

2015 Message to the Legislature



Edwin J. Day
County Executive
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2015
Message to the Legislature
Rockland County Executive Ed Day

Chairman Wolfe, ladies and gentlemen of the Rockland County Legislature, distinguished guests and my fellow residents: As required by the County Charter, I am reporting to you this evening on the condition of our county.

Just one year ago, I stood in this very spot and shared my vision for a stronger, healthier Rockland County.

I had just taken the helm of a listless and disorganized operation plagued by out of control spending, soaring debt and a massive, \$138 million deficit. I inherited a real mess.

In that speech, I expressed optimism that we in this chamber could find the common ground necessary to begin the process of fiscal reform and discipline

I talked about working in bipartisan fashion to balance our budget responsibly.

I outlined plans to fix this broken county.

I promised to face problems long ignored.

This is exactly what the people elected me to do.

One year later, I am proud to say that Rockland County is on the mend.

Since my first day in office, I, along with members of my administration, have worked hard to find common-sense solutions to our money problems.

We slashed wasteful spending.

We shrunk county government.

We consolidated key functions.

We cut expenses.

We reduced borrowing costs.

We restricted hiring.

We cut unnecessary travel.

And, we continued to provide the critical services that our residents pay for.

In our first thirteen months, we improved county operations and made great strides to strengthen Rockland's financial condition.

And, people *are* noticing our tremendous efforts.

Last year, the major rating agencies gave us an upgrade, a "positive" outlook and a credit-positive report.

We have worked every day to foster a sense of optimism and energy.

But, as "The Carpenters" sang in 1970, "We've only just begun."

This year, my commissioners will continue to respond with a concerted effort, taking stock of their departments and coming up with additional, proactive cost-savings that will keep Rockland County moving in the right direction.

We will do more than just shave off a dollar here and there.

I was chosen by the people to change the direction of our county by setting priorities, cutting bureaucracy, reducing spending and focusing on what really matters to Rockland County residents.

If ever there was a time to truly reform our approach to governance and streamline our organization, it is now.

Families across this county have been forced to stop, re-prioritize and make-do with less.

If we really want to "right our fiscal ship," this organization needs to follow the same principles.

From the moment I took the oath as County Executive, it has been my mission to create a culture of responsible spending... to be the good stewards of taxpayer dollars Rockland County residents deserve and expect from their elected leaders.

In the end, our decisions should always reflect a fundamental truth: we work for the people, not the other way around.

But, to bring "good government" back to our county – I'll need the help of our Legislature.

Let us leave the past behind.

Let us pledge cooperation, not division.

Political and legislative battles inside this chamber and on social media won't build a stronger Rockland County.

But, collaborative leadership does.

Perhaps it was your New Year's resolution: I recognize and appreciate your renewed outreach during the first month of 2015.

Restoring the lines of communication is always good.

As you know, I have extended the same outreach and will continue to do so from my end of the building.

Look: Political posturing won't build a stronger Rockland County - consensus and collaboration between the Executive and Legislative branches will!

So, tonight... let's foster reform... because that's what the people want.

Ladies and gentlemen of the Legislature... let's show the people we serve that we can rise above partisanship ... unite ... and move Rockland County forward.

Together, we can dig this county out of debt.

Together, we can prepare a responsible 2016 Budget without further burdening our taxpayers or jeopardizing our improved bond rating.

Together, we can commit to control spending in a long-term, transparent way... not by using a quick fix to balance a budget.

In short, our ability to put aside differences and focus on people and problems is why we are here.

If we are mired in partisanship and personality clashes, nothing positive gets done.

But, when we aim high and work together ... there is much we can accomplish.

Don't say it's impossible.

I've heard that phrase too many times in the past year:

Impossible to transfer our mental health services to Nyack Hospital ... and do so ahead of schedule.

Impossible to get a rating upgrade and "improved outlook" from Moody's in our first year.

Impossible to craft a budget that comes-in under the Governor's two-percent tax cap.

We conquered all three "impossibilities."

We should all be proud of that.

When you put things in perspective, working together for the good of the people seems almost easy.

Without a doubt, collaborative leadership will keep us on the path to a stronger, more stable Rockland County.

Let's get there together.

(Pause)

It's true. We've taken many hard steps in the right direction.

We've identified the cost-drivers of the fiscal crisis that I inherited.

And, we are working every day to reduce the cost of operating county government.

By working with our department heads and commissioners, today we are managing better.

I'm proud to say these operational efficiencies reduced our bi-weekly payroll by nearly \$5 million in our first year.

But, make no mistake: budget instability remains the order of the day.

We still need to pay-down a \$138 million "mortgage," and a big payment comes due next year.

Our 2016 budget will include an estimated payment of \$17 million to pay for the "sins of the past."

This payment represents **more than three times** the amount we put toward deficit reduction in this year's budget.

We'll get there by continuing the conservative, common-sense management of our county's resources.

Every move we make is carefully scrutinized by the ratings agencies.

And, it's not just Wall Street that's watching. It is also the people of Rockland.

Putting our fiscal house in order is good stewardship and helps us regain the trust of the people.

It also builds confidence in Rockland County as a place to invest and realize one's dreams.

As you know, creating new jobs and building a stronger, more diverse local economy has been one of my top priorities since taking office.

I am very proud of the success we achieved last year in the New York State Regional Economic Development Council Awards.

Rockland County walked away from the Governor's annual competition with \$15.6 million, earmarked for 23 projects, including the development of a LegoLand theme park resort in Haverstraw.

We went from "worst for three years running" to "first in our first year trying" in the Mid-Hudson region.

This record-high funding amount is confirmation that our concentrated and strategic efforts to grow our economy are paying off.

And this is key ... bringing in ratables and wealth in a smart, sustainable manner decreases government's reliance on ever increasing taxes. We can stabilize our tax base.

Tonight, I can sum up these efforts in four words: **innovation, location, support and talent.**

First, let's talk about **innovation.**

From small businesses on our Main Streets to global corporations across our county we continue to encourage economic growth in our communities by making it known that Rockland County is a destination for and home to innovative companies.

We've all heard of the term "The Cloud."

One area that the Rockland County Industrial Development Agency believes is poised for tremendous growth worldwide is high-tech data centers.

Rockland County is uniquely situated to become a "cloud hub" with the development of the Bloomberg Data Center in Orangeburg and approved IDA incentives for two others.

These three data center projects involve nearly \$2 billion in investment in Rockland County in the next year alone.

Let's build on our advantage and position our county for growth in this burgeoning industry with new incentives.

We should all be proud that Rockland County is undertaking a dedicated effort to enable the success of businesses like these through innovative programs and support.

Next, we talk about **location.**

Of course, we're close to New York City, but free from the City's economic "red tape."

We're getting the word out that Rockland County is a 'businesses-friendly' environment with a county executive who embraces outside investment.

We look at **support**:

Working collaboratively with the RBA, the REDC and the Rockland IDA, we have zeroed-in on the county's assets... and, marketed those assets to industries across the nation.

We've reaching out to engage new companies.

We're approving smart incentives for new investors.

We're growing and supporting existing businesses – making sure local companies already adding to our tax base are happy and stay here.

Finally, we come to **talent**.

The tremendous talent our local businesses employ are the real heroes of this story.

You're working hard every day to keep Rockland County moving forward and creating jobs.

And, keeping taxes low will ensure that you stay here.

We all know that a skilled workforce, education, health care and economic infrastructure are essential ingredients of a robust economy.

But, so is giving businesses the confidence that this county is home to efficient and responsive government.

To make sure this happens, we've hired Lucy Redzeposki as Rockland's new Director of Economic Development.

Lucy recently served as Vice-President of NADAP in New York City, where she was responsible for the overall management of several functions, including strategic planning, human resources and operations.

As we looked for an innovative leader to coordinate our efforts, Lucy stood out because of her extensive experience in business development and her strong ties to Westchester County and New York City's economic growth initiatives.

Her main task will be to enhance our strategy for economic growth and business recruitment, as well as position the county for the global, modern marketplace in partnership with the REDC, IDA and RBA.

I look forward to working with the governor to develop a strategy for economic growth and business recruitment for the state and our county.

She will be an asset to the county, as we lay the groundwork for future economic prosperity for the next generation.

Welcome Lucy.

(Pause)

The ultimate sale of Summit Park Hospital and Nursing Care Center remains a critical element in the County's economic turnaround.

With lower reimbursement rates and increasing costs, the facility continues to lose money, with its future operating deficit expected to grow.

As you all know, this Legislature and the previous administration created and authorized a transfer of the assets of the hospital and nursing home to the Rockland County Health Facilities Corporation, which is the legal name of our LDC. A contract was made last July for the sale of Summit Park.

That contract remains in effect today and is guiding the buyer and the LDC toward closing.

At present, the company that will operate the facility after the sale - Sympaticare, LLC. - has presented its application for the necessary operating licenses to the New York State Department of Health in Albany.

LDC Chairwoman Sue Sherwood, along with Deputy County Executive Guillermo Rosa, our County Attorney Tom Humbach, and our new Acting Commissioner of Hospitals, Dr. David Freed, have met with state DOH officials on several occasions.

They continue to work tirelessly on achieving the goal of transferring ownership of the facility.

With the lawsuits attempting to block the transaction now successfully defeated, the last bar to sale is the receipt of those licenses.

We are hoping they are granted soon, so that the sale can close by the end of September 2015, as anticipated by the contract.

In the meantime, improved operations at both the hospital and nursing home remain at full throttle.

Inside the facility, it's "business as usual," with new patients arriving each week.

We minimized losses and cut waste, without cutting services.

With Dr. Freed at the helm, we continue to make a significant investment in quality on a day-to-day basis from the top down while minimizing operational losses.

(Pause)

As we start 2015, my administration is taking a series of additional steps to help ensure our economic prosperity, now and in the future.

Creating a sound and modern infrastructure will play a key role in keeping Rockland County moving forward.

While there's no doubt that Rockland County's landscape is rich in history, we desperately need a modern transportation system that moves people and goods safely, reliably and efficiently to increase productivity and our quality of life.

We need water and sewer systems that support and protect Rockland's environment and natural resources.

We need to make certain powerful storms like Floyd, Irene and Sandy don't ravage our homes and businesses in the future.

On a cold day last month, I visited the County's new bridge on Oak Tree Road in Orangetown.

The granite-faced, two-lane span replaces a 77-year-old bridge over Sparkill Creek.

This \$2.4 million project – completed ahead of schedule and under budget – is a prime example of the infrastructure investment to come in Rockland County.

Highway Superintendent Skip Vezzetti has seven major projects queued up for 2015, including replacement of the Montebello Road Bridge, replacement of the Orangeburg Road Bridge, which spans the CSX railroad tracks and totally rebuilding the Suffern Lane intersection at Hammond Road and Thiells-Mount Ivy Road.

We have a responsibility to ourselves and to future generations to maintain and improve the roads, bridges and sewer systems that previous generations built for us.

It is a responsibility we cannot ignore or postpone.

Waiting will cost us three to four times the amount of taxpayer money. I will not betray future generations by allowing that.

In simple terms, it's less expensive and more cost-effective to enhance our infrastructure now than to wait until it needs to be completely rebuilt.

Two weeks ago, I attended Governor Cuomo's State of the State message in Albany.

One of the looming questions partially answered that day is how he'll divvy up the \$5 billion windfall the state has reaped from recent bank settlements.

During his speech, the Governor revealed that the biggest chunk of that money will go to the new Tappan Zee Bridge and to the Thruway Authority to buy a one-year toll freeze.

Of the nearly \$1.7 billion set-aside for road and rail projects in Mr. Cuomo's plan, more than three-quarters would get sucked up by the Thruway Authority and the replacement bridge.

While all know I have been a staunch advocate of significant funding from these bank settlements for the new NY Bridge, it's not clear how much of the \$1.3 billion will actually go to Tappan Zee construction and how much will go to helping Thruway Authority's deteriorating finances. That is unacceptable.

Westchester County Executive Rob Astorino, Orange County Executive Steve Neuhaus and I continue to call on Governor Cuomo to dedicate much more of the settlement money for the new span.

This will prevent the already-high tolls from going even higher after the brief, one-year freeze.

We should *not* prop-up the Thruway Authority with the windfall.

Instead, its leaders should make the same fiscally-responsible choices we have.

Our commuters and businesses simply cannot afford the burden of a double-digit Tappan Zee toll.

Using more of the settlement money to fund bridge construction will keep the economic wheels moving in both Rockland and Westchester counties.

We're also moving full-steam ahead with plans to construct a new facility for our Highway Department.

For too many years, our mechanics have maintained our heavy equipment in "less than optimal" conditions.

Millions of dollars in trucks, plows, lifters and backhoes have been left to endure Mother Nature's unkind forces ... all at a cost to our taxpayers.

The new facility is important for maintaining a new generation of cleaner, greener vehicles in good working order for years to come.

We're also exploring the potential for including a Compressed Natural Gas filling station at the Pascack Road portion of the site.

The would allow for a public/private partnership for the development of a natural gas filling station at the site – especially beneficial as a revenue generator for the County. This includes potential a partnership with Bergen County.

We'd be able to “fill up” County vehicles, plus commercial and private cars and trucks.

Cost-efficiency and cost-effectiveness will drive this project, if approved by the Legislature.

To achieve our full potential, we need a modern infrastructure that keeps families safe and invites investment from job creators.

Reinventing Rockland County means spending money wisely on our roads, bridges, sewers and sidewalks that allow us to work, play and live in our beautiful county.

We cannot reinvent Rockland County without first shoring up its foundation.

(Pause)

This administration has a steadfast commitment to address quality of life issues.

The growing problems of illegal housing and overcrowding are “tops” on my list.

From Tomkins Cove to Spring Valley and from Nyack to Monsey, jerry-built rooms and shared extension cords have become the norm for thousands of tenants, most on the lower rung of the socio-economic ladder.

Some think that violating health and building codes is no big deal. That it's OK to take advantage of those who have little voice.

Some think that chopping up apartments and herding students like cattle is the cost of doing business.

We all know that firefighting is dangerous enough, but it should not be made more dangerous when people, motivated by greed, illegally carve up apartments.

We simply can't wait for a child or one of Rockland County's “bravest” to die in a converted attic or hidden stairwell.

Our message tonight to unscrupulous landlords, or anyone participating in the illegal housing business is this: we're coming after you.

(Pause)

In the next few months, you'll be learning about a county-wide initiative to provide uniform and aggressive enforcement of building, housing and zoning codes, with an emphasis on eliminating illegal housing.

My executive team has been working closely with County Health Commissioner Dr. Patricia Ruppert and Fire and Emergency Services Coordinator Gordon Wren on a comprehensive strategy to stop the madness.

I personally continue to engage directly with the Governor's office on the issue.

Elements of the plan include a countywide rental registry, complete with regular inspections. Another component involves an on-line "request for investigation."

We plan to make it easy to file a confidential complaint about any property in the county.

These complaints will initiate a streamlined process:

Our inspectors will visit a suspect property in a timely manner. I envision an "all hands" effort from county government.

The complainant will receive correspondence confirming the visit, plus regular updates on the status of the case.

The person who made the complaint will even have the opportunity to witness the Board of Health processing the case, in strict confidence.

We plan to make the process more transparent... and, much, much more costly for the offenders.

So long as I'm County Executive, the illegal housing business will no longer be "business as usual" in Rockland.

If we're going to respect each other, we need to start with a mutual respect for our laws.

Stay tuned: We'll have a lot more to announce on this very soon.

(Pause)

Speaking of our first responders, I'm honored to recognize a very special one here tonight.

On November 23rd, Spring Valley Police Officer Marc Miller rolled up to a burning house at 21 Ternure Avenue in the village.

A neighbor told him two people were inside.

Officer Miller couldn't open the locked front door.

He banged-away furiously to get their attention.

Finally, a woman opened the door.

Officer Miller carried her to safety, and then ran back inside the burning home for the woman's adult son.

By this time, the hot flames had engulfed the house.

Smoke was making visibility a major problem.

After a search, Officer Miller found the man in a bedroom along with his dog.

Marc led the man and his pet to safety.

All in a day's work.

On behalf of all the residents of Rockland County, I commend Officer Miller for his courageous acts and thank him for his bravery and selflessness.

His actions that day exemplify the very best of our law enforcement community, whose members each and every day put themselves in harm's way in order to protect their neighbors and serve their communities. Everyday heroes all.

His actions have earned Officer Marc Miller Rockland County's 2015 DeFlumere Medal of Valor.

(Present award to Officer Miller)

(This prestigious award is named in honor of Al "Foxie" DeFlumere of the Blauvelt Volunteer Fire Company, who died while unsuccessfully trying to save his 6-year-old son, Matthew, in a predawn blaze that swept through the family's second-story apartment on Route 303 in Blauvelt on October 26, 1996.)

Officer Miller is a hometown hero - a graduate of both Clarkstown North High School and Rockland Community College.

He's a 14-year veteran of the Spring Valley Police Department and father of five.

Four boys and little Scarlett... born in December.

I am told his wife, Jaclyn, is very happy now that there is another girl in the house to counteract all that testosterone.

Thank you for your devotion to duty, Officer Miller.

(Pause for applause)

It's been a focus of my administration from the first day I took office to protect the residents of this County from fraud and abuse of our public benefits systems.

In 2015, I'll continue to work with DSS Commissioner Sherwood and District Attorney Tom Zugibe to root out those gaming the system. I thank both of them for their dedication to this effort.

Last year, DSS collected or saved a record \$1.5 million in taxpayer-funded welfare payments between January first and October 31st, a 150-percent increase over the same time period last year.

(Pause)

In November, our County Planning Department disapproved proposed amendments to the Town of Ramapo's zoning map and comprehensive plan associated with the proposed Pascack Ridge subdivision.

Regulating development and preserving the quality and character of our neighborhoods is another of my top priorities.

The proposed Pascack Ridge zoning change is a prime example of inappropriate development.

Same for Patrick Farm and Skyview Acres.

All three developments are under the watchful eyes of County Attorney Tom Humbach. We will take strong, firm and appropriate action in protection of the rights of all Rockland County residents when any town compromises the living conditions of their neighboring towns people.

This administration will not allow Rockland County to lay vulnerable to overzealous developers who ignore the will of the people at the cost of our infrastructure and quality of life.

This year, our Planning Department will continue its call for a full environmental review of the proposed zoning change, as required by the New York State Environmental Quality Review Act, known as SEQRA.

(Pause)

In 2015, we will continue to take major steps toward meeting the behavioral health needs of our residents.

Last August, we launched the County Executive's Commission on Community Behavioral Health to conduct a County-wide needs assessment.

What are we doing now?

Where do we want to go?

How do we get there?

The surveys have come back - and, we continue to study the data to guide us to our next steps.

One thing is certain: Rockland County will re-design our behavioral health service delivery system to improve and maximize services to our residents.

(Pause)

One quick note about the unfunded mandates that continue to strangle this county:

Nine state mandates alone currently consume 82% of Rockland County's tax levy and the situation is expected to be even worse next year.

Albany needs to deliver real mandate relief and deliver it now – otherwise there won't be any money left to take care of our local services.

Last month, Rockland County received tax freeze certification because of our 2015 Budget property tax levy of 1.9%.

This modest increase marks the first time our county hasn't exceeded the state-mandated property tax cap introduced by the Governor in 2011.

Putting together our budget for this year was no easy task – and, it's extremely difficult to stay within the two percent cap with the mandates that we have in place.

I am calling again on Governor Cuomo and our local Albany delegation to put forth a comprehensive mandate relief package now - not ten years down the road

We should rightfully expect that any mandate heaped upon the county should not increase more than two-percent annually. What should **not** happen are having these mandates increase 5, 7, 9% or more each year.

State government should be held to the same standard as our local governments and school districts. To not do so compromises the ability of our local governments to maintain the services you all pay for and expect.

(Pause)

Before closing, I want to acknowledge our hardworking and dedicated County workforce, especially as we brave another bitter winter.

When Rockland's weather is at its worst, our plow drivers, grounds crews, 911 operators and sheriff's deputies are their best, often working long hours in challenging conditions to keep our towns and villages safe and open for commerce.

Your work this winter is saving lives.

I'd also like to highlight just two of the ways my administration is improving communication and transparency with our residents.

For the first time ever, tonight's State of the County message is being streamed live - on our website - to computers, iPhones and tablets around the world.

The live webcasting of my remarks tonight is milestone for open government in which we can justly take pride.

We're also live on TV on two different channels right now.

I'd like to thank both News 12 and FIOS-1 for dedicating their time and resources to enable our residents watch my remarks from their living rooms.

Let me also thank the Rockland Independent Living Center helping us secure the services of our sign language interpreter, Eileen De Toma.

This is another FIRST for Rockland County government.

I have always believed in making government as accessible as possible.

With these encouraging steps, we're going beyond the letter of the law and embracing the spirit of government openness – making my office closer to the people it serves.

(Pause)

Yes, Rockland County is on the mend.

Yes, we're on the road to building a county government that is more effective, more efficient and more accountable to the public.

Yes, we're working to bring economic opportunity to our five towns.

We can only accelerate our considerable momentum by remaining focused on the job before us.

But, make no mistake: we still have huge mountains to climb.

We still have too much debt, too much spending and too many unfunded mandates from Albany.

Overcoming these challenges will test our vision, our discipline and our ability to work together.

But, with God as my witness, overcome them we will... and, as we do, we will build a better Rockland County that our families deserve. Thank you for your time, and may God bless this wonderful nation of ours.

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CRIMINAL JUSTICE AND PUBLIC SAFETY

DISTRICT ATTORNEY Thomas P. Zugibe, District Attorney

2014 Achievements

- In 2014, 463 felony cases were lodged in Rockland County Court, with 180 of those, or 38%, representing Superior Court Informations.
- Launched a county-wide community action plan to help battle the region's burgeoning heroin and prescription drug epidemic. The initiative, developed in close partnership with the United States Drug Enforcement Administration (DEA), is divided into three specific areas: Targeted Enforcement, Treatment and Prevention/Education.
- Developed the MACSHY initiative - The Multi-Agency Collaborative for Safe and Healthy Youth - which seeks to partner county agencies and Rockland County BOCES in a unique prevention program designed to help at-risk youth avoid the criminal justice system.
- In 2014, the Rockland County Drug Task Force conducted 327 undercover purchases of drugs and/or narcotics; conducted 225 investigations; received 63 drug leads; executed 38 operational events. The Drug Task Force made 173 arrests. The District Attorney's Office also completed the creation of the Regional Investigative Resource Center (RIRC), which houses Drug Task Force, as well as a number of new units including the Organized Crime Unit, the Technology Support Center and the Intelligence Led Policing and Prosecution Center.
- In its fourth year of operation, 67 child victims and 136 adult victims were referred to the "Spirit of Rockland" Special Victims Center in Suffern; 15 videotaped recordings of child victims' testimony were produced for Grand Jury purposes. (A 20% increase in referrals over 2013)
- Secured a \$75,000 grant to launch a unique domestic violence initiative in Haverstraw and Stony Point - the program allows a bilingual detective from the District Attorney's Office to make contact with domestic violence victims, ensure the victims receive appropriate services, make certain orders of protection are in compliance and build trust in the system.

2015 Goals

- Officially launch MACSHY – The Multi-Agency Collaborative for Safe and Healthy Youth - which involves the Rockland County District Attorney, the

Rockland County Departments of Social Services, Mental Health, Probation and Rockland County BOCES.

- Broaden domestic violence initiative launched in North Rockland to include all Rockland municipalities.
- Strengthen and expand the community action plan, developed in close partnership with the United States Drug Enforcement Administration (DEA) in 2014, to help battle the region's burgeoning heroin and prescription drug epidemic.
- Achieve an even higher percentage of non-violent crimes disposed of through Superior Court Informations.
- Continue aggressive fraud investigations in a variety of social welfare programs, resulting in increased prosecutions of those “gaming the system,” which directly benefits taxpayers through the return of money to the County and NYS.
- Continue the pursuit of justice through the vigorous and impartial prosecution who commit crimes within Rockland County.

DEPARTMENT OF LAW

Thomas E. Humbach, County Attorney

2014 Achievements

- Engaged in Hospital sale, negotiation of contracts, defended legal actions, participated in regulatory approvals.
- Aided the County, Nyack Hospital and the state to implement the requirements of the HEAL-18 grant, transferring the operations of the County Mental Health Crisis Unit and Inpatient Unit to Nyack Hospital.
- Worked with Human Rights to improve complaints and investigations process.
- Participated in Public Services Commission matters related to setting new water rates and challenging the surcharge for the United Water desalination plant.
- Recouped over \$2.7 million at public auction of tax delinquent properties.

2015 Goals

- Streamline resolution, contract and not-for-profit processes.
- Continue with Hospital sale, by engaging in negotiation of contracts, defend by any legal actions, and participating in regulatory approvals.
- Assist the County Auditor on obtaining legal compliance in the County's fiscal matters.
- Review the not-for-profit process.
- Seek reimbursement of grant and contracting fees for wrongfully asserted STAR property tax deductions.

- Advise the County on the legal matters before it to ensure compliance with the law and the ethical duties of its employees.

PUBLIC DEFENDER

James D. Licata, Public Defender

2014 Achievements

- Obtained additional grants for the purpose of extending the services provided by the social worker and receptionist for an additional three-years beyond the existing grant term.
- Implemented an “Attorneys at First Arraignment” program under a grant sponsored by Indigent Legal Services. This service provides the courts with legal counsel for indigent defendants at arraignment, thereby, expanding representation at no cost to the County.
- Continued to provide Continuing Legal Education programs for assistant public defenders and 18-b attorneys under grant funding.
- Continued to provide the mandated services of this office in a competent, effective and efficient manner without seeking any additional personnel or increased County funding.

2015 Goals

- Obtain another grant (distribution #4) for a three year term, to improve the quality of services provided under article 18-B of the County law, thereby, avoiding additional County funding. These funds will be used to hire part-time Assistant Public Defenders to help with increasing caseloads and continue services of the social worker coordinator.
- Apply for additional \$1.2 million grant (distribution #5) from New York State Indigent Legal Services.
- Upgrade office technology and telecommunications, including laptop computers, to assist with attorney tasks off site in court.
- Provide mandated Continuing Legal Education programs to Assistant Public Defenders and 18-b Attorneys at no cost to the County.

DEPARTMENT OF PROBATION

Kathleen Tower-Bernstein, Director

2014 Achievements

- Partnered with the Departments of Social Services and Mental Health and BOCES, and with support from the District Attorney, opened the Youth Safety Co-location Center, providing comprehensive and coordinated services to identify and coordinate an effective response for at-risk youth and their families.
- Instituted "Thinking for a Change," an evidence based cognitive behavioral change curriculum, into the department to decrease recidivism in high risk offenders.
- Collected and disbursed over \$287,000 in court-ordered restitution to victims of crime.
- Staff members were trained on tools and resources, including the intranasal use of Narcan, to address the growing opioid overdose epidemic.
- Strengthened our response to highway safety by development of specialized DWI caseloads, training, and utilization of ignition interlock technology.

2015 Goals

- Enhance our response to Domestic Violence by expanding our DV caseload, working with the courts and community agencies to strengthen a community response to DV and improving our identification of victims and their access to Court. We are working with the Court and community partners to secure a grant to expand this effort.
- Work with courts, law enforcement and school districts to interrupt the school to prison pipeline by focusing on positive alternatives to school suspension and utilizing absentee data to identify at-risk youth at an early age.
- Remain current on juvenile justice reform and NY's efforts to "Raise the Age" of criminal responsibility. We will work with state and local officials to implement any legislative changes in this area.
- Maintain collaboration with the District Attorney's Office, local, state and federal law enforcement to identify crime trends, develop joint strategies to promote public safety and maximize use of departmental assets.
- Increase utilization of the Youth Safety Co-location Center to promote public safety by providing early identification and intervention for at-risk youth and their families, assessment of current needs and gaps in services and development of community resources to enhance positive school and community engagement.

OFFICE OF THE SHERIFF

Louis Falco III, Sheriff

2014 Achievements

Sheriff's Administration

- Secured Homeland Security grant of \$745,000 to be utilized for overtime/backfill for counter-terrorism teams; overtime/backfill for exercises conducted by counter-terrorism teams; equipment for counter-terrorism teams; software and hardware for the police infrastructure; specialized equipment and medical supplies for a mass casualty incident; specialized equipment to enhance the Emergency Operations Center.
- Secured a New York/New Jersey Electronic Crimes Task Force grant of \$60,000 in funding from the Secret Service for the Computer Crime Task Force.
- Secured Homeland Security Explosive Detection Canine grant of \$11,950 to enhance our Explosive Detection Canine Unit.
- Secured Homeland Security Bomb grant of \$101,900 to be utilized for upgrades to the Bomb robot.
- Secured SCAAP funding in the amount of \$286,409.
- Secured an \$80,000 bulletproof vest grant from the inVEST Program under the NY Office of the Attorney General.
- Secured \$21,000 from DCJS for the Gun Involved Violence Elimination (GIVE) initiative.

Civil Division

- Attained re-accreditation with the NYS Sheriff's Association by maintaining standards and operating procedures consistent with the State Sheriff's Association accreditation program as well as the standards of the NYS Division of Criminal Justice services.
- Recovered over \$4.5 million dollars mainly for the residents of Rockland County and generated over \$440,000 in revenue for the County's general fund.
- Commenced scanning court documents and correspondence to existing files to reduce paper files and to have immediate access of the documents by attaching them to each computer case file.
- Developed a method of information sharing with RC INTEL to enhance officer safety.
- Reduced the service processing time of an Income Execution by enhancing the current computer program and forms thus allowing deputies to spend more time on other field enforcement activities.
- Computerization of case receipts issued to enhance security and streamline the completion of the transaction.

Communications Division

- Full transition of the Fire Service from Low Band to 700Mhz.
- Deployed Simulcast UHF Fire Paging.
- All call takers "Ebola Ready."
- Staff - added a certified Public Safety Telecommunications Instructor.
- Completed testing with 3 or 4 wireless carriers for Text to 911.

Corrections Division

- Training has been completed for all staff in compliance with DCJS and accreditation standards.
- Overtime costs were reduced by implementing new training and suicide screening policies.
- The inmate phone system has been replaced, at no cost to the county, with increased revenues and we now have the ability to monitor and record the inmate conversations for safety and security.
- The Probation Department has been given access to the tele-visitation system allowing for greater access to the inmate population.
- Perimeter fence has been replaced restricting access onto the secure grounds of the facility and replaced over thirty poorly and/or non-functioning cameras.
- Commissary has been overhauled, at no cost to the county, to better serve the inmates, the inmates' family, by allowing funds to be deposited 24 hours a day, and limit officer liability in dealing with inmate funds.

Police Division

- Implemented Naloxone (NARCAN) program, the antidote for opiate drug overdoses, along with the necessary training to all officers.
- Provided enhanced training for BCI in the area of Advanced Accident Investigation, 3D Terrestrial Laser and completed recertification of Explosive Detection and Accelerant Detection canines.
- Positioned a Marine Unit boat in the southern end of the County under the TZ Bridge, for improved emergency response during Tappan Zee construction project.
- Provided Disorder Control Training to members, including a Mounted component.
- Acquisition/grant funded of Gator Utility vehicle for patrol of County parks and property, special operations, and special events.
- Continued Medicine Cabinet/Silver Alert and STOP DWI operations in conjunction with town and village police departments.

2015 Goals

Civil Division

- Enable the case management program (Softcode) to be accessible to deputies in the field.
- Ability to accept web based payments via credit cards/debit cards.

- Continue a cross training program with local police agencies to assist with handling landlord/tenant issues and the eviction process.
- Continue to develop the scanning process of all case documents and digitally attach to each case file.
- Change the title of Senior Deputy Sheriff to Deputy Sheriff Sergeant.

Communications Division

- Training - certify all staff in APCP 40 hr. basic Telecommunicator.
- Training - certify all staff in APCO Emergency Medical Dispatch.
- Begin construction, test, and deploy a Backup PSAP/Dispatch Center.
- Deploy Text to 911.
- Continue to pursue division accreditation.

Corrections Division

- Upgrade existing CCTV system.
- Replace perimeter alarm system.
- Upgrade the current Jail Management System.
- Install voice communication system at back gate, vehicle sally port entrance and main lobby entrance.
- Redesign the facility ventilation system to prevent exhaust fumes from entering the facility while the generator is being used.
- Convert existing housing areas to allow for one officer to watch multiple inmates on suicide watch.

Patrol Division

- Introduction of a Detective Manual with a crime scene component.
- Increase public understanding of the role of the Sheriff's Office in the law enforcement system.
- Explore the possibility of an additional patrol K9 and/or bloodhound
- Explore the creation of a foundation to help fund the operating costs of the Mounted Unit and the relocation of the Mounted Unit facility.
- Introduction of video cameras for vehicles.
- Participate in the training and formation of a Rockland County Crisis Intervention Team to enhance services for people with mental illness.

OFFICE OF TRAFFIC SAFETY

Leslie Chernin, Director

2014 Achievements

- Sponsored a Child Passenger Safety Seat and Community Safety Day at Toys R' Us in Nanuet with Rockland County Sheriff's Department and several local police departments.
- Sponsored Car Show with Clarkstown School District held at Clarkstown North High School.
- Use of social media, ie., facebook to publicize events and information by the Traffic Safety Board.
- Worked with local bicycle club on bicycle safety.
- Traffic Safety Board logo contest with local schools, winner picked.

2015 Goals

- Continue our Traffic Safety Board logo contest on yearly basis.
- Continue to fill vacancies on the Traffic Safety Board.
- Sponsor additional child passenger safety seat programs and community safety.
- Update the brochure with more current information.
- Implement program for high school students on the dangers of driving and texting.
- Hosting 2nd Annual Fundraiser Car show.
- Sponsoring a guest speaker for area high schools on the dangers of not wearing a seat belt.

STOP-DWI

Leslie Chernin, Coordinator

2014 Achievements

- Increased the number of sobriety checkpoints throughout towns and villages by utilizing the STOP-DWI Mobile Enforcement Unit.
- DWI arrest totals increased for 2014 by .075 percent.
- Assisted in getting officers certified in DRE (Drug Recognition Enforcement) training and several officers certified in ARIDE (Advanced Roadside Impaired Driving Enforcement).
- Implemented a social media campaign utilizing Facebook and the new STOP-DWI Have a Plan App.

- Had a successful campaign with the Rockland County Boulders, including a STOP-DWI Night.
- Educated many employees at some of our local corporations, i.e. Novartis, Verizon and Hunter Douglas.

2015 Goals

- Meet with the town and village court clerks to determine the amount of uncollected DWI fines.
- Planning and hosting a 2-day training on Legal Science Courtroom Success for DWI Crash investigations.
- Continue public awareness of the STOP-DWI Program, including the Rockland County Boulders (STOP-DWI Night).
- Add additional speakers to the English and Spanish Victim Impact Panels.
- Expand use of social media, i.e., facebook, twitter, to get more information out to the public about the dangers of drinking and driving and underage drinking.
- Increase educational programs at schools throughout the County.

OFFICE OF FIRE & EMERGENCY SERVICES

Gordon Wren, Jr., Director

2014 Achievements

- The back-up emergency operations center was updated with modern equipment and is fully functional. It has been upgraded with 20 new laptop computers, a radio compatible with our new turning system, 3 smart boards, 5 LCD monitors, tables, chairs, etc., at a cost of \$100,000. The funds came from the Indian Point 708 money. No taxpayer money was used.
- All 26 fire departments and specialized teams switched over to the new County emergency services radio system. We also implemented a new county-wide paging system for the fire service and emergency response teams. Thousands of radios were programmed and installed in various emergency service vehicles and base stations. A governance board, consisting of representatives from law enforcement, EMS, and fire, was formed to oversee and make decisions related to this complex system.
- The H.E.L.P. helicopter was placed back in service after a major overhaul and the installation of a new radio communications system. Work on the aircraft included: an engine upgrade, replacement of the landing gear, new avionics system, replacement of windshields, structural work and painting the fuselage, replacement of the tail section and a new inter-operable radio communication system. The funding for this major upgrade came from forfeiture/seizure money.

- Our office was very successful during a full-scale FEMA evaluated drill. This drill involved a full activation of our Emergency Operations Center and many demonstrations of the off-site Emergency Response Organization. During this drill, all aspects are evaluated by the federal government; and their finding revealed no issues in Rockland County.
- A committee was formed to address the Baaken Oil transport through Rockland County. The committee has representatives from the Rockland County Office of Fire & Emergency Services, the Sheriff's Department, the Clarkstown Office of Emergency Management, the Orangetown Office of Emergency Management, the Haverstraw Office of Emergency Management and the Stony Point Office of Emergency Management. The purpose of this committee is to develop pre-plan maps, evacuation routes, as well as tabletop and actual drills involving CSX rail lines.
- Worked with the Hudson Valley Interoperable Communications Consortium to implement (construct in Rockland County) the National Interoperable Communications frequencies for use by Rockland's 1st responders.
- Responded to numerous emergencies throughout Rockland County. Managed the deployment of Rockland County Fire Units to Erie County to assist in its Lake Effect Storm, where up to eight feet of snow paralyzed much of the region. At the state's request, we sent six departments to Erie County to operate as Storm Emergency Fire Units and Engine Companies. Departments were deployed for 72 hours.

2015 Goals

- Enhance our capabilities to provide timely and accurate information to the general public during emergencies by expanding our Public Information Room to be more in line with social media.
- Build field/training props to train the volunteer firefighters on natural gas emergencies, at little or no cost to the county.
- Work with United Water to identify water districts throughout the county that will enable fire departments to obtain additional water supply during large-scale firefighting operations.
- Complete the installation of two additional communication sites in South Nyack and New City and several other adjustments to the county-wide emergency services Interoperable Radio System. Work with General Services and the Sheriff's Office to complete construction of a fully-redundant back-up Communications Center. Continue to make progress on the false alarm problem in our county. Complete equipment upgrades to the 9-1-1 PSAPs located at the Haverstraw, Orangetown, Ramapo, Stony Point, Spring Valley, and Suffern Police Departments. The upgraded equipment will replace 25-year old 9-1-1 equipment. Finalize contract with Frontier Communications for installation of 9-1-1 upgrades at the 9-1-1 PSAPs. As part of the Hudson Valley Interoperable Communications Consortium, implement (construct in Rockland County) the National Interoperable Communications frequencies for use by Rockland's first

responders. Prepare and release RFP for National Interoperable Communication System.

- Enhance our capabilities to respond to incidents involving large-scale flammable liquid fires, such as train derailments. The equipment will be purchased through Homeland Security Funds. We will also be working with the local fire departments to develop a Water Supply Strike Team.
- Continue working with the County Executive and other county and state agencies to address the tremendous proliferation of illegally converted buildings throughout Rockland County, endangering our residents and 1st responders.

CITIZENS' SERVICES

COUNTY CLERK

Paul Piperato, County Clerk

2014 Achievements

Grants

- Received \$46,418 from the New York State Archive LGRMIF to digitize 181,834 vital and historical discharge of mortgages (1830-1982) and payroll earnings records (1985-1999) for the County of Rockland. Cott Systems will upload all the digitized discharge of mortgage images to the existing Rockland County Clerk imaging system. Through this grant the County Clerk and Finance Payroll will be able to streamline access and retrieval of this collection.

Awards

- Rockland County received the 2014 William H. Kelly Award for Excellence in Local Government Archival Program Development which is given to a local county government in New York State that has demonstrated leadership in developing a well administered archival program.
- The Greater Hudson Heritage Network recognized the Rockland County Archives with an Award for Excellence for the Summer 2013 issue of "It's About Time" and its article on Rockland County Elections: 1813-1842.

Database Upgrade

- Integrated Cloud technology into existing database that eliminated the need for physical backups, strengthened the security of our data/disaster recovery and resulted in cost savings.

Superior Customer Service

- Continued to provide superior customer service through a "convenient one-stop shopping" approach. Continued extended office hours, mobile services, EZ Pass tag and money order sales, ATM on premises, public outdoor curbside dropbox, designated public parking spaces and 24/7 Internet access to records, forms and information.

Increase in Electronic Filing

- Increased percentage of land documents filed via eRecording by 10%, resulting in further conveniences to customers and cost savings for county.

Increased Online Index

- Gives online access to index of deeds and mortgages from 1798 - present.

2015 Goals

Electronic Document Management within County Departments

- Develop plans for paperless offices throughout all County Departments. Collaborate with these departments on records management initiatives to increase efficiency. Reduce need for storage space while increasing record retrieval capabilities.

Continued Increase in Electronic Filing

- Increase percentage of records filed via eRecording and eFiling. This will result in greater convenience to the public and cost savings for the County.

Increase Scanning

- Scan 2015 Court Records, rendering them viewable online. This will offer conveniences to the public who will no longer have to visit our office to view documents.

Begin Scanning/Transmitting Land Records Documents

- Scan RP 5217 land record documents and transmit them to the State of New York. This will eliminate need for printing, copying and mailing, resulting in significant cost savings.

Increase Publicity on Property Check Program

- Increase publicity for and exposure to Property Check Program, which aims to reduce identity theft and fraudulent transactions. This will be accomplished at no cost, through inclusion on our receipts, website and office signage.

Utilize green technology to minimize our carbon footprint.

- Move toward becoming paperless office, reuse supplies, minimize mailings by utilizing electronic communication.

BOARD OF ELECTIONS

Kristen Zebrowski Stavisky, Commissioner
Louis Babcock, Commissioner

2014 Achievements

- Redesigned Inspector Training. Sessions are now limited to forty (40) participants per session. In addition to role plays and scenarios introduced during 2013, the sessions directly incorporate the materials and forms used on Election Day. Inspectors are broken up into groups of four, modeling the Election Day

configuration. Each team of four uses a model of the blue bag in use on Election Day. They have a hands-on review of the forms and processes they will follow with voters.

- Emphasized the importance of assessment tools and collection of data. Inspectors completed feedback forms for training sessions. The data was collated and used to improve sessions. A survey/suggestion form related to Election Day experiences will be included with the upcoming Inspector newsletter.
- Instituted logs detailing Election Day calls and incidents to streamline processes and identify areas for improvement.
- Purchased and implemented NTS ScanFlow! module. This software streamlined our registration processes and allows us to scan documents to individual voter files. ScanFlow! provides an automatic bipartisan check system. A clerk from one party processes the registration and a clerk from the other party completes a recheck and finalizes the registration.
- Completed our two year review of work flow and task distribution. Met with each bipartisan pair to review and revise processes. Began to implement revised task distribution to ensure efficiency and increase our outreach capacity.

2015 Goals

- Continue improvements to inspector training. An intern is currently reviewing our curriculum and will be writing and filming interactive videos for use during trainings and as informational pieces for our website.
- Reconfigure our warehouse space in Building G. The relocation of Human Rights will allow us to create an onsite permanent classroom. We will transition all inspector trainings to the warehouse. This will increase the interactive, hands on learning opportunities. It will also save time and money and allow our staff to spend more time on content and less hauling materials between town sites.
- Increase our outreach to schools and revitalize our intern program for high school students.
- Continue to codify procedures and policies to ensure transparency. ScanFlow! enabled us to more easily organize and identify our bipartisan checks and balances. We are in the process of reworking our absentee procedures to make the inherent bipartisan nature more explicit.
- Continue our social media outreach and tweak our website to provide a more personal online portal.

COMMISSION ON HUMAN RIGHTS

S. Ram Nagubandi, Commissioner

2014 Achievements

- Investigated housing and employment related complaints; the complainants benefited from this investigation.
- Inducted additional members into Rockland County Civil/Human Rights Hall of Fame.
- Applied for various partnership grants and successfully received funds to conduct joint ventures with national organizations to fight housing discrimination.

2015 Goals

- Find ways to promote the vision of the County Executive to fight all illegal inequities based on protected classes in Rockland County.
- Continue to receive and evaluate all assertions of prejudice in a skilled and competent manner.
- Conduct testing in the mortgage loan market for injustice and inequity.
- Analyze to find an anomaly in the mortgage practices of the local lending institutions to identify discrimination as per United States Home Mortgage Disclosure Act (HMDA).
- Recognize and induct more members into County Civil Rights Hall of Fame.
- Continue to investigate both housing and employment discrimination cases.

HEALTH & HUMAN SERVICES

DEPARTMENT OF MENTAL HEALTH

Michael Leitzes, Acting Commissioner

2014 Achievements

- Transitioned emergency and psychiatric inpatient services from the Dept. of Mental Health to Nyack Hospital on April 22, 2014.
- In terms of staffing, FTEs in the Pomona Clinic have decreased, clients reassigned, and assessments have increased which has resulted in an increase in units of service by each clinician. The department also introduced an Electronic Health Record and staff continue to be trained.
- Obtained funding from OMH for Mobile Crisis Service, issued RFP and awarded contract to Rockland Paramedic Services.
- Worked with other County departments and agencies on several initiatives including the Multi-Agency Collaborative for Safe and Healthy Youth (MACSHY) with the DA, DSS, Probation and BOCES and participated with DA's Rockland County Heroin Task Force and coordinated with OASAS to use 1-800 Hopeline as the Hot Line for Rockland County. Extended psychiatric coverage in the Rockland County jail and revised suicide protocol which reduced corrections officer overtime.
- Awarded six (6) additional supported housing beds from OMH, all of which have been developed. Loeb House, Inc. and the Empowerment Center opened their first respite apartment bed, based on a model of peer support.
- Joined all three (3) DSRIP networks and completed all DSRIP lead agency requests for information. Joined all three (3) Project Advisory Committees and worked with lead agencies on two (2) major behavioral health initiatives, the integration of physical and behavioral health and the expansion of crisis stabilization services.

2015 Goals

- Start up of Mobile Crisis as anticipated by end of first quarter as well as the start up of a satellite clinic at both Fieldstone School and the Haverstraw Center.
- Coordinate with RCPC on the recruitment of individuals for the new Turning Point program for individuals suffering from an initial psychiatric break.
- Continue to coordinate services between RCPC, Nyack Hospital, MACSHY Program and Rockland BOCES to develop a more effective system to triage and refer for appropriate service children and adolescents in the County who are referred to the Nyack Hospital emergency room.

- Communicate with DCJS and NYS Dept. of Corrections re: oversight of individuals with criminal histories who live in community residences.
- Enhance coordination of services between Nyack Psychiatric Inpatient Unit and community providers of outpatient and residential behavioral health services.
- Participate in DSRIP Project Implementation meetings and assignments.

DEPARTMENT OF HEALTH

Patricia Schnabel Ruppert, DO, FAAFP, Commissioner

2014 Achievements

Hepatitis A Response

- Responded to a potential Hepatitis A exposure to Rockland residents contacting and educating Rockland residents and vaccinating over 300 potentially exposed people.

Accreditation

- The health department filed with the Public Health Accreditation Board (PHAB) to seek national accreditation.

Electronic Health Records

- New Electronic Health Records System (EHR) went live September 1st.

Housing Code Enforcement

- In collaboration with the OFES, have performed targeted housing inspections and are adjudicating violations through the Board of Health.

Early Intervention

- Improved internal QA for Early Intervention Program to ensure compliance with regulations regarding initial and ongoing eligibility.

Ebola Virus Outbreak

- Outbreak in West Africa of the Ebola Virus led to activation of Public Health Response Team, which successfully responded to the first exposure in a Rockland resident and continues in Ebola preparedness.

2015 Goals

Accreditation

- Increase the department's capacity for optimal investment in public health by the pursuit of Public Health Accreditation.

Sale of Tobacco Products

- Prohibit the sale of all tobacco products, including smokeless tobacco and e-cigarettes to those under 21 years of age.

Safe and Sanitary Housing

- Ensure that residents in our communities have safe and sanitary living conditions.

Chronic Disease

- Reduce death and disability due to chronic diseases and HIV infection in Rockland County.

Immunization

- Increase childhood and adolescent immunization rates.

Early Intervention and Pre-K Programs

- Ensure that children under age 5 with special developmental and educational needs are identified, evaluated and receive eligible services.

DEPARTMENT OF HOSPITALS
Summit Park Hospital & Nursing Care Center
Dr. David Freed, Acting Commissioner

2014 Achievements

- Executed purchase and sale, facility transition, and consulting agreements required to commence process of obtaining Certificate of Need (C.O.N.) approval to transfer ownership and operation of Summit Park Hospital and Nursing Care Center to Sympaticare, LLC.
- Conducted and implemented recommendations, especially including extensive outreach to regional hospitals, of an independent consultant's study that explored both their propensity to refer to Summit Park Hospital and their awareness of its clinical service portfolio.
- Enrolled and participated in initial design activities of three emerging Participating Provider Systems under New York State's Delivery System Redesign Incentive Program (DSRIP).
- Deployed multiple financial improvement initiatives including patient unit consolidation, staff rightsizing to match patient census, better clinical documentation, and accelerated patient accounts collections activity.
- Completed year-end New York State Department of Health survey of Nursing Care Center with no clinical or care deficiencies.

- Planned and executed effective Ebola and influenza protocol and awareness campaigns.

2015 Goals

- Obtain timely endorsement by both the New York State Department of Health and Public Health and Health Planning Council of a C.O.N. to transfer ownership and operation of Summit Park Hospital and Nursing Care Center to Sympaticare, LLC.
- Conduct extensive scenario planning to avert or mitigate multiple factors that could result in delay or contingent approval of the C.O.N.
- Compile detailed operational plans for first, all required closing activities following C.O.N. approval; and second, uninterrupted operation of select post-closing medical support functions outside Summit Park Hospital & Nursing Care Center per se, e.g., jail and mental health medical services, clinic laboratory support, medical records.
- Maintain patient and staff satisfaction during interim operating period, e.g., recruit experienced leaders into key vacant positions; stabilize nurse staffing & attendance; and keep staff well informed about facility disposition.
- Increase revenues during interim operating period by improving efficacy of revenue cycle for care delivered and stimulating census through increased contacts with key referral sources.
- Reenergize organizational quality improvement function and bring all publicly reported quality measures to at least statewide average.

OFFICE FOR THE AGING

June Molof, Director

2014 Achievements

- The Office for the Aging HIICAP (Health Insurance Information, Counseling and Assistance Program) made presentations on Medicare and related options programs.
- Our Senior Community Service Employment Program has again successfully achieved the placement goals set by both Senior Services America, Inc, and the State Office for the Aging,. SCSEP provided 28,892 hours of community service and labor contributions at various non-profit and county agencies in 2014.
- The Chore Program made 350 visits to the homes of seniors to provide them with handyman chores and minor household repairs. This enables more seniors to remain in their homes.

- 3201 rides were provided to seniors utilizing taxi vouchers for medical appointments.
- The Adult Day Program provided 28,958 hours of service for functionally or cognitively impaired, frail, isolated and dependent elderly adults.
- The Respite Program, which provides needed respite for families caring for seniors, has served 25 families or 25 weeks of professional care in an Assisted Living or Nursing Home facility.
- The Expanded In-Home Services for the Elderly Program (EISEP) maintains the independence and improves the quality of life for older adults. It has served 161 seniors providing 33,911 hours of homecare this year, which enables older adults to remain safely in their homes. In addition, 5084 hours of adult day care were provided. 39 seniors also had Personal Emergency Response System units.
- Volunteers of the Long Term Care Ombudsman Program delivered over 2110 hours of visiting, support and intervention to the institutionalized elderly.

2015 Goals

- Continue to work with other County departments as well as outside community agencies and service providers to plan for and develop programs for the senior population of Rockland County.
- Participate in a training on how to guard against identity theft and other forms of financial exploitation for older adults.
- Seniors will be offered a free glaucoma screening at a local ophthalmologist's office.

COMMUNITY DEVELOPMENT

S. Ram Nagubandi, Director

2014 Achievements

- Awarded approximately \$4 million of federal/state funds to Rockland County's towns, villages, not-for-profits and various other applicants through our CDBG, HOME, ESG, HOPWA and Supportive Housing Programs.
- Applied for and received \$668,000 for Continuum of Care and awarded to various housing projects such as permanent disability, rapid rehousing program and transitional housing.
- Requalification of 22 towns and villages to continue Rockland County's status as an urban county for the years 2015-2017 in order to continue to receive HUD funding for the above programs.

2015 Goals

- Complete the Comprehensive Consolidated Plan for the years 2015 through 2019 and 2015 Action Plan due to HUD in order to continue to receive funding through the CDBG, HOME, ESG, HOPWA and Supportive Housing Programs.
- Complete an assessment of fair housing study that must be submitted with the Comprehensive Consolidated Plan.
- Review and revise the First Time Homebuyer and Housing Rehabilitations Programs funded through HOME funds to comply with new and additional federal regulations and expand outreach to low/moderate income Rockland residents.
- Increase and improve working relationships with other County departments in order to reduce duplication of services, increase productivity and shorten timelines.
- Apply for any available funding/grants in order to better serve our current clients, future clients and the County as a whole.

DEPARTMENT OF SOCIAL SERVICES

Susan Sherwood, Commissioner

2014 Achievements

Child Welfare

- Placed Adolescent Services caseworker in MACSHY co-location center.

Legal/Special Investigations

- Worked on fraud prevention and prosecution with District Attorney and local officials.
- Combined Front End Detection System (FEDS) and Fraud cost-avoidance was \$1.4 million, a 68% increase over 2013.

Administration

- Despite reduction in staff, served more clients.
- Collaborated with Sheriff's Department to identify and terminate fraudulent benefit receipts and overpayment to County jail inmates.

Assistance Programs

- Employment Unit implemented new processes to improve participation rate and developed a successful pilot of Young Adults Job Readiness Program.

2015 Goals

Child Welfare

- A Therapeutic Foster Boarding Home program will be established in Rockland to keep youth close to home and avoid costly residential facility placements.

Legal/Special Investigations

- Move toward predictive and pro-active fraud prevention process.

Administration

- Perform comprehensive audits and performance analysis of DSS monitored services contracts to ensure accountability.

Adult Services

- A dedicated attorney will address protective services for adults issues.

Public Information

- Information Rockland (InfoRock) will review all Long Term Care agencies and services for accuracy for anticipated NY Connects program startup (Medicaid Balance Incentive Program).

Assistance Programs

- An in-house call center will be established as single point of entry for all calls to Temporary Assistance and SNAP to increase customer satisfaction and support staff.

VETERANS SERVICE AGENCY

Jerry Donnellan, Director

2014 Achievements

- Obtained the NY State Peer-To-Peer Grant.
- Participated in the commemoration of the 50th Anniversary of the Vietnam War.
- Revamped our Rockvets website.
- Expanded our social media outreach and updated our Facebook page.
- Continued with monthly WRRCR radio show.
- Held a Medal Ceremony in November to honor Rockland veterans who served in the Iraq, Afghanistan and the Global War on Terrorism.

2015 Goals

- Coordinate celebrations for the 70th Anniversary of the end of WWII- both the signing of the peace in Europe and Japan.
- Host guests on our monthly radio show who can further explain veterans benefits outside of the normal range of the VA, such as social security, Medicare, taxation, etc.
- Work closely with the Rockland Independent Living Center on helping veterans reintegrate into society with an emphasis on jobs, housing, and necessary training.
- Work with Dominican College to better serve the families of veterans, particularly the guard and reserve.

YOUTH BUREAU

Marianne McCarney-Haesche, Acting Director

2014 Achievements

Rockland County Youth Employment Program

- In addition to the support of the County, the YB received \$206,808 from OTDA & Rockland County DSS to fund this year-round program.
- 138 young people employed in seasonal or year-round jobs.
- 95% of the youth employed maintained their jobs for at least three months.
- 152 young people graduated from two T.E.E.N. Works sessions.
- Job Employment Education Training (JETT) a six-week program established in collaboration with Rockland BOCES which provided an opportunity to pilot a career exploration workforce training program for 21 teens from East Ramapo and North Rockland High Schools.

Rockland Conservation & Service Corps (previously RC AmeriCorps)

- Literacy Corps members brought the Parent Child Home Program (PCHP) to 24-low-income families with 2- and 3-year olds.
- Members completed 59 environmental projects; improved 86.59 miles of county trails and water bodies; aided in storm mitigation efforts by removing 65 stream blockages.
- Trail Guide Docent Program, led by volunteers, provided 25 local walks and hikes. In addition, 2 youth docent walks took place.
- The establishment of Rockland Community Emergency Response Team (RCERT). As a collaboration with the Fire Training Center, the Health Department and Mental Health Association, the Youth Bureau has been able to

bring training classes in disaster preparation and relief at no cost to 80 county residents.

Children's Village The Sanctuary (Project Turning Point)

- 124 young people received non-residential support to strengthen their ability to meet stressful and challenging situations.
- 35 young people received residential support and services when they were temporarily homeless or in need of respite care.
- 350 young people received resources and information from the Streetwise Van. The Van conducted outreach 12 times throughout the year in 12 communities in Rockland County.

Maintaining Strong Partnerships within the Community

- Through our collaborative work with other county departments, non-profits and businesses the Youth Bureau was able to secure private funding for both the 34th Annual Youth Forum Awards Dinner & for the 16th Annual YouthFest.
- Rockland businesses, government departments, agencies and community resources were able to share their services with more than 6,000 visitors at YouthFest 2014.
- The Youth Bureau, as the lead agency of the Neighborhood Violence Intervention Grant, received \$250,000 in funding. The YB is providing oversight and coordination to ensure compliance with grant outcomes. Partners are the Rockland County District Attorney's Office, the Clarkstown, Haverstraw and Spring Valley Police Departments, WestCOP and Haverstraw Center.
- The 2014 OCFS county appropriation for distribution to support direct service Youth Development Programs was \$319,675. The Youth Bureau funded and programmatically and fiscally monitored 17 community-based agencies which provide opportunities and support to our youth.

2015 Goals

Rockland County Youth Employment Program

- 160 14-21 year olds will participate in the spring and summer sessions of the TEEN Works Program. They will develop skills and behavior for successful workforce employment.
- 30 16-21 year olds will participate in the 6-week J.E.T.T. Program designed to help them secure after-school and out of school unsubsidized employment.
- 190 youth will have the opportunity to apply learned workforce skills to site-based-internships.

Rockland Conservation & Service Corp (RCSC)

- In collaboration with Fire & Emergency Services, will coordinate and implement 8 basic training classes of the Rockland Community Emergency Response Team (RCERT) with at least 100 residents attending.
- Coordinate 25 300-hour members who will serve at ten sites and accomplish a total of 7,500 hours of service for the Rockland region.

- Initiate or be a principal collaborator on 75 service projects & initiatives that support environmental and/or non-profit and municipal agencies in need of services or capacity building.
- Recruit at least 250 volunteers to support the activities and initiatives of the Rockland County Youth Bureau and the RCSC.

Children's Village- The Sanctuary (Project Turning Point)

- Residential support and services will be offered to 45 young people ages 12-17 (an increase of 8% from 2014) who are temporarily homeless or need respite care.
- Non-residential resources and support offered to 150 young people ages 12-17 (an increase of 9%) will strengthen their ability to meet current stressful situations and avoid future risks.

Maintaining Strong Partnerships within the Community

- Facilitate the all volunteer committee of community representatives, agencies and businesses to host the 17th Annual Rockland County YouthFest on March 15, 2015.
- Host the 35th Annual Youth Forum & Awards Dinner on May 14, 2015.
- Coordinate the distribution of the NYS Office of Children & Family Services Office of Youth Development funding to Rockland County non-profit agencies that work directly with young people.
- Continue to lead the collaboration of agencies under the Neighborhood Violence Intervention Grant through December 2015.
- Based on the success of VCS-funded Trauma Impact Program, the Youth Bureau will share recourses and advocate for training on the impact of trauma on youth.
- Continue its work in close partnership with faith-based communities, other government departments, municipalities and grassroots agencies and model the principles and policies of positive youth development for children and youth from birth to 21 years.

PLANNING AND PUBLIC WORKS

DIVISION OF ENVIRONMENTAL RESOURCES

R. Allan Beers, Coordinator

2014 Achievements

- 137 park permits issued accommodating 8,500 residents, over 100,000 park users visited the Haverstraw Bay Park in 2014. Completed bidding process and selected Engineering firm to design Superstorm Sandy repairs and restoration work.
- Continued Stream Bio-Monitoring program and Volunteer Stream Monitoring program. For the ninth consecutive year, 20 stream locations were sampled.
- Cropsey Community Farm assisted Rockland Farm Alliance with extending their lease with the County to continue agricultural operations. Received Executive/Legislative approval to establish a capital project to replace the barn.
- Received an \$8,000 DEC grant to analyze 48 culvert crossings in the Cedar Pond Brook Watershed in Stony Point. Information gathered was sent to Cornell University to determine undersized culverts which contribute to flooding problems during large storm events.
- Completed distribution of \$745,000 to municipalities for administering DEC Stormwater grant funds received by the Soil District.
- Sponsored the DEC endorsed 4-Hour Contractor Training in Erosion and Sediment Control.
- Coordinated Dutch Garden Volunteer Gardening program to assist in maintenance of the landscaping.

2015 Goals

- Complete Superstorm Sandy repair and restoration work at Haverstraw Bay Park.
- Continue for the tenth consecutive year, both our Water Quality Stream Bio-Monitoring program and Volunteer Stream Monitoring program.
- Partner with the Sparkill Creek Watershed Alliance to implement a conservation project along the Sparkill Creek.
- Continue working with the Water Task Force to develop a Sustainable Water Management Program.
- Continue reviewing and evaluate the potential environmental impacts of the proposed Pilgrim Pipeline, Algonquin Incremental Market Expansion and Algonquin Atlantic Bridge Project.
- Continue to hold our successful 4-Hour Contractor Training in Erosion and Sediment Control.

DRAINAGE AGENCY

Vincent Altieri, Executive Director

2014 Achievements

- Completed 60% of construction work associated with the Pascack Brook/Union Road Flood Mitigation Project.
- Completed the final design and advertised for construction bids for the Sickletown Road/Naurashaun Brook bank stabilization project.
- Completed the flood mitigation study of the Naurashaun Brook.
- Completed 95% of the FEMA reimbursable Hurricane Sandy tree removal work.
- Inspected all 80 miles of County streams for obstruction identification and removal as well as an additional 225 site inspections in response to requests from the public.
- Performed 396 jurisdictional reviews and performed 137 permit application and related reviews to ensure that the development within RCDA jurisdiction does not negatively impact stormwater runoff from the site and will have adequate measures to prevent erosion during and after construction.

2015 Goals

- Complete remaining construction work associated with the Pascack Brook/Union Road Flood Mitigation Project.
- Award a construction contract and begin construction on the Sickletown Road/Naurashaun Brook bank stabilization project.
- Complete design, bid and begin construction at 264 Route 9W in Haverstraw.
- Complete a flood mitigation study of the Muddy Creek in Orangetown.
- Inspect all 80 miles of County streams twice for obstruction identification and removal and respond to County residents concerns and requests for service.
- Continue to review GML submissions, jurisdictional determinations, and permit applications to ensure that development within RCDA jurisdiction will not result in any increase in the rate of stormwater runoff, aggravate flooding conditions or transport sediment to other properties.

HIGHWAY DEPARTMENT

Charles Vezzetti, Superintendent

2014 Achievements

Resurfacing

- Continued road resurfacing program by resurfacing 282,610 square yards of pavement.
- As part of the resurfacing program, Rockland County Highway continues to be the leader in recycling as our Hot in Place process recycled 37,200,000 pounds (18,600 tons) of stone and asphalt back into our roads for resurfacing.

Capital Projects

- New Hempstead Road completed. This \$32 million Federal Aid Reconstruction Project rebuilt New Hempstead Road between North Main Street and the PIP Ext 11 interchange.
- Completed reconstruction of Oak Tree Road Bridge. This \$2.6 million Federal Aid Project replaced a narrow substandard bridge with a modern precast concrete structure.
- Initiated reconstruction of Montebello Bridge. The \$3.8 million reconstruction of the "Historic" Montebello Bridge which was damaged during Hurricane Irene started in the fall of 2014.
- Initiated design of wall at Suffern Lane with approval of Federal Aid authorization.
- Received construction phase authorization (bid letting) for Forshay Road Project.
- Completed final design of Orangeburg Road Bridge replacement.

Highway Maintenance

- Implemented recycled asphalt process for patching during winter months. Utilizing new batch asphalt recycler and hot box.
- Repaired 1000 feet of drainage pipe.
- Repaired/rebuilt 55 catchbasins.
- Successfully trained 28 workers for snow and ice operations with in-house staff.

2015 Goals

Capital Projects

- Award construction contract for Forshay Road.
- Bid letting and contract award of Orangeburg Road Bridge Replacement.
- Completion of Montebello Road Bridge.
- Continue to upgrade equipment fleet.
- Advance new highway facility to bid letting and contract award.

Highway Maintenance

- Continue successful Road Resurfacing Program by planning to resurface 390,000 square yards of pavement. This is equivalent to 27 miles of road.
- Continue to upgrade and replace drainage pipes and catchbasins.
- Continue to use asphalt recycler to produce approximately 100 tons of hot patch material for winter months.

DEPARTMENT OF PLANNING

Douglas Schuetz, Acting Commissioner

2014 Achievements

Land Use Planning

- Reviewed 485 General Municipal Law (GML) land use and zoning applications referred by the County's 24 municipalities (up 3% from 2013); & four State Environmental Quality Review Act (SEQRA) documents for large-scale development proposals. These reviews examined proposals that consisted of 1,969 new dwelling units, 167 additional lots, 3,351 acres, 3,761,753 total sq. ft., & 1,362,644 additional new sq. ft. Conducted five SEQRA assessment reviews for County projects.
- Sponsored the Rockland Municipal Planning Federation (RMPF) Annual Certification Courses for municipal planning & zoning board members, certifying 18 new participants and re-certifying 116 others. (RMPF has certified 782 people and re-certified 1,586 participants since the program's inception in 1993.) Conducted 2014 RMPF educational sessions, offering 35 training hrs. and promoting 44+ hrs. of other training sessions. Hosted the RMPF 26th Annual dinner meeting, with a presentation on "Residential and Commercial Development Trends in the Hudson Valley."
- Prepared the 2015-2020 Capital Budget for all Rockland County government departments, which included 13 new projects for 2015.

GIS and Tax Mapping

- Launched the Indian Point Emergency Planning Application - an easy to use, platform neutral, web based mapping application designed to allow residents to find important emergency information pertaining to an incident at Indian Point.
- Trained close to 200 people on the various GIS web applications such as the Emergency and Municipal Map applications.
- Updated many GIS layers necessary for Official Tax Map adoption and 911 Dispatch. Continued to investigate and resolve various deed and map issues to help improve the accuracy of the Official Tax Maps and performed an on-time roll out of the maps to towns and villages. Continued to supply essential GIS address and emergency layer information to 44-Control for use in 911 Dispatch.

2015 Goals

Land Use Planning

- Continue to review development proposals referred by towns and villages, as mandated by the State GML, focusing on the issues that transcend municipal boundaries, such as traffic, drainage, stormwater run-off & community character.
- Continue to implement goals and recommendations of the County Comprehensive Plan, particularly those that promote growth in existing centers, preserve existing commercial & industrial areas, protect the character and quality of life, promote conservation designs to preserve open space and sensitive areas, encourage affordable housing and sustainable development, and expand trail networks.
- Continue to work closely with the RMPF on planning, land use and zoning issues by sponsoring the certification courses, providing educational sessions to discuss pertinent topics, and holding the annual dinner event.

GIS and Tax Mapping

- Work with Orange & Rockland Utilities, Office of Fire & Emergency Services and other government agencies to improve the Road Obstruction Tool for the Interactive Emergency Map Application to better communicate conditions during an emergency event.
- Work to improve the Data Release Policy to streamline distribution of GIS files to the various users throughout Rockland County.
- Continue to improve the various Online Mapping applications to be scalable and more flexible to better assist County and local municipal staff and members of the public. Move toward goal to improve the applications for use on any mobile device regardless of operating system.

DEPARTMENT OF PUBLIC TRANSPORTATION

Douglas Schuetz, Acting Commissioner

2014 Achievements

Demographic Research

- Continued to serve as lead agency for development and maintenance of the County's demographic Data Research Program, which provides demographic, economic, social and housing data/analysis to County departments/agencies, local organizations, businesses, economic development agencies and others. Provided project management/data analysis for the Public Transportation Department's 2014 NTD Sampling project. By conducting the entire project using DPT staff, the County saved at least \$125,000 in project cost. Participated as a member of the County Executive's Commission on Community Behavioral Health and

conducted the development of data collection tools and data analysis for a needs assessment regarding behavioral health services in Rockland County.

Transportation Planning

- Continued to serve as County's liaison to the New York Metropolitan Transportation Council (NYMTC), responsible for completing all required mandates for County to receive Federal and State transportation funds and reimbursement of County staff time from NYMTC for this work. As NYS DOT's Designated Recipient, processed \$11 million in State Transportation Operating Assistance (STOA) payments to public and private bus operators serving Rockland commuters; provided all data for the NYSDOT-required STOA audit.
- With County Executive, met with MTA Chair and Metro-North President to discuss improved service and reducing Rockland County's value gap. Hired consultant, held Public Information meeting and began NEPA/SEQRA work for the new Monsey Park & Ride facility.

Transport of Rockland (TOR)/TAPPAN ZExpress (TZx)/TRIPS Bus Services

- Began development of an Intelligent Transportation Systems (ITS) needs analysis and systems engineering analysis for TOR, TZx and TRIPS. Finalized the award of a \$3 million FTA grant to support the County's ITS initiative, including the procurement of new technologies for the buses and reimbursement for staffing to implement the new technologies. Installed electronic fareboxes on all TOR and TZx buses, conducted a public education campaign to educate riders about the fareboxes and for the first time took bus fares out of the hands of the drivers.
- Purchased four new Gillig buses to replace the four oldest buses (1998) in the TOR fleet and purchased 19 new TRIPS buses. The TOR buses should be delivered and placed into revenue service in September 2015 and the TRIPS buses by Spring 2015. In addition, the County supplemented its TOR fleet through the FTA-approved transferring of four 1999 Nova buses from Capital District Transportation Authority.
- Implemented a multi-phase fare increase for the TOR, TZx and TRIPS services, which provided additional revenue needed to maintain current service levels. The increase for TOR and TZx, coupled with the installation of the new fareboxes, will provide the opportunity to incorporate more electronic fare types.

2015 Goals

Demographic Research

- Provide membership and support to transportation activities and committees. Develop a set of 2015-2050 demographic and economic forecasts for Rockland County's Transportation Analysis Zones as part of NYMTC's 2050 Socioeconomic and Demographic Forecasts Project. This information will be used in the review of all transportation projects within Rockland County and NYMTC will reimburse staff time for this project. Continue participation as a member of the County Executive's Commission on Community Behavioral Health and contribute to the development of a final plan that provides recommendations

to address the behavioral health needs of Rockland County residents and improve the availability and effectiveness of behavioral health services.

Transportation Planning

- Working with NYMTC, complete all required mandates for County to receive Federal and State transportation funds, and as NYS DOT's Designated Recipient of STOA funds, process an estimated \$12 million in STOA payments to public and private bus operators. Continue to obtain reimbursement of County staff time from NYMTC for Transportation Planning projects.
- Continue work with vital Transportation Planning projects, including: Reducing the MTA Value Gap in Rockland County; Implementation of plans for the New NY Bridge's Bus Rapid Transit system and associated infrastructure, such as the "Route 59 Smart Corridor," ensuring that transit, highway and bike/pedestrian improvements are incorporated into the future bridge and Thruway corridor, monitoring progress on the State's plan to fund construction, hold down bridge tolls and ensure resident toll discount and transit toll exemption on the new bridge, work with NYS DOT and the Thruway Authority to establish a Construction Mitigation Transit Plan to accommodate and promote the use of the TZx bus service; Work with NYS DOT, CSX, the Federal Railroad Administration and municipalities to advance Rockland County's Railroad Crossing Safety Improvement & Quiet Zone project to construction in 2015/2016; Work to meet goal of 2015/2016 construction of new Monsey Park & Ride Facility and Sparkill Park & Ride Facility; Completion of Exit 14 Park & Ride expansion project.

Transport of Rockland (TOR)/TAPPAN ZEEexpress (TZx)/TRIPS Bus Service

- Finalize the development of the Intelligent Transportation Systems (ITS) needs analysis and systems engineering analysis for TOR, TZx and TRIPS. Begin procurement of new technologies to be used on the buses and by the Department and Operator to enhance the efficiency and performance of our transit system and provide real-time bus information to our customers.
- Develop, with the assistance of consultant services, a transit bus procurement strategy to determine the optimal types, sizes and quantity of buses that the County should operate to meet the demands of its bus service. This strategy will be influenced by the the implementation of a pilot plan, set to begin in March 2015, to evaluate the feasibility, added efficiency and overall value to public transportation riders in using smaller buses on certain TOR routes. This transit bus procurement strategy will be incorporated in the procurement of new TOR and TZx buses which will begin in 2015. Accept delivery of 19 new TRIPS buses and four new TOR buses and enter them into service.
- Complete the multi-phase fare increase that was approved in June 2014, including the introduction of electronic fare cards to be used as a replacement for certain paper ticket fare media currently being used by TOR & TZx passengers. The electronic fares will increase revenue and provide better efficiency and accuracy in the reporting and analyzing of ridership and route usage information, and will provide an enhanced customer experience in using the services.

SEWER DISTRICT #1

Dianne Philipps, PE, Executive Director

2014 Achievements

- Completed the Investment Grade Energy Audit, development of Facility Improvement Measures and finalized contract terms for an Energy Performance Contract with Siemens Industry, Inc.
- Completed construction of the last section of main sewer trunk line in Sloatsburg to allow the remaining sections of the Village of Sloatsburg to connect to the new sewer system.
- Finalized the design and bid the second to last construction contract for the Western Ramapo Sewer Extension Project.
- Completed installation of new aeration equipment on one train of rotating biological contactors and began a pilot study to see if this equipment will improve plant performance.
- Completed an evaluation of the Sewer District's interceptor sewer system.
- Applied for and received a 25% grant and zero interest loan through NYSEFC for the Pump Station Emergency Generator & Fuel Oil Tank Replacement and Upgrade Project under a Storm Mitigation Loan Program.

2015 Goals

- Continue to operate, maintain, and invest in the wastewater treatment plants and collection system to ensure reliable sewer service to protect the environment.
- Maintain sewer rates at or below the regional averages published by the National Association of Clean Water Agencies.
- Finalize and enter into an Energy Performance Contract with Siemens Industry, Inc.
- Complete pilot study of new aeration equipment for rotating biological contactors.
- Continue to remove infiltration and inflow of stormwater into the sanitary sewer system by cleaning, televising, testing and sealing 126,500 linear feet of sanitary sewer lines.

INTERNAL SERVICES

DEPARTMENTS OF BUDGET & FINANCE

Stephen F. DeGroat, CPA, Commissioner of Finance/Budget Director

2014 Achievements

- Successful sale of negotiated \$96 million deficit bond.
- Successfully worked with credit agencies for rating upgrade: Moody's from Baa3 negative outlook to Baa2 positive outlook.
- Projected year end surplus for the general fund for first time since 2008.
- Produced 2015 budget that stayed within the 2% property tax cap.
- Submitted NY State Property Tax Freeze Form allowing residents to receive tax cap rebate.
- Submitted 2015 budget to Legislature one week earlier than charter deadline.
- Received the Certificate of Achievement for Excellence in Financial Reporting Award (CAFR) by the Government Finance Officers Association for the 26th consecutive year.
- Successfully completed a competitive capital borrowing for \$41.5 million.
- Submitted on time quarterly reports to the NYS Office of the Comptroller.
- Submitted mid-year update report in June to County Legislature.
- Submitted multi-year report in November to County Legislature.
- Submitted multi-year report to the NYS Office of the Comptroller.
- Reduced our cash borrowings by \$85 million; from \$160 million to \$75 million.
- Successfully sold one negotiated Revenue Anticipation Note (RANS) for \$20 million and one Tax Anticipation Note (TAN) for \$55 million.
- Collaborated with Mental Health for the closure of two units which were moving to Nyack Hospital ahead of schedule.
- Collaborated With Key Bank Securities for advanced refunding of specific debt for savings of \$958,000.
- Conducted a property tax auction selling 26 parcels.
- Worked with NYS OSC on 2015 budget review resulting in no required changes.

2015 Goals

- Issue a \$60 million Tax Anticipation Note (TAN).
- Issue \$25 to \$30 million serial bonds for capital projects early summer 2015.
- Collaborated with MIS in PeopleSoft upgrade.
- Continue submitting quarterly reports to NYS Comptroller's Office.
- Continue working with credit rating agencies for upgrade.

DEPARTMENT OF GENERAL SERVICES

2014 Achievements

Facilities Management Division - Robert H. Gruffi, P.E. LEED AP, Director

Completed the following capital projects to improve County infrastructure:

- CP 1390 - Dutch Garden park entrance
- CP 1384 - Sheriff roof replacement
- CP 1456 - Jail security fence
- CP 4475 - Nurse call system
- CP 18827 - Bldg. T sidewalks & roadway

MIS Division - Richard W. Caunitz, Director

- Moved the County Clerk's COTT system from a server based internal system to a cloud-based external COTT hosting solution.
- Completed the federally mandated ICD-10 diagnostic code upgrade to the Hospital's legacy UNIX system.
- Implemented the new cloud-based eClinicalWorks (eCW) electronic health records system for the Departments of Health and Mental Health.
- Initiated the PeopleSoft/Oracle Technical Upgrade Project with the installation of new IBM hardware and software that will potentially provide enhanced functionality for the Purchasing, Finance, Payroll and Personnel Departments.
- Replaced 1,300 PCs at all County locations with the Windows 7 operating system to ensure network security.
- Directed the upgrading of 500 MS Access Databases to be compatible in 2015 with the proposed new Microsoft Office 365 work stations.

Purchasing Division - Paul J. Brennan, CPPO, Director

- Implemented new countywide copier program at lower costs to the County.
- Conducted "Minority Women Owned Business Outreach Seminar."
- Conducted "How to do Business with Rockland County Seminar."
- Increased revenue from sale of surplus equipment.
- Conducted operational assessments of radiology, laundry, housekeeping and security.

2015 Goals

Facilities Management Division

- Hire an Assistant Director of Facilities Management to assist the director with daily operations and capital projects.

Facilities Work Order System:

- Implement a Facilities Management Work Order System to record, track and archive equipment infrastructure operating conditions in an efficient and effective manner.

Continued Assistance w/ Sale:

- Continue to provide assistance with the sale of Summit Park Hospital and Nursing Care Center.

Security Camera System:

- Implement initial security camera system for all buildings.

MIS Division

- Implement for 1,000 plus PC users Microsoft cloud-based Office 365 with a new e-mail system (Outlook) and a new Microsoft Office Professional suite. This will also decrease our need to manage internal servers and add a level of disaster recovery for our e-mail system.
- Complete a County-wide Telecommunication audit under the auspices of the Purchasing Department.
- Complete the “Power Off” project to power off all County PC’s in the evening to save energy and reduce costs.
- Develop a Disaster Recovery Plan in conjunction with a department location move as a result of the sale of the Hospital.
- Fully implement the PeopleSoft/Oracle Technical Upgrade project to the Payroll, Personnel, Finance and Purchasing systems by completing all testing and then implementing specialized enhancements to the updated system.
- Implement eClinicalWorks (eCW) in the Rockland County Jail for medical and mental health providers and detainees. Proceed to fully implement the capabilities of the eCW electronic health records system including adding functionality that brings Rockland County toward meaningful use and its financial incentives.

Purchasing Division

- Establish additional revenue generating contracts, i.e. Demand Response Programs, Solar Energy and Utility Bill Auditing.
- Implement PeopleSoft Strategic Sourcing Module.
- Establish new Procurement Card contract with rebates provided to the County.
- Obtain passage of Best Value Bidding Law.
- Operate the Purchasing Division on a “break even” or “no cost” basis to the taxpayers through documented cost savings, cost avoidance and increased revenues.
- Move filing of Procurement records to an electronic format using existing technology as much as possible.

DEPARTMENT OF INSURANCE

Karen Ann Cassa, Director of Insurance & Risk Management

2014 Achievements

- Provided access to training, webinars and on-line video based libraries for County & RCC employees. Formed partnership between the WC excess carrier and the Third Party Administrator for Workers Comp to coordinate efforts with the Critical Incident Prevention Program and Predictive Analytical Modeling.
- Facilitated the Summit Park Loss Prevention Project, which focused on training for accident investigation and loss control to reduce the frequency and severity of Workers Comp claims. Enrolled County departments in the PMA Organizational Safety Institute to develop a culture that will promote safety in the workplace.
- Continued to expand Property and Liability insurance programs to include enhanced coverage options with lower deductibles. Converted the Property Insurance Program to a new insurance group, increased coverage limits at a reduced premium, and included independent engineering inspections and reporting programs with business contingency plans. Obtained significant premium savings of \$74,000 on excess liability policies due to favorable loss experience and risk management strategies.
- Negotiated health insurance HMO renewals and achieved reductions in premiums less than budgeted amount while realizing an additional \$675,840 in savings.
- Contracted with nationally acclaimed external benefit consultant, the Segal Company, on two issues: health benefit analysis comparing cost efficiency of self-insurance to current plans; employer testing for compliance with 2015 requirements under PPACA.

2015 Goals

- Perform an analysis of the projected ultimate impact of the sale of Summit Park on the Liability and Workers Compensation exposures.
- Arrange for employee surveys and worksite inspections to identify risk, review existing processes and procedures, and develop site-specific training plans to address opportunities realized in accordance with the provisions of the County's Workplace Violence Program. Participate on the Hazard Reduction Team and continue to assess safety and security threats in a proactive manner.
- Collaborate with the Dept of Law on revisions to Local Law that impact the Self-Insured Liability and Workers Compensation Funds.
- Prepare an Abandonment Plan for the Rockland County Self-Insured Workers Compensation Plan. Request proposals for Third Party Administration of the County's new Self-Insured Workers Compensation program as a single employer.
- Participate in alternative methods of dispute resolution for large pending lawsuits.
- Complete appraisals of total insured values of all County properties.

DEPARTMENT OF PERSONNEL

Joan M. Silvestri, Commissioner

2014 Achievements

- Mandated New York State Civil Service administration and examinations – For County departments, processed 3,734 personnel/payroll transactions required for bi-weekly payroll certification and reviewed and classified 80 positions; for local jurisdictions, 168 positions were classified. Monitored and evaluated County positions, including work assignments, in order to ensure compliance with New York State Civil Service Law and facilitate optimal workforce management in the context of operational and fiscal challenges. Reviewed and revised over 100 job specifications to reflect changes in technology, skill requirements, and professional standards in career fields. Processed and evaluated 5,848 exam/employment applications and administered 95 civil service examinations. Finalized implementation of procedures to collect and maintain records of exam fees in a cost effective manner. Collected \$62,130 in fees in 2014. Researched and developed information to provide to the New York State Civil Service Commission for their review of our department’s resolution amending the Rules and Appendices in order to ensure the effective administration of New York State Civil Service Law.
- County workforce reductions and governmental consolidation – Managed three workforce reductions in 2014 (111 positions and 130 affected employees) and analyzed all of the civil service rights and benefits for additional potential workforce reductions. This involved the application of New York State Civil Service Law as well as the Rockland County Civil Service Rules, and applicable labor contract provisions for evaluating individual employee records. Prepared and disseminated information and met with employees to ensure their understanding of their New York State Civil Service rights, New York State Retirement system options and benefits, health insurance benefits, and re-employment services available through the Rockland Workforce Development Center. We developed and implemented procedures to ensure compliance with New York State Civil Service Law and Rockland County Civil Service Rules regarding the transfer of the health benefits/insurance function to the Department of Personnel and the personnel function from the Department of Mental Health to the Departments of Hospitals and Personnel in order to consolidate resources and staff.
- Expanded use of technology – Implemented an online employment application for civil service examinations, which has reduced costs and improved the efficiency of applying for examinations, and has increased the accessibility of the application process for Rockland County citizens. Evaluated civil service exam processes in order to develop “paperless” procedures and began converting manual civil service examination documents to electronic versions. Improved the efficiency of mandated record systems by developing and implementing the

- conversion of mandated local municipal employee records to electronic records. Automated the payroll certification process, including a payroll verification report, for 49 local municipal jurisdictions in order to replace and improve the efficiency of the previous manual payroll process and ensure compliance with New York State Civil Service Law.
- Policies and procedures – Revised the County’s Family and Medical Leave Act (FMLA) guidelines and procedures, prepared and distributed the document “Frequently Asked Questions (FAQs) for Employees,” prepared new forms and departmental checklists, and developed and provided training to departments in order to ensure compliance with the FMLA and effectively manage FMLA absences and departmental operations; information and electronically-fillable forms are available on the RCWEB. Developed, coordinated and implemented an Absence Control Program for County departments, including model forms and training materials; trained or oversaw the training of 267 County supervisors to ensure their understanding and effective implementation of the Absence Control Program, and provided guidance to department heads regarding employee absence problems, resulting in improved and more cost effective management of employee absences.
 - Labor relations– Centralized the administration of labor agreements by interpreting and ensuring the proper application of contract provisions, providing guidance to prevent potential grievances, resolving grievances, overseeing matters of progressive discipline, and responding to all PERB matters. Re-established and coordinated a labor management committee to discuss and resolve CSEA labor matters. Met with union representatives, administrators, and employees to clarify labor issues, and prevent and resolve problems, especially those that pertain to the application of contract provisions and engender cooperation in the interest of quality and cost effective services.
 - Employee training and engagement - Partnered with Rockland Community College to provide no-cost Associate's degree level classes to County employees; 127 employees completed courses during the Fall, 2014 semester. Developed an on-line two tier training module for EEO compliance. Developed a County Executive Employee Recognition Program and trained County department heads for implementation, to begin in 2015. Developed a first-ever Countywide Employee Engagement Survey to be administered during the first quarter of 2015. Provided supervisor training regarding personnel policies and procedures and legal issues as they pertain to personnel in order to ensure efficient processes and compliance with New York State and federal laws and labor contract provisions. Developed and implemented a County employee “exit survey” to identify workforce management problems as well as successes in order to improve management strategies and effectively develop the County’s workforce.

2015 Goals

- Rockland County Civil Service Rules and Appendices – Will prepare new resolutions and required documents to amend the Rules and Appendices in order to comply with New York State Civil Service Law and effectively administer

New York State Civil Service Law by clarifying requirements and ensuring the protection of employee rights and that government operations are effectively and efficiently managed.

- Workforce reductions – The Department of Personnel will continue to manage workforce reductions in 2015 by applying New York State Civil Service Law as well as the Rockland County Civil Service Rules, and applicable labor contract provisions for evaluating individual employee records. Disseminate information and meet with employees to facilitate their understanding of New York State Retirement System options and benefits, health insurance benefits, and re-employment services available through the Rockland Workforce Development Center.
- Expanded use of technology – Finalize the process for upgrading the PeopleSoft HR system and implement new functionality that will improve and expand online submissions of personnel forms required for New York State Civil Service functions. Develop and implement the electronic transmission and tracking of forms and documents (e.g., eligible lists forms, transactions forms), needed to meet New York State Civil Service Law mandates. Convert manual civil service position cards to electronically-fillable documents. Continue and complete the development of “paperless” civil service exam procedures and convert additional manual civil service examination documents to electronic versions.
- Policies and procedures - Finalize the development of countywide Employee Performance Management guidelines and implement the use of these guidelines in order to improve performance management by enhancing supervisor/employee communication, motivating employees, encouraging supervisors to coach and develop employees, etc.
- Initiatives – Develop and implement on-line access to job specifications for all titles in County departments, as well as those in towns, villages, school districts, libraries, police departments and special districts in order to improve accessibility for employees, managers and administrators, and the public and reduce the costs for distributing specifications. Participate in the New York State Employees Retirement System project to develop processes and procedures for online access and interaction by employees and payroll/personnel staff responsible for retirement functions. Implement an Employee Recognition Program, an Employee Engagement Survey and a Leadership Training Program.
- Union negotiations - Negotiate successor bargaining agreements with the County's ten labor units in order to ensure the adoption of cost effective agreements that realistically reflect the County's workforce, key job functions and governmental operational needs, health insurance matters and fiscal challenges.