, towns and municipalities to save over \$21,000.

Community and Family Services

- DCFS continued to deliver vital public benefits to more than 1 in 10 Dutchess County residents in 2016, serving 35,319 unduplicated individuals across all programs.
- Continued *Navigating the DCFS System* workshop series. Two workshops were held in 2016, covering several programs, including: Protective Services for Adult, Child Support Services, Supplemental Nutrition Assistance Program (SNAP) and Employment services, with a total of 72 professionals attended the sessions, representing 12 agencies.

- When parents or other members of their households abuse alcohol or drugs or engage in other illegal drug-related activity, there are the negative effects on their children. DCFS forged a new relationship with Lexington Center for Recovery to have two CASAC/MSW workers embedded into the Children's Service Unit to connect families to appropriate services, and coordinate drug tests and follow up assessments as needed.
- To increase preventive service programs in 2016, DCFS expanded its contracts with community-based organizations, such as Astor Services for Children and Families and Berkshire Farm Center and Services for Youth. These services emphasize trauma-informed care, including those with substance abuse issues, to lessen the effects of prior trauma and to reduce the traumatic experiences of the foster care system itself.
- DCFS also engaged in several Family Court initiatives to make that system more sensitive to the unique challenges of families struggling with substance abuse issues, including piloting a specialized court to handle substance abuse-related foster care cases. Other efforts with family court have focused on making the court process more efficient and to reduce the time it takes for a child to be adopted out of foster care. We were able to reduce an extended period of time between termination of parental rights and adoption finalization from 403 days to a new average of 180 days.
- Remodeled several work areas while increasing workflow efficiencies and addressing organizational re-structuring. This resulted in placements of workers within consolidated program areas as opposed to the split physical assignments which had made day to day supervision and communication more difficult.

Reception

- Front desk activities range from assisting and accepting applications, receiving supporting documents, to checking visitors in for appointments within our various units, i.e. Foster care visits, recertification for different benefits, fair hearings, etc.
- The Poughkeepsie Front Desk handled 91,277 total transactions in 2016. This represents an average of 368 transactions per day. Of those transactions, 12,984 were application/recertification applications received or documents drop off (including 5,380 for Temporary Assistance, 2,681 for Medicaid, 3,390 for Supplemental Nutritional Assistance Program, and 1,533 for the Home Energy Assistance Program).

- Reception activities for the Poughkeepsie office and the satellite offices are listed below:

Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
7,652	6,821	7,881	7,542	7,291	7,219	7,068	8,129	7,577	8,207	7,635	8,255

- Some of our visitors were also individuals in crisis and as such were in need of immediate assistance. To better assist our clientele, two staff of the Poughkeepsie reception have taken a CASAC course, and three others received Narcan training.
- Our Administrative receptionist received and processed 56,426 calls at the switchboard (those callers who did not use the main menu options and chose the “operator”).

Administrative Services

Duties include processing the mail, maintaining the file room, processing contracts and providing computer and technology support, payments of bills, State reimbursement and fair hearings. The following are the performance highlights for these services:

- Processed 182,307 pieces of incoming US Mail (not including inter office mail).
- Recorded 7,258 incoming voter registration forms. (Voter registration forms are included in benefit application packages).
- 1,091 Fair Hearings were processed in 2016. DCFS was successfully upheld in 94% of all fair hearings held.
- Completed 19 Fiscal Day Care Audits for NYS Office of Children & Family Services (OCFS) for the first three quarters of 2016. All transactions and funding calculations were properly claimed and processed for Dutchess County without any discrepancies.
- Processed over 300 contracts for various services including but not limited to supportive service agreements, domestic violence, employment, homeless prevention, foster care services, resource parents, etc. totaling an estimated \$40,700,000
- The accounting unit processed 84,100 fiscal transactions in excess of a total of \$47,154,000.
- Scheduled all mandatory and necessary training for new and existing staff; tracked CPS staff to ensure compliance with State In-Service training regulations.
- Expanded the usage of iPad for field workers to SIU, Legal, APS, and Foster Care units.

Adult & Family Protective Services

- The Adult Services Division received 577 Protective Services for Adults (PSA) referrals and provided ongoing services to 301 adults, of which 34 involved Guardian Services under Mental Hygiene Law, Article 81.
- Provided Temporary Emergency Housing to 231 adults and 222 children, with \$2,181,982 spent on emergency housing.
- New in 2016 was the partnership with the Dutchess County Department of Behavioral and Community Health, Environmental Division to conduct inspections of temporary housing locations that accept public funds for providing emergency and temporary housing to individuals and families. This collaborative initiative increased inspections and oversight of facilities to ensure that persons in need of temporary housing accommodations are afforded an environment that meets health and safety standards.
- The Adult Services Division administers the Family Type Home Program, a licensed community congregate care program that provides 24-hour adult care in residential settings. The Division also conducts inspections for the Foster Family Home Program, a licensed community congregate care program with medical oversight.
- The Adult Services Division provides Domestic Violence Liaisons (DVL) who screen individuals who need assistance in obtaining waivers or domestic violence services. Funding is provided for both non-residential and residential domestic violence services. In 2016, the DVL conducted 147 new assessments and 29 reassessments.
- Adult Services staff participates in The Coalition on Elder Abuse, and took part in 16 County sponsored Senior Picnics and the Special Needs Children picnic, providing information on services and benefits.

Children's Services

- Child Protective Services investigated 2,739 reports of suspected child abuse or maltreatment.
- 131 children were placed in foster care in Dutchess County for a cumulative total of 286 children in foster care as of 12/31/16.
- Adoption staff members completed 40 adoptions in 2016 and completed 5 private adoption home studies in 2016.

- Recruitment efforts continue to locate, train, and certify qualified foster parents for Dutchess County children. Presently, Dutchess County has a total of 80 active foster/adoptive homes and 55 relative foster homes certified and opened.
- Continued implementing family meetings bringing the immediate family, extended family and significant people in the family's life together to discuss how they can address the safety concerns in lieu of placing the children in foster care.
- Children's Services continues to participate in the Bridges to Health (B2H) program with multiple community partners to provide services to children up until age 21. Currently serving 26 severely emotionally disabled children, 1 medically fragile and 4 developmentally disabled child.
- Continued to implement programs in collaboration with the Department of Probation for services to meet the needs of Persons In Need of Supervision (PINS) and Juvenile Delinquent (JD) youth in Dutchess County. In 2016, 76 youth were placed in non-secure detention.
- Continued to coordinate Secure Detention Services on a 24-hour basis. As of November 2016, 30 children required Secure Detention Services.

Youth Services

- The Youth Board awarded New York State Office of Children and Family Services funding to 22 programs for a total of \$374,663.
- The Youth Board awarded two students with Dutchess Community College (DCC) scholarships: \$1,500 to second-year student; and \$1,500 to a Poughkeepsie High School student who was going to attend DCC.
- The Youth Council had 23 members representing seven public, one private, and one alternative high school. The Youth Council members completed three community service projects, hosted seven guest lecturers, and attended the county's Mental Health Public Forum.
- 144 eligible youth received short term counseling/advising in 2016. 80% of the closed cases were successful by reason for closure and over 80% of the closed cases completed at least half of their goals.
- In partnership with Cornell Cooperative Extension, the Youth Services Division held one free College Planning Seminars which drew over 100 people.

- In 2016, DCFS started a new parenting and family strengthening program initiative for high-risk and general population families: The Strengthening Families Program (SFP). The SFP is an evidence-based family skills training program found to significantly improve parenting skills and family relationships, reduce problem behaviors, delinquency and alcohol and drug abuse in children and to improve social competencies and school performance. Child maltreatment also decreases as parents strengthen bonds with their children and learn more effective parenting skills. Youth Services coordinated the SFP training in June 2016, training 20 professionals from a variety of local agencies and government departments.

Transitional & Supportive Services

Intake Unit

- Processed 6,330 Temporary Assistance and 8,690 SNAP applications in 2016.
- Certified Application Counselors for Health Insurance/Medicaid processed 708 applications and 246 Medicare Savings Program applications.

Satellite Offices

- Eastern Dutchess Government Center (EDGC) continues to be an all-inclusive unit. As of the end of 2016, EDGC was handling 930 combined TA/MA/SNAP opened and 206 HEAP only cases.
- The Beacon Office processed 314 HEAP cases.
- In April 2016, the Beacon Office began accepting SNAP applications. 577 SNAP households residing in the Beacon & Wappingers Falls area had their cases re-assigned to this office in 2016.

Day Care Unit

- Provided services to 748 families and 1,356 children, and continues to operate without a waiting list. The eligibility for accessing child care services is now at or below 200% of the Federal Poverty Level.

- DCFS joined in a partnership with Astor Head Start, the Child Care Council and the Poughkeepsie Child Development Daycare Center for a new Initiative begun in 2015 entitled “Babies Step Forward.” Through grant funding administered by Westcop, the program’s goal is to prepare the children of low income families to meet the academic standards when they enter elementary school. DCFS requested and obtained a waiver for financial eligibility for the program to guarantee child care payment until the child turns 3 years old regardless of the fluctuation in the parent(s) income level during that time. By the end of 2016, 13 children were enrolled in the program.

Temporary Assistance (TA)

- In 2016, our Family Assistance (FA) program averaged caseload 606 cases, and the Safety Net Assistance (SN) program averaged 567 cases. There were 422 TA recipients deemed unemployable due to physical and/or mental health reasons. There were 152 individuals mandated into substance abuse treatment, therefore deemed unemployable.
- 15 single/childless couple cases reached their maximum time limit of 24 months, and 22 families reach the maximum 60-month TANF time limit.

Employment

- 40 TANF recipients participated in Mentoring/Work Now Program; 26 became employed.
- 4 TANF recipients were placed with temporary positions in 2016, getting job experience while earning an hourly wage and working a 35-hour week.
- Through a partnership with BOCES, 174 individuals completed the Test of Adult Basic Education (TABE) intake assessment. 96 were enrolled in the High School Equivalency program. Additionally, there are 24 individuals enrolled in other training programs offered at BOCES including Certified Nurse’s Assistant (CNA), Heating, Ventilation & Air Conditioning (HVAC) or phlebotomy; 22 completed their training.
- Through a partnership with the Dutchess County Regional Chamber of Commerce, DCFS offers TANF eligible individuals with employment and life skills workshops, job seeking, placement, and retention services. The Work Now/Mentoring and Responsible Relative Initiative Programs ended on 8/31/16 and were replaced with Workforce Development as of 9/1/16.

From 1/1/16 to 8/31/16:

- 27 individuals worked with mentors in the Responsible Parent Initiative (RPI); 7 individuals became employed and 8 had their employment sanctions lifted.
- 40 TANF recipients participated in Mentoring/Work Now Program; 26 became employed.

From 9/1/16 to 12/31/16, 30 clients participated in the Workforce Development Program. Eleven who had been receiving TANF became employed.

- Through contracted services with DCRCO, 58 youth who were on average 15 years of age, participated in Youth Employment Services (YES) with academic and vocational training using a non-traditional model for ages 14-20. 5 individual graduated from high school and 2 individuals went on to college. 2 enrolled in High School Equivalency Program. The YES program contract expired on 8/31/16.
- DCFS offered a Summer Youth Employment Program (SYEP) through the Work Force Investment Board (WIB) for eligible youth from low income households, foster care, juvenile justice, runaway and homeless youth. Over a hundred of our county youth participated, of which 26 were on public assistance.
- Community Solutions for Transportation program, administered by BOCES for DCFS, continued to assist low-income families. In 2016, 24 cars were purchased for an average of \$4,952 per vehicle. Additionally, 15 individuals passed the NYS road test to obtain their NYS driver's license.
- New as of September 1, 2016, DCFS contracted with Exodus for employment services targeting eligible TANF & Safety Net individuals, post-incarceration, with comprehensive job seeking, job retention services, job education, training career/employment planning.

Supplemental Nutrition Assistance Program (SNAP)

- As of the end of 2016, the Department's staff was handling a SNAP caseload of 11,149 representing 19,284 individuals.
- Effective January 1, 2016, DCFS was required to monitor employment activities for SNAP clients aged 18-49 who are considered Able Bodied Adults without Dependents (ABAWD). This is due to the time limits imposed by federal legislation, limiting SNAP benefits to 3 months in a 36-month period unless the ABAWD works or participates in employment/training program for at least 20 hours per week.

- Effective June 1, 2016, NYS expanded SNAP income eligibility from 130% to 150% of the Federal Poverty Level. Using census data, we have estimated the cap on the number of cases that potentially could be added to our SNAP caseload to be 1,424, and will be monitoring our caseload to assess the impact and administrative implications.

Home Energy Assistance Program (HEAP)

- In the 2015-2016 HEAP season, which began on November 16, 2015 and ended on April 8, 2016, the Department authorized 12,400 regular benefits for a total of \$3,901,745.
- Heating Equipment Repair & Replacement (HERR) started on November 9, 2015 and closed on January 29, 2016. We authorized 47 HERR benefits in the amount of \$133,580.88.
- Emergency Component of HEAP opened on January 2, 2016 and closed on April 8, 2016. A total of 1,273 Emergency HEAP benefits were issued, totaling \$ 590,585.
- The Emergency Fuel Depots dispensed a total of 2,535 gallons of heating fuel to 231 households; 73 households utilized the fuel depots twice.
- Cooling Assistance Component (CAC) of HEAP opened on May 2, 2016 and closed on July 29, 2016. 23 CAC benefits were issued totaling \$15,698. The maximum benefit was \$800 per unit.
- In 2016, the HEAP Clean & Tune Program was re-introduced. This program opened on August 1, 2016 and will run until the funds are exhausted. The maximum benefit is \$400 per household. To date, DCFS has taken 126 applications.

Indigent Burials

- 248 burials were requested. 198 were approved and 50 denied.
- \$272,812 was paid to funeral homes.

Medicaid

- In 2016, the Medicaid Unit processed 66,581 transactions, for a total caseload of 16,676. The breakdown of these cases is as follows:

- 3,659 applications were Community Medicaid applications, bringing our total community Medicaid cases caseload to 10,032.
- 716 chronic care applications were received, for a total of 902 chronic care active cases.
- 239 SSI applications were received, for a total of 5,742 SSI active cases.
- In 2016, there were 363 cases returned by NYSOH to be processed by the local district. The current remaining Medicaid caseload along with these 363 cases are more difficult to process as they require more intricate verification of resources and the consumers have more complex medical issues.

Child Support Enforcement Unit (CSEU)

- 2016 child support collections totaled \$28,918,281.
- Processed 5,302 Family Court petitions from January 2016 through November 2016, including 489 Non-Custodial Parent Petitions.
- CSEU staff presented quarterly at the NYS Fathers' Rights Association Mid-Hudson Valley Chapter; hosted Bi-annual Regional Child Support Coordinators/Directors Meetings; and participated in Astor Policy Council Meetings.

Special Investigations – Fraud Prevention & Detection

- \$52,012 was recovered in claims against estates.
- Amount recovered in lawsuits totaled \$595,493.
- Recovered \$157,380 in bond and mortgages and Medicaid property liens.
- Personal incidentals and other bank accounts totaled \$54,852.
- Medicaid reimbursements totaled \$6,543.
- Income executions accounted for \$8,540.
- There were 77 SSI repayment recoveries that amounted to \$198,347.
- There were 3 Temporary Assistance disqualifications (\$4,739) and 29 SNAP disqualifications (\$63,644). The number of Confession of Judgments equaled 80 totaling \$237,984.

- Cost avoidance by Front End Detection System (FEDS) were as follows:
 - Temporary Assistance: \$1,866,576
 - Medicaid: \$ 1,617,960 *
 - SNAP: \$ 453,192 *
 - Day Care: \$ 349,650

** Effective October 1, 2016, NYS revised this FEDS report and no longer provides cost avoidance for SNAP and Medicaid.*

Think Differently Initiative

- Two movie days for individuals with Special Needs were held by the County; one in Hyde Park's Roosevelt Theatre and a second at the Bardavon 1869 Opera House.
- Special Needs Picnic was held in August 2016 – was a well-attended and successful event. Many local agencies and organization were present to bring information about services and activities for the children and their families to enjoy.
- The Autism Supportive Environment training was offered to over 16 organizations/businesses totaling 219 people trained, and was also provided to county departments including DCFS (Children's Services, TA, & SNAP), the County Legislative Chambers and Administrative Services. Menu picture supports were completed and provided to the Courtyard Poughkeepsie by Marriott as part of the Advanced Supports offered in through this program.
- Appointment of Toni-Marie Ciarfella as Dutchess County's Deputy Commissioner of Special Needs on September 12, 2016.
- Collaboration with Taconic Resources for Independence's Program Director for Deaf/HH Services resulted in assessments and recommendations to various county offices, for Assistive Hearing Support Signage, and technology recommendations that are both permanent and portable. These recommendations will ensure accessibility to these offices are naturally available/occurring without need to request it.
- Collaboration with Dutchess Community College and other area service providers was initiated to develop a college degree and a college experience program and training for people with special needs.
- Welcomed the 2016 Special Olympics New York State Winter Games and plans continue for the 2017 State Winter Games, which return to the Hudson Valley on Feb. 17-18, 2017.

- Participated in development and coordination of the inaugural “ThinkDIFFERENTLY Dash,” a 1-mile walk/run through the City of Poughkeepsie for residents with special needs, which will return in 2017 on June 10th.

Emergency Response

- The Dutchess County Department of Emergency Response’s E-911 Communications Center answered 260,159 calls and dispatched 123,713 individual emergency calls in 2016.
- Dutchess County Emergency Response’s specialized volunteer teams were active in 2016:
 - HazMat team responded to three incidents.
 - The Critical Incident Response Team responded to four incidents.
 - The Fire Investigations Team investigated 60 incidents.
 - Medical Reserve Corp volunteer membership totaled 355.
- 8,800 individuals received training at the Dutchess County Emergency Response Center in 2016.
- With the assistance of the Dutchess County Department of Behavioral and Community Health and the Medical Reserve Corps of Dutchess County, provided 14 separate disaster preparedness classes where 641 Dutchess County residents received the latest information on personal and family preparedness.
- Continued to provide collaborative emergency management planning and support to multiple special events making them successful and safe events for all involved including the annual Walkway Marathon, Dutchess County Fair, Speed of Sound Festival and KFest.
- Led the EMS Contingency Plan effort for the potential bankruptcy of a commercial ambulance service that was a primary provider of EMS to seven communities in Dutchess County. This plan, approved by the Hudson Valley EMS Council and the New York State Department of Health Bureau of EMS, was designed to ensure adequate EMS coverage in the community. In February, with no notice, the agency ceased operations immediately. As a result of prior planning and with assistance from remaining agencies, these and all other communities maintained appropriate EMS coverage. No community or EMS call went uncovered.

- Implemented two significant communication system infrastructure improvements. The first, which will be completed 1st Quarter 2017, will be the installation of a state-of-the-art 911 Communications Center dispatch radio system. The second will be the installation of a completely new microwave radio transmission system. These two enhancements total in excess of \$2 million dollars and are entirely grant funded. These improvements will significantly enhance the County's communications systems and prepare the County for future advances in radio communications.
- Developed the region's first Active Shooter/Active Threat response concept of operations document. This document clearly defines the roles and expectations of traditional first responders, the community and other government agencies to this significant hazard. While traditional responders have been training for years on the threat, this plan is the first time a unified and coordinated response has been defined. It will be coordinated and understood by all of the involved agencies. Additionally, training sessions will continue on this important topic. Over 300 first responders attended the initial role out in September 2016.
- Conducted the first comprehensive two-way radio system assessment and survey in conjunction with a professional consultant. This effort was conducted with almost every emergency service and public service entity at the county and local level. The current use and future needs of all users has for once been cataloged, assessed and documented in one report. The report will be complete in January 2017 and will also include recommendations for future communication system development to meet the current and future needs of our public safety and public service organizations.
- Established an EMS Task Force to assess EMS issues in Dutchess County and to identify solutions to the challenges faced by EMS that are patient centered, reliable, consistent, affordable, and sustainable.
- Launched the J-FIRE (Juvenile Firesetter Intervention Response and Education) program, a comprehensive, non-punitive approach to addressing the problem of juvenile fire setting through early identification, assessment, education, and intervention in an effort to protect lives and property. A total of 13 cases were referred to this program in 2016.

Finance (including Real Property Tax)

- The AUD and Financial Statements for the year ending December 31, 2015 were completed within standard. The Financial Statements were updated to reflect all GASB Pronouncements and Standards applicable to the 2015 statements.
- Dutchess County's bond rating of AA+ with a stable outlook was reaffirmed by Standard & Poor's in September 2016.
- In October 2016, Dutchess County refunded \$12.8 Public Improvement Serial Bonds savings the County approximately \$1.5M over the remaining life of the bonds.
- Worked with Human Resources and OCIS on the implementation of the eSuite module in LOGOS, a web base portal giving employees access to their payroll and HR information.
- Participated in preparation of the 2015-2019 Capital Improvement Plan.
- Participated in the RFP review teams for Real Estate Broker services and Accounting audit services.
- Continued to work with banking institutions to pursue services which reduce risk of check fraud as well as other breaches which may occur. A review of all bank accounts is ongoing, resulting in the closure or consolidation of many accounts.
- Develop a cash forecasting tool to assist projecting cash needs and use as a tool when investing money. This helps to increase interest income on investments and decrease interest expense from debt service.
- Working toward entering into an agreement with AirBnb for collection of Hotel Tax on behalf of Dutchess County. This will be a new revenue source for the County in 2017.

Real Property Tax

- RPT completed all mandated programs under Article 5-Title 3, Article 15-A Title 1, Article 15-C, and sections 496, 503, and 953 of Real Property Tax Law, and completed all local programs and duties assigned by the County Charter including:
 - 82 investigative reports for Administrative Corrections of Errors,
 - Maintaining parcels lines for tax mapping and Parcel Access,
 - Administering the assessment software database for local assessors,
 - Providing State-mandated training to 28 Board of Assessment Review members,
 - Processed 7,167 property transfers, and
 - Calculation of 380 tax rates for County, Town, and special district purposes.
- Updated and presented an educational seminar covering Real Property Tax administration and procedures for the County's Assessors' Clerks.
- Coordinated with OCIS and forwarded Tax roll data to NYS Tax & Finance for 60 school segments, and 30 Town/City and Village segments for Tax Freeze Rebate compliance.
- Maintained the division's web pages on the County's website, encompassing changes in Real Property Tax Law.
- Provided an estimated change in taxable values for Arlington Central Schools to use in their analysis of the Alternative Veterans' exemptions.
- Collaborated with the Ulster County Director of RPTS to present two Continuing Education classes to Dutchess and Ulster County Assessors at no cost to the municipalities.
- Collaborated with the Director of Veteran's Services to contact a group of veterans who might benefit from a change in their real property tax exemptions.
- Implemented changes to the assessment software, along with new procedures mandated by changes to the State's STAR exemption and STAR Credit Check programs.
- Provided administrative and systems support for 14 municipalities in Dutchess seeking to sustain annual reassessment.

History

- Hosted four quarterly meetings of all Dutchess County history organizations at locations across the county, for collaborative planning and networking.
- Planned and managed second Hudson Valley Heritage Fair at Locust Grove Historic Site in Poughkeepsie, in collaboration with the Hudson River Valley National Heritage Area, Greater Hudson Heritage Network, and the Mid-Hudson Path through History Workgroup. Over 20 organizations from throughout the region attended.
- Planned and managed Dutchess County Historic Tavern Trail Series in collaboration with local historical societies across the county.
- Completed Phase III indexing and imaging of 25,000 pages of the Ancient Documents Collection, funding by a State Archives LGRMIF Grant for \$37,800.
- Secured \$49,995 for Phase IV imaging of an additional 25,000 pages of the Ancient Documents Collection through a State Archives LGRMIF Grant.
- Launched Ancient Documents Search Portal, offering free public access via keyword search to this collection of county court records dating from 1721. These are some of the oldest and richest documents in the county archives, with the first 12,000 pages of material now online and keyword searchable for the first time.
- Presented at the October Preserving New York State History Symposium at the State Museum in Albany on the Dutchess County model for collaboration between the County Historian and the County Clerk's Office.
- Continued serving on the Board of Trustees for the Association of Public Historians of New York State (APHNYS), premiere professional organization for NY government historians.
- Served as Region 3 coordinator for APHNYS, which includes Ulster, Dutchess, Orange, Putnam, Rockland, and Westchester Counties.
- Continued on Greater Hudson Heritage Network Board as board secretary and on the Hudson River Valley National Heritage Area Management Advisory Committee.
- Supervised interns from Vassar College, Millbrook High School, and Dutchess County Regional Chamber of Commerce's Youth Leadership Program.
- Researched panel exhibit for the Dutchess County Clerk's Office.

- Served as an ex officio member of the Dutchess County Historical Society Board of Trustees, strengthening ties between that organization and the county. Assisted with the 2016 Society Yearbook journal, awards dinner, and collaborated on the Decoding the Past program series.
- Answered research inquiries from the public at large and maintained county-wide communications network for county history community through department landing page and email list.
- Delivered 26 presentations on the Ancient Documents Project and other Dutchess County History topics throughout the county and in Albany.
- Represented the County History Community at the annual APHNYS and New York State History Conferences.

Human Resources

- Non-Union Benefit plan was created and adopted by Legislature. First consolidation of benefits in 30+ years and first major overhaul in 20+ years.
- Settled DSA Labor Contract through 2019 – first contract since union was established in 2011
- Settled PBA Labor Contract through 2019
- Class specifications (2,000+ job descriptions) made available on the internet
- 300 positions from County and municipalities reviewed for classification
- Eligibility for appointment including application review (over 6,000) and administration of civil service examinations (approx. 115)
- Approval and tracking of all personnel actions including appointment, promotion and salary updates, etc. for over 9,000 employees of County and municipalities
- Payroll audit and certification for 71 agencies for civil service compliance
- Established an ADA committee to review and process employee requests for accommodations
- Coordinated with DBCH on position reorganization and classification as merge process continues
- Implemented Esuites in collaboration with Finance to allow employee access to demographic data updates, electronic copies of pay stubs, W-2s, etc.
- Provided Supervisory Training on the Disciplinary Process to department heads and middle management staff in conjunction with Department of Law.

- Implemented online Benefit Time Request/Approval program, in collaboration with Finance and OCIS.
- Implemented “Ban the Box” on employment applications, removing pre-employment screening questions that could provide bias in hiring.
- Renovated Human Resource office area to allow co-location of Risk Management staff and allow for better work processing and coordination.

Human Rights / EEO

- Re-established the Dutchess County Human Rights Commission, including revising Commission Charter, amending County Law to implement, processing candidates for Commission positions and conducting initial organizational meetings.
- Case Intake & Referral: To date, 56 people have been in contact with the HRC office for assistance with respect to discrimination in housing, employment, public benefits and other issues. The HR Officer has met with 15 people and assisted 9 people in preparing cases.
- Secured partnership with Northeast ADA Center on Small Workplace Pilot Grant to conduct a needs assessment and provide best practice information with respect to the development of policies and procedures development.
- Developing a 55-a procedure that includes identifying eligible titles, clarifying steps in the application and hiring process, website promotion and measuring impact to increase and streamline the employment of people with disabilities.
- Addressed six employee workplace discrimination concerns.
- Conducted 22 investigations of workplace violence incidents.

Division of Risk Management:

- Developed and distributed Employee Wellness Interest Survey.
- Implemented process for 1095 tax form distribution to comply with the ADA.
- Transitioned MVP health insurance plan from HMO to EPO with \$0 negative impact guarantee to County for 2 years. This is the first change to a county health insurance plan in 20+ years.
- Moved Long Term Disability (LTD) and life insurance for confidential and management employees to a new vendor and updated to comply with new negotiated Non-Union Benefit Plan.
- Life Insurance has a savings of \$28,000 annually, a 37% decrease, while increasing the life insurance benefit amount from \$100,000 to \$150,000.

- Updated long term disability benefit with no change in premium, reduced waiting time from 180 days to 90 days, and increased payout cap from \$5,000/month to \$7,500/month.
- Created Fleet Safety Committee. This multi-departmental team created and implemented a countywide protocol for accident reporting and follow-up.
- Reviewed over 1,500 County contracts, permits and insurance certificates for insurance compliance.
- Conducted Healthcare Advisory Committee Meetings with union Leadership to facilitate transition to new MVP medical plan.
- Created tracking system for liability cases.
- Revised Auto Repair Bidding process for “blind” bidding which has resulted in up to \$1,500 in savings per repair.
- Updated workers’ compensation cost sharing model to more accurately distribute cost among membership which reduced county share.
- Engaged in RFP process for third party administrator to process claims for the Workers Comp Trust and selected new vendor based on projected savings.
- Updated Flex 125 Plan Document to auto-enroll employees with a manual opt-out. 99% of employees enroll in this benefit. This change streamlines the process and eliminates paperwork.
- Certified four (4) additional employees to instruct Defensive Driving.
- Coordinated with Dutchess Community College (DCC) to discontinue redundant safety inspections now that DCC has their own Safety position.
- Realized efficiencies while conducting second annual Open Enrollment process using online/automated platform and obtained 100% compliance for 2017 benefits.
- Trained approximately 800 employees with Basic Occupational Safety and Health and Defensive Driving training.
- Performed 97 building and facility safety inspections.

Law

- Established internal procedures for the processing of resolutions in order to provide more efficient and effective representation to the Executive Branch of County government.
- Redrafted contracts language to strengthen the position of the County in contractual relationships.
- Upgraded the Intertrac/LotusNotes software to create more user-friendly system for file management and centralized file indexing.

- Continued to work with the Department of Human Resources and department heads to clarify procedures in employee disciplinary procedures.
- Worked closely with outside counsel for the successful disposition of County involved litigation.
- Counseled with the Department of Human Resources regarding upgrading standards for the County's violence in the work place policy.
- Counseled with the Executive Department and the Department of Human Resources to recreate the Department of Human Rights Commission.
- Continue to work with the County Legislature toward the codification of local laws in both bound volumes and website mediums.
- Altered the appearance schedules in Family Court to accommodate the additional Family Court judge.
- Participated in the negotiations of with the PBA and NYSUT/DSA which concluded in labor agreements with these two bargaining units.
- Participated in the drafting and implementation of the Non-Union Benefit Plan.

Planning and Development

County Planning

- Worked with local municipalities to enter into inter-municipal agreements (IMAs) with the County to eliminate the requirement to send certain planning and zoning actions to the Dutchess County Department of Planning and Development. At the end of 2016, 77% (23 of 30) had adopted the IMA.
- Assisted the towns of Beekman and Pleasant Valley, with the assistance of Pace University, to revise local planning and zoning documents to help implement economic development initiatives.
- The Poughkeepsie Common Council adopted a Memorandum of Understanding to work on implementation of the Waterfront Redevelopment Strategy through the development of a Request for Expressions of Interest to develop publicly owned properties in the WTOD.

- Promoted and distributed 7 new Greenway Guides for adoption by Greenway Compact municipalities, 4 municipalities adopted the guides.
- Funded six farmland protection projects through the PMG program.

Project	Funding
Caora Farm	\$69,300
Chaseholm Farm	\$246,225
Duncandale Farm	\$229,580
Great Song Farm	\$115,750
Locust Grove Farm	\$195,000
Manne Farm	\$80,000
TOTAL	\$935,855

- Solicited applications for the 2017 Partnership for Manageable Growth (PMG) Program. Three applications were received (two farmland protection projects and one infrastructure project) for a total request of \$1.15 million, compared to available funds of \$1.0 million.
- Completed annual review and update of County’s Agricultural Districts as required by NYS Department of Agriculture and Markets.
- Established Agricultural Navigator position through consultant contract. The Navigator will assist in the continuation, growth, enhancement, and promotion of the agricultural industry of Dutchess County, working to meet the goals and initiatives of the Dutchess County Agricultural and Farmland Protection Plan.
- Supported three separate Solarize Mid-Hudson Campaigns (Solarize Beacon, Solarize Northern Dutchess and Solarize Wappingers). All of these campaigns offered specially discount rates for the installation of solar arrays by vetted and approved installers. All of these campaigns were open to all Dutchess County locations. The Solarize Northern Dutchess campaign resulted in most the contracts for the installation of solar arrays by a Mid-Hudson Solarize campaign to date. Also, facilitated outreach by the Solarize Mid-Hudson team to Dutchess Supervisors and Mayors and to the Environmental Management Council.

- Worked with EnergizeNY to offer PACE financing to all commercially owned properties in Dutchess County. This financing is available for energy conservation improvements and the installation of renewable energy systems and the loans are paid off through an additional charge on the involved properties' property tax bill.
- Continued active coordination and review of private development projects among the departments of Planning and Development, Public Works, and Behavior & Community Health in order to streamline the development review process by more efficiently responding to municipalities and developers.
- Worked with the US Fish and Wildlife Service to address economic and tax base impacts of the proposed Great Thicket National Wildlife Refuge area in Dutchess County. Those efforts lead to a revised boundary that addressed many of our concerns.

Municipal Planning Support

- Began work with the City of Poughkeepsie and NYSDOS, to complete the update to the City of Poughkeepsie's Local Waterfront Revitalization Program (LWRP). Drafted a new coastal zone boundary for use in the LWRP.
- Worked on the steering committee for the City of Poughkeepsie's Main Street Economic Development Strategy.
- Worked with the City of Poughkeepsie and consultants on the Rezone Downtown project that will provide new zoning regulations for the Central Business District.
- Launched the first iteration of the Market Street Connect demonstration project to illustrate potential traffic changes along Market Street.
- Assisted in securing funding for the following projects in the City of Poughkeepsie:
 - Southern Waterfront Promenade (\$500,000 to support the build-out of the waterfront portion or "park section" of the DeLaval site on the city's southern waterfront).
 - Waterfront Connectivity Project Phase II (\$500,000 to support the development of final design and construction drawings for the Kaal Rock Connector project, the wrap-around bridge that will link the northern and southern waterfront).
 - Poughkeepsie/Dutchess County Bus Consolidation (\$315,000) to support the consolidation of the two bus services under a single operator (Dutchess County).
- Assisted the Dutchess County Planning Federation to organize eight Short Courses for Planning and Zoning, providing the training hours mandated for municipal board members by NYS law. In addition, the Department hosted an additional 2 sessions on economic development topics.

- Published 5 issues of the DC Planning Federation e-newsletter *Plan On It*, covering topics related to planning and zoning.
- Reviewed 463 development proposals and local laws for potential countywide or inter-municipal impacts under NYS's mandated GML 239 l & m review process, including environmental reviews per the State Environmental Quality Review Act.
- Assisted the Town of Hyde Park in selecting a consultant to work on the Pinewoods Road project, which will result in zoning changes and wastewater design to allow the growth of this area.
- Responded to 398 information requests from municipalities and residents, and provided planning and community assistance to each municipality.

Community Investment Programs

- Completed 9 Municipal Consolidation & Shared Services Grants leading to:
 - Cloud Based Building, Permitting, Code Enforcement, Planning, Zoning Collaboration Software for 12 municipalities (2013)
 - Shared Fuel Farm for the Town and Village of Pawling (2013)
 - Inter-Municipal Shared Technology Services for the Town and Village of Rhinebeck (2013)
 - Consolidated Salt Spreading Operations between the Town of Poughkeepsie and the Spackenkill Union Free School District (2014)
 - Development of Fiscal Improvement Plan for the City of Poughkeepsie (2015)
 - Municipal Shared Highway Equipment – Compact Excavator to be shared between 4 Northern Dutchess municipalities (2015)
 - Municipal Shared Highway Equipment – Bucket Truck to be shared between 3 Northern Dutchess municipalities (2015)
 - Codification of Local Laws in the Town of Pine Plains (2015)
 - Tri-Municipal Wastewater Treatment Aeration System Upgrade serving 3 municipalities (2015)
- Awarded \$709,000 through the Agency Partner Grant Program for 23 activities, assisting more than 27,000 persons.
- Awarded \$2,125,000 through the Municipal Consolidation & Shared Services Grant Program for 15 projects.

- Completed 15 community development projects and 94 housing projects through the CDBG and HOME Programs including:
 - Sidewalk improvements in the Towns of Amenia, Hyde Park and Red Hook and the Villages of Millerton, Pawling and Red Hook
 - Handicapped Accessibility Bathroom Improvements in the Town of Pine Plains
 - Completed Phase I of Julie’s Jungle a state-of-the-art accessible playground
 - 80 units of affordable senior housing at the Mews at Pawling

- Awarded \$1,064,000 in CDBG funds to 10 municipal community development projects and 7 public service projects.

- Awarded \$557,000 in HOME funds to 3 projects which will assist 70 units of affordable housing.

- Continued implementation of Analysis of Impediments activities including one planning federation training entitled “Designing for Density – Meeting Your Community’s Changing Land Use.”

- Created a simplified renewal application for CDBG and APG focused more on outcomes, changes in need and evidence-based practices.

- Continued implementing more comprehensive monitoring of public service agencies focusing on outcomes and evidence-based practices.

- Streamlined payment request processing requiring less backup documentation, permitting electronic submission, and ACH payments to vendors.

- Submitted first set of Continuum of Care (CoC) System Performance Measures to the U.S. Dept. of Housing and Urban Development (HUD) which track several characteristics of homelessness within Dutchess County including – length of stay, first time homelessness, returns to homelessness, and increase in employment and income.

- Participated in “Think DIFFERENTLY” presentation at NYS Association of Counties on the use of CDBG in improving public facilities for people with special needs.

Transportation Planning

- Developed a Dutchess County Complete Streets Policy to guide the design of transportation-related elements of projects involving County property (including roads, parks, and buildings), promoting transportation safety and access for people of all ages and abilities, and all types of transportation. The County Legislature adopted the policy in October.
- Completed *Moving Dutchess 2*, the new long-range Metropolitan Transportation Plan (MTP) for Dutchess County, identifying the county's transportation needs and priorities for the next 25 years.
- Completed the Upper Route 9G Corridor Management Plan, which identified recommendations to improve safety on sections of NYS Route 9G, CR 78 (Broadway), and CR 103 (Annandale Rd.) in the Red Hook/Tivoli area.
- Completed substantial work on the Arlington Town Center Pedestrian Plan in the Town of Poughkeepsie, working with a local task force.
- In coordination with the Dutchess County Department of Public Works, initiated a countywide pavement-scoring program for all local roads (county, city, town, and village) in the county, completing half the county in 2016 with the remaining half to be done in 2017. Coordinated approximately 40 volunteers to complete pedestrian and bicycle counts at 30 locations across the county. This was the fifth year of the program.
- Completed the 2016 traffic count program, collecting volume, vehicle classification, and speed data at approximately 250 locations in the county.
- Completed an analysis of high-end speeding on county and local roads, based on data collected from the PDCTC's annual traffic count program.
- Approved the PDCTC's FFY 2017-2021 Transportation Improvement Program (TIP).
- Approved the PDCTC's SFY 2016-2017 Unified Planning Work Program (UPWP).

Geographic Information Systems

- Support the Partnership for Manageable Growth program by updating maps to reflect new projects recently completed and new applications and their relationship to defined agricultural priority areas.

- Support community pedestrian planning activities with assistance with sidewalk studies and pedestrian plans.
 - Field collected data, analyzed, and created maps in support of the PDCTC’s Arlington Sidewalk/Pedestrian analysis.
 - Completed field collection of all trail systems for updates to the Healthy Communities Trails Map Series. Began a comprehensive review of all trail maps for consistency and conformation to the County web mapping template.
 - Creation of a map of the Village of Pawling and adjacent schools, parks, and commercial areas for a “safe routes to schools” initiative.
 - Created new trail maps for the Town of Poughkeepsie’s Peach Hill Park, and delineated a potential connection between it and the WRS Dutchess Rail Trail.
 - Prepared maps and analysis of the physical condition of lands within the MTA’s Beacon Line Right-of-Way, and analyzed proximity of adjacent population centers and land uses.
 - Helped to develop and map a new trail link between Mills-Norrie State Park and the Anderson School Trail.
 - Addressed the Winnakee-Dutchess Trails Roundtable on the Healthy Communities Trails Map Series.
 - Created maps for the Town of Pine Plains Pedestrian/Trail Plan public hearing.

- Support Planning Department efforts to disseminate information about Greenway guides and the Centers and Greenspaces Plan to the public through creation of Centers and Greenspaces for each Town.

- Support Department efforts to guide municipal planning efforts with a wide variety of land use and natural resource mapping.
 - Created maps and analysis for new zoning within the City of Poughkeepsie.
 - Created maps for the Industrial Development Agency Transit-Oriented Development for the City of Poughkeepsie.
 - Assisted the City of Poughkeepsie with the assembly of data for the Main Street Economic Development Strategy.

- Support coordinated water resource planning through the Water Resources Programs Committee.
 - Mapping and data assistance to the Town of Red Hook’s Culvert Prioritization and Improvement Project.
 - Assisted the Ten Mile Watershed Group with interpretation of County GIS data in support of the development of their objectives, and participated in their quarterly meetings.
 - Assisted the Sawkill Creek Community Group with data and analysis for the Sawkill Creek watershed.
 - Prepared an estimate of structures in the FEMA 100-year flood zone for the Town of Hyde Park.

- Discussed project design and data assembly for the Village of Wappingers Falls “9 Element Watershed Plan” for the Wappinger Creek watershed.
- Support other County Departments with GIS and mapping for special projects of the Departments of Health, Emergency Response, and Public Works, and improving the efficiency of County government.
 - Provided space planning and site planning for distribution of medications at a planned Medical Countermeasures Point-of-Distribution site, in support of the Department of Behavioral and Community Health.
 - For the Department of Social Services, created a map of SNAP Supplemental Nutrition Assistance Program Areas and Exclusion Areas map.
 - Completed mapping and illustrations for the new Disc Golf Course at Wilcox Memorial Park.
- Provide information and maps to the public and municipalities.
 - Completed contour maps for the City of Beacon.
 - Provided Beacon sidewalk data to the City’s consultant.
 - Assisted the Town of Beekman with mapping of all their trail systems.
 - Assisted consultants for the Town of Fishkill with GIS data in support of zoning revisions.
 - Updated Zoning map updates for the Town of La Grange.
 - Completed analysis and maps for the Town of Red Hook Community Preservation Plan.
 - Assisted the Town of Red Hook with analysis and mapping for proposed zoning changes.
 - Updated Zoning Overlays for the Village of Tivoli.
 - Provided data and maps to the consultant analyzing trail connections in the Towns and Villages of Rhinebeck and Red Hook.
 - Assisted the Village of Millerton with the design of a project to capture their entire subsurface infrastructure, including water and wastewater systems, and drainage.

Economic Development

- Assisted several communities in their discussions regarding appropriate economic development.
- Participate in local, regional and national trade shows in partnership with local manufactures, as well as the targeted industries of data, bio Pharma, IT, aviation, and corporate real estate.
- Implemented the Dutchess County Airport’s START-UP NY plan in partnership with Dutchess Community College.
- Coordinated and oversaw the Dutchess County Economic Development Advisory Council.

- Coordinated and oversaw the activities of the member organizations of the Dutchess County Economic Development Alliance, including implementation of their goals and objectives.
- Represented Dutchess County on the MidHudson Regional Economic Development Council, including coordination of the consolidated funding application process in Dutchess County and hosting of the education workshops in Dutchess County.
- Coordinated the consolidated and expedited permitting process in Dutchess County.

Division of Solid Waste

- Continued implementation of 28 of the 52 ongoing tasks listed in Rethinking Waste. Of the 52 tasks, four (4) remain to be implemented and these tasks focus mainly on a food scrap and organics diversion programs.
- Submitted the NYS DEC required 2016 Annual Report Form – Planning Unit Recycling Report.
- Published the 2016 Division of Solid Waste Management Summary outlining 2015 accomplishments and providing 2015 recycling rate figures.
- Held and promoted 2 Household Hazardous Waste and eWaste Collection events. Over 70,000 pounds of chemicals, over 81,000 pounds of eWaste and 700 pounds of fluorescents were collected from 796 residents. One Conditionally Exempt Small Quantity Generator hazardous waste collection event for small businesses, schools and local government was held with 13 institutions participating.
- Identified 1 unlicensed hauler and issued warning notices to 9 entities for non-compliance with recycling, and issued one civil penalty to an unlicensed hauler.
- Licensed 2 new solid waste haulers and relicensed six 6 existing haulers.
- Identified additional sources of recycling data for Dutchess County.
- Gave six 6 solid waste and recycling presentations to schools, institutions and businesses.
- Loaned bins for 8 events through the Recycle Bin Loan Program.
- Identified and promoted additional yard waste and food scrap composting opportunities and continue to work with Cornell Cooperative Extension on the Organics Survey.

- Participated in the *Feeding the Hudson Valley Event* held on the Walkway Over The Hudson to help raise awareness about food waste and feeding the hungry. Total food rescued, mainly from local farms, was 3,085 pounds plus 18 dozen eggs and 1,200 cookies. Meals served were 640 on the Walkway and 800 donated to local charities. 430 pounds of produce were also donated to area charities. Post event, 96.2% of waste was recycled or composted.
- Held a clean-up event at High Street to celebrate 2016 Earth Day.
- Participated in the planning and promotion, as well as providing recycling bins, for the 2016 Walkway Marathon. The Marathon achieved a 73.4 % recycling/compost rate.
- Provided recycling promotion through presentations, media and printed materials.
- Continued to meet with the Hudson Valley Regional Council Solid Waste Committee to discuss regional solid waste issues and initiatives.
- Continued to work with the Hudson Valley Regional Council on food donation and diversion initiatives.

Stop-DWI

- Supported 2,636 hours of coordinated enforcement activities with 10 law enforcement agencies; directly resulting in 135 impaired driving arrests.
- Dedicated 2,239 combined hours of enforcement details, resulting in 119 impaired driving arrests.
- Dedicated 396 hours to coordinated, 5 multijurisdictional sobriety checkpoints, which resulted in 16 arrests.

Traffic Safety Board

- Administered a comprehensive Traffic Safety Enforcement grant program with an emphasis on Unsafe driving behaviors and occupant restraint compliance. 10 Law Enforcement Agencies/municipalities in Dutchess County participated in the “Police Traffic Services” (PTS) Grant Project.
- Provided funding totaling \$67,222 for a total of 1,173 combined hours of unsafe driving enforcement efforts that resulted in 765 speed, 366 aggressive driving, 154 cell phone, and 362 other vehicle and traffic violations. Additionally, 458 combined hours were dedicated to seat belt compliance enforcement resulting in 420 seat belt violations, and 142 other vehicle and traffic violations.

- Awarded a \$15,000 grant to provide child safety seats and fitting materials to 9 fitting stations as part of Child Passenger Safety (CPS). Those 9 fitting stations collectively inspected and/or correctly installed 527 seats and replaced 102.
- As part of the Dutchess County CPS Coalition, collectively inspected /installed 1,504 child safety seats and replaced 500 in the 2014-15 grant cycle. The Dutchess County Traffic Safety Board also supported numerous seat check events throughout the year to educate the public on the proper installation of child passenger car seats.

Probation and Community Corrections

- Facilitated the release of almost 1,000 eligible defendants from the Dutchess County Jail pending disposition of their cases.
- Over 2,500 community service hours were completed by people on probation under the direction of Project MORE, a contract agency to the county.
- Supervised over 3,000 adults and juveniles under probation supervision.
- Completed approximately 1,500 pre-sentence reports for all courts in Dutchess County.
- With funding from the NYS Division of Criminal Justice Services, the department coordinated a multi-agency ignition interlock enforcement initiative. In addition to the Office of Probation, participating agencies included the D.C. Sheriff's Office, the Town of Poughkeepsie Police Department and the City of Poughkeepsie Police Department. The goal of the project was to promote community safety through the enforcement of court orders mandating the installation of ignition interlock devices for convicted DWI offenders. Approximately 240 individuals were subject to the surveillance.
- As part of a Restorative Justice initiative, conducted two Non-DWI Victim Impact Panels for people on probation. With the cooperation and participation of crime victims, Probation Officers organize these semi-annual events for individuals on probation. At the panels, crime victims speak about their experiences and the impact crime had on themselves and their families. The department also supports DWI Victim Impact Panels.
- Collected \$317,444 court ordered restitution and distributed it to victims of crime.
- Conducted a "Halloween Safety Night" to prevent children from becoming victims of sex offenses. Teams of probation officers conducted home safety checks on sex offenders during the evening of Halloween.

- Unit Administrator Jeffrey Walraven and Kelly Bunt, Clinical Supervisor from Family Services, Inc. presented a workshop, *Community Management of Sex Offenders: What is Being Done to Keep our Communities Safe*, at the annual New York State Child Abuse Prevention Conference.
- Participated in the GIVE (Gun Involved Violence Elimination) initiative, a multi-agency collaborative effort to reduce gun violence. Funding provided by the NYS Division of Criminal Justice Services supports a collaborative effort among local partners to reduce gun violence in the community.
- Deputy Director Thomas Morris participated on a panel at the New York State annual Partnership for Youth Justice in September 2016 about innovative programs in Dutchess County designed to prevent unnecessary detention and placement of youth.
- Instituted an “expedited pre-sentence report” project in County Court for incarcerated inmates. Expediting these mandated reports resulted in swifter case processing thereby reducing the time defendants spend in jail waiting for disposition of their cases.
- Coordinated participation in “Stepping Up,” a national initiative to reduce the number of people with mental illness in local jails.
- Participated in the White House *Data-Driven Justice Initiative*, sponsored by NACo (National Association of Counties). The initiative aims to break the cycle of incarceration with a bipartisan coalition—consisting of state, county and local governments, “who have committed to using data-driven strategies to divert low-level offenders with mental illness out of the criminal justice system and change approaches to pre-trial incarceration, so that low-risk offenders no longer stay in jail simply because they cannot afford a bond.”
- Participated in numerous activities and initiatives of the Criminal Justice Council.
- Cognitive behavioral groups, in particular MRT (Moral Reconciliation Therapy) were greatly expanded. In addition to being offered at the Community Transition Center, they are being conducted at Transitional Housing and the Intensive Treatment Alternative Program. Research has shown that MRT is effective in reducing recidivism.
- Initiated MRT (Moral Reconciliation Therapy) groups for youth.
- Probation Officers continued to facilitate the G.R.E.A.T. (Gang Resistance Education and Training) program in the City of Poughkeepsie School District. A total of 25 students graduated from the program in 2016.

- Under the Restorative Justice initiative, expanded Empathy Workshops to all juvenile delinquents under probation supervision. The workshops are designed to help youth understand the consequences of their behavior and the impact it has on victims and the community.
- Under the Juvenile Risk Intervention Services Coordination (J-RISC) program, Functional Family Therapy (FFT) continued to be offered to youth and their families. FFT is a nationally recognized effective intervention.
- Conducted curfew monitoring checks on youth to maintain positive behavior.
- Probation Officers participated in Marist College's Career Day and the Dutchess County Regional Chamber of Commerce's Career Fair to speak to students about careers in the field of Probation.

Public Defender's Office

- Competently and professionally represented 7,125 individuals in the criminal courts of Dutchess and Ulster Counties, as well as the appellate courts.
- Provided legal assistance in 2,264 cases in the Family Court of Dutchess County.
- Expanded services to focus on handling parole revocation matters at the Dutchess County Jail.
- Obtained technical assistance grant funding from the Center for Holistic Defense to address both the circumstances driving people into the criminal justice system as well as the devastating consequences of criminal justice involvement.
- Continued the conflict swap program with Ulster County allowing each public defender's office to handle criminal cases in which the partner county has a legal conflict which prevents representation.
- A total of 48 individuals were incarcerated due on civil commitment orders, mainly from Family Court. A total of 1,235 bed days were used. The average length of stay for civil commitments was 25 days. Both the number of individuals committed and the number of days incarcerated continues to decrease.
- Continued to provide representation in front of all Family Court Judges and Child Support Magistrates.

- Provided arraignment services in all criminal courts in Dutchess County 24 hours a day/7 days a week.
- Attorneys appeared at over 6,406 arraignments.
- Of the 6,406 individuals arraigned in 2016, 1,754 were released on their own recognizance or some other form of immediate release. Of the remainder, 710 clients posted bail. Of those, 598 bailed out prior to being booked-in at Dutchess County Jail and 51 bailed out within the first 48 hours of being booked-in at the jail.
- Hosted 22 college interns from Marist College, SUNY New Paltz, and Vassar College who assisted with office intake/eligibility determinations and clerical staff work. Hosted two master level student interns who assisted social worker staff.

Public Works

Airport Division

- The total number of takeoffs and touchdowns at the airport was 72,514.
- Managed and completed construction of Taxiway A realignment and construction of electrical building, both under budget and ahead of schedule
- Worked with the FAA on establishing and obtaining approval for an Event Safety Plan, and Design Layout for Speed of Sound.
- Held 5th Annual Open House and Car Show in June.
- Hosted The Collings Foundation's Wings of Freedom Tour for the third consecutive year.
- Hosted Speed of Sound Festival in August.
- Worked with the Wappinger's Rotary and Highway Division to host the 3rd Annual Touch a Truck event at the Airport in October.
- Hosted West Point spot landing competition.
- Maintained staff training for Airport Rescue and Fire Fighting Skills (ARFF) and Wildlife Depredation in compliance with Federal Licensing Regulations.
- Completed five-year Capital Plan with C&S Engineers; presented to the FAA.

- Continued marketing of the Fixed Based Operator (FBO) for competitive pricing in the area.

Buildings Division

- Completed asbestos abatement of the Stabilization Center.
- Completed construction renovations at the Stabilization center.
- Worked with Labella Associates and Dutchess County Sheriff's Office to complete schematic design of new Law Enforcement Center.
- Worked and oversaw design development drawing for the Law Enforcement Center.
- Oversaw the geotechnical boring for the Law Enforcement Center.
- Worked on schematic designs for USDA, FSA and Soil & Water, as well as the consolidation of Cornell Cooperative Extension at the Farm and Home Center.
- Completed planning and schematic design for 6th floor renovation of the County Office Building.
- Started construction phase of the 6th floor renovation project.
- Completed planning and schematic design for Public Defender's Office relocation to 45 Market Street.
- Completed schematic design for Dutchess County Airport Education Building.
- Began construction of café in airport terminal.
- Completed schematic design for Office of the Aging's proposed relocation to Poughkeepsie Journal building.
- Created Produced new Public Transit schedules and route maps as needed.
- Completed schematic design for lobby renovations at the Department of Community & Family Services.

- Completed constructions documents and construction renovations for several small projects at 60 Market Street to attain code compliance for department.
- Proposal and funding for the design and construction of the Justice & Transition Center approved in March.

Business and Finance Division

- Enhanced communication within and between divisions of DPW with respect to information about projects, funding, resolutions, et al.
- Worked with Commissioner of Public Works to develop external Auto Service Center (ASC) procedures.
- Resolved all outstanding federal and state reimbursement claims from prior years.
- Instituted new oversight and reconciliation procedures for federal and state claims including regular meetings with DOT.
- Processed Federal, State, FAA and FHWA claims totaling over \$7 Million.
- DPW Budget Director completed FTA training including financial oversight and procurement.

Engineering Division

- Advanced numerous bridge and highway improvement projects with federal aid and local funding:
 - Completed reconstruction of a portion of County Route 41 (Crum Elbow Road) in Hyde Park to improve safety and reduce road flooding.
 - Completed reconstruction of a portion of County Route 21 (Noxon Road) and its intersection with CR 49 (Titusville Road) in LaGrange to improve safety and roadside drainage.
 - Completed reconstruction of Bridge PO-17X and Bridge L-43 on CR 43 (DeGarmo Rd) in the Towns of Poughkeepsie and LaGrange. The reconstruction addressed structural issues and improved the waterway opening for the Wappinger Creek.

- Completed replacement of Bridge PV-15 on CR 72 (North Avenue) in Pleasant Valley. The replacement addressed structural issues and included realignment of North Avenue to improve safety.
- Completed reconstruction of Middlebush Road (CR 93) in Wappinger.
- Completed replacement of Bridge RH-13 on CR 78 (Linden Avenue) in the Town of Red Hook. The replacement addressed structural issues and improved the waterway opening for the Saw Kill.
- Completed reconstruction of Bridge E-9 on CR 31 (Palen Rd) in East Fishkill. The project was started in 2015. The reconstruction addressed structural issues and improved safety by adding improved bridge railing.
- Completed replacement of Bridge C-31 on Hibernia Rd. in the Town of Clinton. The replacement addressed structural issues.
- Completed replacement of Bridge PP-2 and Bridge PP-12 on Hoffman Road in Pine Plains. The replacement addressed structural issues and improved the waterway opening for the Shekomeko Creek.
- Upgraded all signs to meet current state and federal standards along a 5-mile section of CR 83 (Pine Plains-Amenia Road) in Pine Plains and Amenia.
- Upgraded all signs to meet current state and federal standards along a 3- mile section of CR 74 (Freedom Road) in LaGrange.
- Completed an engineering assessment of the Fallkill Dam in the Town of Poughkeepsie. Subsequent phases of this project will include dam structural and safety improvements.
- Participated in Complete Streets Committee and Pedestrian-Bicycle Committee discussions with the Department of Planning & Development and adopted Complete Streets Policy.

Highway Division

- Performed bridge and highway maintenance throughout Dutchess County's highway system.

- Vendor paving and highway repair completed included over 18 miles of surface improvements:
 - 3.19 miles of Bog Hollow Road (CR 3), Towns of Amenia and Dover
 - 0.53 miles of Jackson Street (CR 34), Town of Fishkill
 - 2.11 miles of Boston Corners Road (CR 63), Town of North East
 - 1.0 miles of Red Schoolhouse Road (CR 36), Town of Fishkill
 - 2.0 miles of Centre/Clinton Hollow Road (CR 18), Town of Clinton
 - 2.96 miles of South Quaker Lane (CR 16), Town of Hyde Park
 - 1.0 miles of All Angels Hill Road (CR 94), Town of Wappinger
 - 0.85 miles of Clinton Corners Road (CR 13), Town of Pleasant Valley
 - 1.71 miles of Old Quaker Hill Road (CR 66), Town of Pawling
 - 0.94 miles of New Hackensack Road (CR 104), Town of Wappinger
 - 1.45 miles of Little Rest Road (CR 99), Town of Washington
 - 1.7 miles of shoulder paving on Overlook Road (CR 47), Town of LaGrange
 - 1.39 miles of shoulder paving on Creek Road (CR 100), Towns of Hyde Park and Poughkeepsie
 - 0.44 miles of micro-paving on Jackson Road (CR 110), Town of Poughkeepsie
 - 0.68 miles of micro-paving on North Quaker Lane (CR 16), Town of Hyde Park

- Worked with Engineering Division to perform bridge and highway improvement projects and address bridge flags.

- Completed training for snow plow operators to become certified in One-Person-Plowing operations.

- Completed \$200K county-wide guide rail repair and replacement program.

- Developed Snow and Ice Control Policy which improved operational efficiency and reduced the use of de-icing chemicals.

- Drafted an improved shared services inter-municipal agreement for towns that contract with DPW for snow and ice control during winter months.

- Continued to improve efficiency at the Automotive Service Center by consolidating the County Tire Shop at one location.

- Maintained the county's fleet of over 400 vehicles, and replaced vehicles through the 2016 capital vehicle bond.

- Completed draft Automotive Service Center Policy for review by Human Resources and Law Department.
- Purchased and began implementation of a new county-wide fleet management software system.

Parks Division

Bowdoin Park

- Extended Park operating hours by opening at 8am year-round and later closing time (9pm) during the summer season (Memorial Day to Labor Day).
- Voted by readers of *Hudson Valley Magazine* as the “Best Park” for the 10th consecutive year.
- Installed handicap accessible ramp at Pavilion 1.
- Completed remaining electrical upgrades in Capital Plan.
- Re-finished bathroom in Pavilions 3 and 4 and installed ceramic tiles in both restrooms.
- Worked with OCIS to establish online registration and payment for summer programs.
- Nearly \$42,000 in revenue generated from school and summer programs, with more than 1,800 participants.
- Total revenue for Bowdoin Park including programming and facility rental: \$175,700

Wilcox Park

- Completed electrical, plumbing and HVAC work for new Maintenance building for park staff and vehicles (In conjunction with Buildings Division).
- Completed timber harvest with J & J Log of Dover Plains, resulting in over \$65,000 in revenue.
- Continued to work with forestry consultant on long term plans for health of park forest.
- Contracted with U.S. Fish and Wildlife and National Wild Turkey Federation to utilize grant funding to establish habitat for New England cottontail rabbits and remove dead pine trees.

- Completed electrical upgrades in Capital Plan.
- Completed and opened new Disc Golf Course.
- Total Revenue for Wilcox Park including programming and facility rental - \$25,706

Quiet Cove Park

- Riverside observation deck opened to public.
- Shoreline reconstruction and ADA kayak launch to be completed in 2017.
- Drinking water approved by DC Board of Health.

WRS Dutchess Rail Trail

- Assisted with the second annual Walkway Marathon events from Walkway to Van Wagner Road in June 2016. Also half marathon and 5K races.
- WRSDRT voted into Rails to Trails Conservancy's Rail-Trail Hall of Fame.
- Issued 10 permits for special events held on WRSDRT in 2016.
- Worked with Hopewell Depot to allow expansion of leased property for completion of replica of original signal tower with composting toilet.
- Installed 22 new benches along the trail.

Harlem Valley Rail Trail

- Replaced more than 4,000 feet of fencing.
- Repaired three miles of rough pavement (DPW Highway Division).
- Two special event permits issued for Harlem Valley Rail Trail.

Dutchess Stadium

- Completed replacement of damaged split rail fencing in parking lot.
- Replaced two concrete stairways in Stadium seating area.
- Continued to maintain facility in a safe and cost effective manner through improved maintenance and upgrades.
- Hosted New York-Penn League All-Star Game, Celebrity Softball Game, K-FEST, Hudson Valley Magazine's Burger & Beer Bash, wrestling event, various nonprofit organization events, car shows, high school graduations, college and high school baseball games, children and family events.

Public Transit Division

- Dutchess County Public Transit carried 532,283 passengers in 2016, a 5% increase in ridership over 2015.
- Implemented New H Route serving the public with specific service to Dutchess Community College, Marist College, Main/Market and some Route 9 locations. Funded by colleges through shared services agreement. Carried 39,358 passengers in 2016, coming in fourth out of twelve fixed routes in the first year of service.
- Transit Schedules analysis and review took place throughout 2016 and will continue through 2017 to develop new schedules for implementation in February and July 2017. Review of these new services will take place in the fall of 2017.
- New units (TRIM units) installed in the fare boxes, to be activated in 2017, facilitating change in the form of a change card for passengers who do not have exact change.
 - Passengers may use those cards toward future trips.
 - The software installed with the TRIM units will facilitate data collection and reconciliation.
- Eight new medium duty buses ordered to replace eight buses going out of service, and four to eight new buses will be purchased to conduct new proposed services in the City of Poughkeepsie beginning in mid-2017.

Office for the Aging

- Served over 13,000 individual seniors, non-seniors in need of long-term care, caregivers and family members with a wide variety of community-based services, such as case management, case assistance, home care, senior centers, home-delivered meals, legal services, insurance counseling, energy assistance, transportation, caregiver services, health promotion (exercise, Tai Chi for Arthritis, mental fitness and fall prevention classes), information and referral and educational programming.
- Continued to receive increased numbers of intakes as the older adult population, and those of all ages needing long-term services and supports, significantly increases in Dutchess County. OFA had 5,429 intakes in 2016. Intakes have increased more than 100% since 2011.
- 334 volunteers served in various capacities for department programs and services including insurance counseling, picnic assistance, home delivered meals, senior centers, and office assistance. These volunteers provided 41,546 hours to OFA programs in 2016.
- Reception staff fielded 35,805 telephone calls and assisted 2,985 walk-ins.
- 25,070 hours of home care provided to non-Medicaid clients.
- Made 1,818 Nursing and Case Management Field Visits to community-based, long-term care clients.
- Served 118,775 home-delivered meals to 646 clients and 36,422 congregate site and picnic meals. The typical home-delivered meal client is an older adult who lives alone, has significant functional limitations, is in poor physical health and has one or more cognitive impairments or other mental health conditions.
- Conducted 1,453 insurance counseling sessions for 2,316 clients, assisting with Medicare enrollment, explaining benefits, comparing available plans, and assisting with claims, billing, appeals and grievances. Of clients, assisted 17% were under age 65.
- Assisted 377 Dutchess County residents and their families with benefits applications for Medicaid, Medicare Savings Program, and SNAP (Food Stamps).
- Provided 53 Medicare workshops throughout the County.
- Provided 592 hours of legal service to 130 clients.
- Provided Personal Emergency Response System units to 320 non-Medicaid clients.

- Received and Processed 746 Home Energy Assistance Program (HEAP) applications.
- Provided 296 Caregiver Services units to 297 clients
- Provided 26,327 units of transportation for medical appointments, shopping and senior center activities.
- Distributed 915 Farmers' Market coupon books to low income seniors.
- Provided Nutrition Education to 1,075.
- Held or participated in 114 community outreach events totaling direct contact with 2,771 persons, including presentations on topics such as Caregiving, Falls Prevention, Successful Aging, Health Insurance/Medicare, Food Safety, and Food and Drug Interactions.
- Held 12 senior picnics throughout the county and provided assistance for one picnic for children with special needs. Other major events included the annual "Senior Prom" attended by 350, the annual "Celebration of Aging" attended by 290, and "Senior Seminar Day" attended by 300.
- Continued Prescription Drug collection by Traffic Safety/STOP DWI and the Sheriff's Office at all Senior Picnic events. 218 pounds of medication were collected, up from 151 pounds in 2015.
- Updated the extensive online Long-Term Care Resource Directory, which contains resource information and hundreds of listings in 71 different service categories.
- OFA web home page visits rose 9% to 31,273 in 2016.
- Conducted two public hearings to obtain input regarding service delivery and concerns for development of the Four Year Plan and Annual Implementation Plan submission to New York State.
- Client Satisfaction and Outcome measures were conducted of 12 directly provided and subcontracted services, with 100% of services showing both a high level of satisfaction and achievement of desired outcomes.
- Completed extensive compliance monitoring of 23 direct and subcontracted services and service providers.

- Ongoing staff training conducted for all agency staff. Focus areas included Dealing with Difficult People, HIPAA, Grief, Worship Respite Care, Behavioral Health System, and LGBTQ Outreach.
- Generated highest level of event sponsorships to date.

Water and Wastewater Authority

- Successfully managed and operated twenty-four water and sewer systems, providing services to over 5,400 customers. All systems closed out 2016 within the adopted system budget parameters.
- Completed the acquisition of three new water and sewer systems in Hyde Park.
- Completed 90% design documents for the Dutchess County Airport Water Line; obtained necessary property easements and local and state permits and approvals.
- Developed an Agreement to purchase water from the Village of Red Hook for sale to the proposed Red Hook Acres 102 unit residential development in the Town of Red Hook; continued negotiations with the project sponsor for DCWWA ownership of the proposed water and sewer system.
- Assisted the Village of Tivoli in managing a County Municipal Consolidation and Shared Services Grant to evaluate the potential transfer to the Authority of the Village's water and sewer systems. Developed a plan for ownership and operations by DCWWA including capital project planning, and annual budget and rate projections.
- Assisted the Town of Hyde Park in developing a work program for a NYS Energy Research and Development Agency "Cleaner Greener Communities Program;" developed the engineering scope of services related to the sewer feasibility study to assist the Town in procuring a consultant to carry out the grant work program.
- Entered into an agreement with the Arlington Central School District to construct a water line connecting the Beekman Elementary School to the DCWWA's Dalton Farms Water System.
- Worked with Global Foundries, the County Department of Behavioral and Community Health Services and the Executive's office to develop an interim water system operations plan to enable the finalization of the sub-division of the Global Foundries Hudson Valley Research Park property.

- Was audited by the New York Office of the State Comptroller, resulting in an audit letter with no findings or recommendations, and including a statement commending the Board and Authority officials for designing and implementing effective controls over cash receipts.
- Maintained full compliance with the requirements of the Public Authority Accountability Act.