

2013 ALBANY COUNTY EXECUTIVE BUDGET



BRIEFING BOOK

**DANIEL P. MCCOY
COUNTY EXECUTIVE**

**DAVID J. FRIEDFEL
COMMISSIONER
MANAGEMENT & BUDGET**

2013 BUDGET MESSAGE FROM DANIEL P. MCCOY

October 2012

To the Members of the Albany County Legislature and the People of Albany County,

I present to you a 2013 Executive Budget that is balanced, meets our fiduciary responsibilities, moral obligations, and provides a road map to a more efficient and effective Albany County government. The financial burdens placed on County governments have never been greater than they are right now. Our budget planning has centered on the desire to meet the 2% property tax cap as soon as possible. Without further relief of dozens of mandates placed on the County, we simply cannot get there in one year absent dramatically eliminating the services that County government provides its residents. Our approach will be to continue to reduce costs and improve efficiencies, while pushing for more mandate relief, so that we will be able to meet the property tax cap and ensure the long-term health of our finances.

As you will find, we have tackled some of our most pressing issues with an open mind, a commitment on realistic goals, straightforward problem solving and innovation. Throughout my years as a public servant, I have been talking about Albany County's financial situation. I reiterated those concerns in my State of the County Address in March and continued taking this message to each and every municipality during a State of the County tour. We have aggressively sought to reduce spending while balancing efficient delivery of our vital services. I ask you to study the budget carefully and ask any questions you have. It is essential we continue a cooperative partnership and to work on any proposal that advances our ability to succeed together. Our journey to recovery has begun.

Governor Cuomo has helped provide much needed relief with Medicaid assistance. The phased takeover of Medicaid administration is a big step in the right direction. While the Governor has shown a strong understanding that mandate relief is a catalyst for local governments to stay within the tax cap over the long term, it is incumbent upon legislative leaders to work in concert with the Governor to enact necessary reforms. I am ready, willing and able to continue working with the Governor and State Legislature to expand crucial relief to all mandated services.

One of the issues that dominates our budget discussion is the fate of the Albany County Nursing Home. To provide a more pleasant and habitable environment for workers and residents I had our Public Works and General Services staff perform a number of necessary repairs, including preparations for the federally mandated process of updating the sprinkler system. However, we will have to make substantial financial investments for necessary and unavoidable improvements due to the facility's poor condition.

The County has an obligation to provide preventive and restorative care for our seniors. Our nursing home has provided valuable services with a unique mission of providing needed long-term care

2013 BUDGET MESSAGE FROM DANIEL P. MCCOY

services to many county residents who may not have been served by other proprietary or voluntary homes. Nevertheless, our nursing home is increasingly vulnerable and the associated costs are driving us into further financial upheaval. The nursing home subsidy for 2011 was \$8.7 million. Adding in a retroactive revenue adjustment from the Federal government of \$3 million our county share was actually closer to \$12 million. That's \$12 million paid for by Albany County taxpayers. The Albany County Nursing Home has operated at an annual deficit of between \$7 to \$9 million in recent years. In 2013 alone the County will be responsible for a \$4.8million recoupment by the federal government based on a past overpayment. Costs continue to escalate and with changes in Medicaid reimbursement rates, we project this deficit will grow every year.

There has been much discussion about building a new nursing home. The Public Health and Health Planning Council (PHHPC), the body which governs the Certificate of Need process, has denied our Certificate of Need to construct a new home. PHHPC has clearly stated that Albany County cannot shoulder those costs, which are projected in excess of any figure cited to stay in our current facility. During my transition I engaged many highly knowledgeable and respected members of the public sector, healthcare industry and business community to research and present their opinions. Their recommendation was that "Albany County should close the Albany County Nursing Home and assist patients currently residing at home in finding alternative options for long term care. As part of this undertaking, a careful process for the placement of nursing home staff must be developed and implemented." Understanding the gravity of their recommendation, I also understand my commitment to protecting and providing a place of refuge for the most vulnerable among us, a commitment I have never wavered from since my own father was a resident of the Albany County Nursing Home. Therefore, closing the facility is simply not an option.

In pursuit of all possible solutions, we put out a Request for Proposal (RFP) to have an outside management company run the facility. The bids submitted did nothing to address the cost structure and in fact, placed additional costs on the County. We also put out a RFP to transfer the license to an experienced third party, but we did not receive any bids.

There is an answer which protects seniors and ensures that our most vulnerable residents have the care they need while protecting taxpayers. It is pragmatic in terms of recognizing the economic difficulties faced by Albany County and is a responsible decision both fiscally and ethically. I have found an operator interested in working with the county who has unparalleled credentials turning around nursing homes in New York State grappling with financial troubles. Upstate Services Group is a leading provider of high quality comprehensive health care services. They currently oversee operations of eleven skilled nursing facilities around New York State comprising a total of 1,600 beds. Upstate Services Group has an excellent reputation and is familiar with situations exactly like ours. The company is on a list of preferred providers by the New York State Department of Health. They

2013 BUDGET MESSAGE FROM DANIEL P. MCCOY

currently operate Hudson Park; a facility located in the City of Albany, and as such understands how to serve the needs of Albany County residents.

My administration has executed a Letter of Intent with them which will guarantee the home stays open for current residents and will save Albany County taxpayers no less than \$70 million over the next 10 years. Additionally, Upstate Services Group has agreed to recognize and engage in collective bargaining with existing union representatives, including 1199SEIU. Most importantly, they will keep all existing patients and maintain existing admission policies for future patients as well.

The transfer will require the approval and partnership of the County Legislature, as well as New York State Department of Health. Incurring swelling operating losses, reimbursement levels that fail to cover operating costs, withdrawal of intergovernmental transfer payments and the need for increasing County subsidies is something we can no longer bear. My budget reflects nursing home spending in 2013 for six months as we operate the facility ourselves and a transition for the second half of the year to reflect our agreement. By entering into an agreement with this well respected group, residents will be cared for in the current facility by many of their current caregivers, and the County will achieve much needed long term financial relief.

While the recession has focused our needs to find efficiencies and cost savings, this administration has pursued savings since day one. Our county workforce has decreased by over 700 positions in the last decade and our administration continues to look for greater efficiencies by consolidating offices, functions and positions. By consolidating the civil legal divisions spread throughout the County within the Department of Law, it has allowed for a substantial decrease in utilization of outside counsel. Consolidation of County-operated adult mental health outpatient clinic services in one central location reduced unnecessary costs and increased overall efficiency. In partnership with the Sheriff's Office, successful efforts have been made to consolidate various units within the Albany County Public Safety Center in Clarksville by the end of the year. This will allow units from Cohoes and Voorheesville to reside under one roof allowing for more efficiency and greater cost savings.

Since all of Albany County's local governments are facing similar financial constraints, it is imperative that we continue to seek areas where we can maximize our limited resources by consolidating functions, sharing information and provide high quality services in the most efficient manner possible. Whether it is as simple as allowing a city, town or village to utilize a piece of equipment, shared purchasing or actual consolidation of services, savings can and must be achieved. The Department of General Services has been assisting the Division of Finance to ensure that auctions of foreclosed properties are processed efficiently, maximizing our revenues while decreasing our liability for these properties. Likewise, Albany County recently implemented the successful consolidation of the Cities of Cohoes and Watervliet dispatch centers within the Sheriff's Office. All County Departments will be

2013 BUDGET MESSAGE FROM DANIEL P. MCCOY

seeking out additional opportunities to share services, consolidate locations and maximize limited resources. The County Executive, in conjunction with the Albany County Sheriff, intends to pursue federal and state support for emergency response infrastructure especially surrounding the issue of interoperable communications systems and technologies. Additionally, our Division of Information Services is currently examining our ability play a cooperative role in providing information technology support services to local governments.

There are a number of programs and services provided by Albany County that I would like to highlight, which have been recognized on the state and national levels for their success. Our Purchasing Department is sought out by other municipalities for assistance in garnering the best prices through bulk buying. Most recently, it was noted in a New York Association of Counties article for its work on an Equipment Maintenance Program which showed a savings of 27% by consolidating existing service contracts. Our foster care numbers are the lowest in the state when compared to other counties of our size. Our Department of Social Services' welfare fraud investigators have been in the media a significant number of times over the last nine months for their diligent work undertaking full investigations of alleged malfeasance and recommending for prosecution those who are cheating Albany County. At the same time our Department for Aging has been commended by the New York State Office for the Aging for a job well done with the Title V Senior Employment Program-we had surpassed our goals for the year by the end of March. This is just a snapshot of the valued work and necessary programs and services that Albany County offers.

Increases in costs for unfunded mandates come at a time when Albany County residents are accessing our programs and services and need our help most. Nine unfunded mandates in particular account for over 100% of our tax levy. Those mandates are Medicaid, public assistance, child welfare, pre-school education, indigent defense, probation, early intervention, youth detention and pension costs. These expenditures are beyond our control. I have been actively working with the New York Association of Counties and my counterparts in the Greater Capital Region to lobby our legislative leaders for relief. A full list of these mandates can be found on the back cover of this budget book.

Another expense to the County involves what we pay for our students to attend community colleges. Everyone should have access to higher education, but the County is paying a disproportionately large amount per student to Hudson Valley Community College. If you look at the academic year from September 2010-August 2011, we paid \$8.9 million to HVCC. My Transition Team highlighted the issue and recommended reviewing the relationship to try and establish a more equitable rate for our students. Initial discussions with HVCC on this topic were not fruitful. However, in an address to the Rensselaer County Legislature in July, HVCC President Drew Matonek acknowledged the disparate impact of chargebacks: "As a point of comparison, Rensselaer County's sponsor contribution is \$3.2 million. Albany County's chargeback is nearly \$10 million. Further, the college's chargeback rate to

2013 BUDGET MESSAGE FROM DANIEL P. MCCOY

counties outside of Rensselaer is \$2,190 compared to Rensselaer's contribution of \$1,123 per resident full-time equivalent student. That is almost a 2 to 1 ratio." This unfunded mandate is passed on to the County and we have limited choices: pay it; pass the costs down to the individual municipalities who are also struggling; or establish a regional community college. We are working with other communities, legislators and SUNY to lower our financial burden and still fulfill our legal and moral mandate.

Having talked about many issues that are out of our control on the expenditure side, we turn to our revenue. The two main sources of county revenues are sales tax and property taxes. The sales tax is collected by the State and we cannot increase the rate without its explicit authorization. Losses due to the recession continue to have a negative impact. We are also struggling with a calculation error made in 2009 when it was anticipated that Albany County would take in a substantially larger amount of sales tax revenue. That loss of \$17.6 million has been carried over each year since. While our sales tax revenues are expected to show growth in 2013, we must avoid the mistakes of the past since over forecasting leads to shortfalls. We split our sales tax revenue with each of our 19 municipalities. Albany County keeps 60% and sends 40% to the municipalities. It is a generous split-approximately 38% of counties across the State either keep a greater percentage of the sales tax they collect or keep all of it. Others share sales tax with school districts or earmark the money for specific expenses like Medicaid, capital projects or debt service. In 2011, Albany County generated roughly \$230 million in sales tax revenue and distributed \$92 million of it to municipalities. After accounting for Federal and State revenues, the gap between what we bring in from sales tax revenue and what we spend is the best representation of our tax levy.

The 8.9% tax levy increase I am proposing will enable us to continue to pay for many programs and services that are not mandated but serve a critical need. Specifically, non-mandated programs that would be cut without an increase in the levy include our Crime Victims and Sexual Violence Center, Children's Dental Clinic, Mental Health Substance Abuse Clinic, Children's Mental Health and our entire Aging Department. The impact from program and service cuts alone from the Department for Aging means we would no longer provide home delivered meals, congregate meals or expanded in-home services which keep our seniors out of institutional care. As a member of the County Legislature for 12 years, I defended and supported restored funding to these programs which are not State or Federally mandated but provide a critical service to the community. These programs, if eliminated, would result in a service gap in the community as in most cases there is no other entity providing these services. In order to maintain these critical services the proposed tax levy is needed and necessary. I will continue to fund these services for as long as it is financially feasible and responsible to the taxpayers and residents of Albany County.

2013 BUDGET MESSAGE FROM DANIEL P. MCCOY

The budget I am presenting reflects the hard work of my administration and commitment to the declarations I made when I took office. This is a balanced budget that reduces spending where responsible while balancing efficient delivery of our vital services. This tax levy will mean a homeowner with a \$200,000 home will see an increase in their county tax bill of approximately \$60 per year or \$5 a month. I know that every dollar counts and I submit this budget pledging to continue to work to streamline government and create greater efficiencies without compromising or sacrificing programs and services that protect and serve the people of Albany County.

I am proud to say we are on the road to recovery. Your cooperation and partnership to achieve the goals outlined in this budget are welcome and essential to our success.

A handwritten signature in black ink that reads "Daniel P. McCoy". The signature is written in a cursive style with a large, stylized "D" and "M".

Daniel P. McCoy
Albany County Executive

KEY INITIATIVES IN THE 2013 PROPOSED BUDGET

Certain strategies included in this budget, in concert with steps being taken outside of the formal budget process, will put Albany County in a position to restore fiscal health and provide a framework that enables the County to eventually comply with tax cap. The most important steps are outlined below:

NURSING HOME

- Given the escalating share of operating the nursing home, the County Executive is proposing a solution that continues care for seniors and ensures that our most vulnerable residents have the services they need while acting responsibly on behalf of taxpayers.
- This budget proposes to lease the premises to Upstate Services Group (USG). Upon formal transfer of operations of the Albany County Nursing Home, USG will become fully responsible for all patient care and ongoing employee costs.
- This move will save the County \$1.5 million in 2013 and will save Albany County taxpayers at least \$60-\$80 million over the next 10 years.

CONSOLIDATION AND RE-STACKING

- Over the last nine months, the County has benefited from a series of Departmental consolidations. By consolidating the legal functions spread throughout the County within the Department of Law, it has allowed for a substantial decrease in utilization of outside counsel.
- Consolidation of adult mental health clinical services in one central location has reduced unnecessary costs and increased overall efficiency.
- The Albany County Sheriff's Office will consolidate various units within the Albany County Public Safety Center in Clarksville by the end of the year. This will allow units from Cohoes and Voorheesville to reside under one roof allowing for cost savings.
- We are recommending reallocating the resources of the Purchasing Division within the auspices of the Department of Management and Budget.
- The County Executive worked with the Legislature on the purchase of the Albany County Family Court Building. By doing this, Albany County is saving approximately \$1.06 million a year.
- The County Executive is undertaking a comprehensive review of facility utilization. This review will enable the County to maximize usage of buildings to best serve clients, improve operating efficiency and create appropriate synergies.

COMMUNITY COLLEGE

- Albany County has been unfairly subsidizing Rensselaer County students that are attending Hudson Valley Community College (HVCC) for far too long.
- The County Executive has begun pursuing alternative low-cost methods for providing higher education opportunities to the residents of Albany County. This process will include the creation of partnerships with neighboring municipal governments and other institutions of higher education to alleviate what is a \$10 million burden for 2012 and continues to grow annually.

HEALTHCARE COSTS

- Going forward, the entire County workforce will be asked by the County Executive to partner in containing costs.
- Through a combination of health programs, maximizing use of lower-cost pharmaceuticals and encouraging employees to utilize the most cost-efficient methods of health care delivery, considerable savings can be achieved.

KEY INITIATIVES IN THE 2013 PROPOSED BUDGET

INTER-MUNICIPAL COOPERATION

- Since all of Albany County's local governments are facing similar financial constraints, it is imperative that we continue to seek out areas where we can maximize our limited resources by consolidating functions, sharing information and providing high quality services in the most efficient manner possible. Whether it is as simple as allowing a city, town or village to utilize a piece of equipment, shared purchasing or actual consolidation of services, we must pursue these savings.
- The County has successfully consolidated the emergency dispatch centers in the Cities of Cohoes and Watervliet within the Albany County E911 Communications Center.
- Our Division of Information Services is currently examining the provision of technology support services to certain local governments.
- Our purchasing division will continue to pursue common-sense opportunities to find the best value for taxpayer dollars. Through cooperative bidding with BOCES the purchasing division has already shown tangible savings.
- As part of an agreement with Schenectady County, the Albany County Department for Children, Youth and Families evaluation team will now also complete diagnostic testing for children in Schenectady County. This agreement is expected to generate \$67,000 in new revenue for DCYF in 2013.
- Held two municipal summits, inviting leaders of all municipalities together in the spirit of cooperation to explore better dialogue and sharing of services.

INTER-DEPARTMENTAL COOPERATION

- All County Departments will be seeking additional opportunities to share services, consolidate locations, maximize limited resources and improve efficiencies.
- The Department of General Services has been assisting the Division of Finance with ensuring that auctions of foreclosed property are processed efficiently, maximizing our revenues while decreasing our liability for these properties.
- The County Executive, in conjunction with the Albany County Sheriff, intends to maximize federal and state support for emergency response infrastructure especially surrounding the issue of interoperable communications systems and technologies.
- The County Executive's office, along with other County Departments, remedied a past billing error resulting in the recoupment of approximately \$600,000. In light of this discovery, the County has implemented changes to our billing process to ensure that these errors do not reoccur.

MANAGING OUR WORKFORCE

- While the following items will not provide significant immediate savings, they will create the blueprint for negotiations of future labor agreements.
 - Effective January 1, 2013, all retired employees who come back to work part-time, will be treated as hourly employees. They will no longer be earning vacation time, sick-time or personal leave. This will provide supervisors the flexibility necessary to manage workflow.
 - All non-union employees hired after August 13th, 2012 will be only be eligible to receive pay for six weeks of unused vacation when leaving County Service, in comparison to the 13 weeks currently provided to all County employees.
 - The reduction in vacation payout puts the County in line with similar employers.
 - Non-union employees in management positions will no longer receive longevity payments effective January 1, 2013. Instead, these employees will receive performance based bonuses.
 - It should be noted that there are no "Personnel Service Savings" delineated in the budget. See the opinion of counsel included in the full budget document for a fuller explanation.

KEY INITIATIVES IN THE 2013 PROPOSED BUDGET

ENERGY EFFICIENCIES

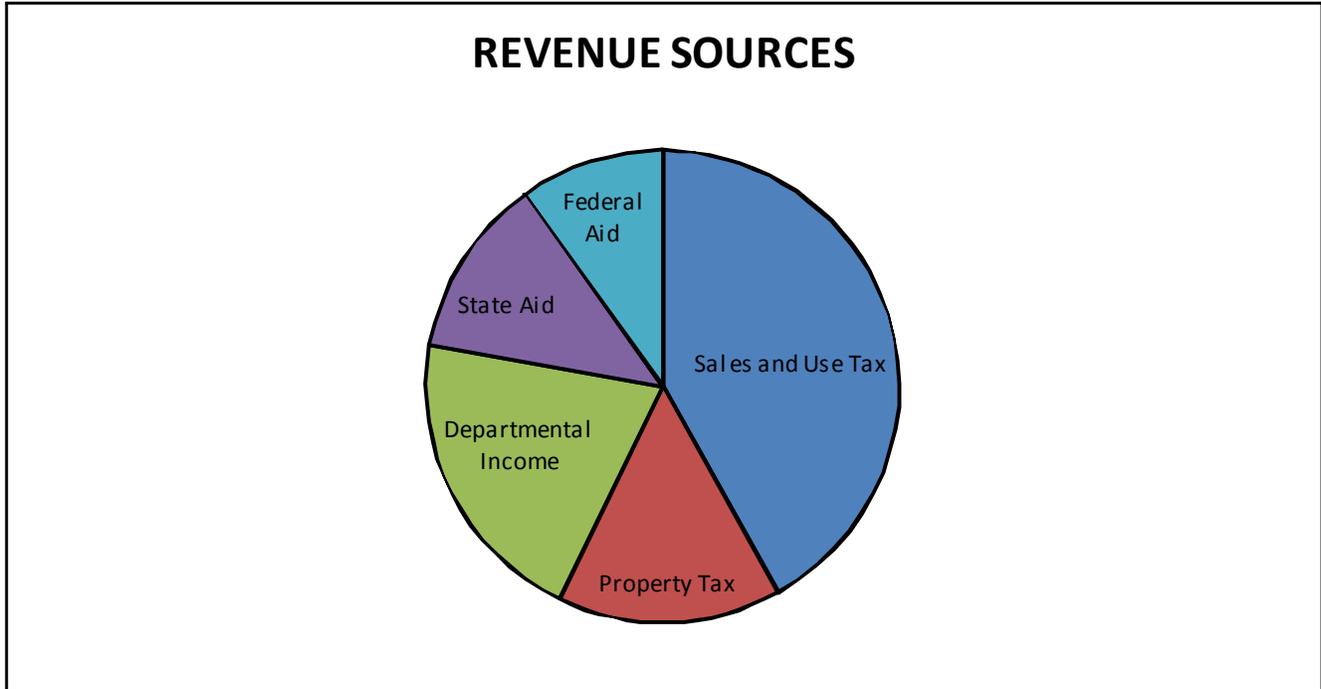
- The County Executive intends to continue current steps, related to improving our energy efficiency. Likewise, additional steps to decrease our overall energy usage will be pursued.
- Throughout the upcoming year, the County Executive's office will evaluate additional County facilities for energy usage and opportunities for energy savings. Lighting initiatives have already been completed at the Hockey Facility and Hall of Records.
- The Energy Advisory Group under the County Executive's direction identified a way to lock in its natural gas rates while commodities prices are at all-time lows. This means an \$80,000 a year savings once the contract starts November 1st.

ALBANY COUNTY FINANCIAL PLAN

COUNTY REVENUES

Where Revenues Come From

The County budget is typically supported by five ongoing revenue sources: local tax items (primarily the sales tax), departmental income, state aid, federal aid, and property taxes. Each of the County's revenue sources is discussed briefly below.



1) SALES AND USE TAX

- The single largest source of revenue in the Albany County budget is the County share of the New York State sales tax. Of revenues received, the County shares 40 percent of sales tax revenues with the local governments throughout the County (\$98 million in 2013).
- The 2013 budget estimates sales tax collections of \$244 million, up from the \$230 million budgeted in 2012 with the County share of receipts totaling \$147 million.
- The 2013 forecast reflects a 6 percent increase from 2012 budgeted receipts.
- Given the significant increase in the second half of 2011 (6.6%), resulting from the rebuilding effort following hurricanes Irene and Lee, expectations for the remainder of 2012 should be tempered.

2) DEPARTMENTAL AND MISCELLANEOUS INCOME

Departmental and miscellaneous income includes interest income and fees for services charged by the various departments to users of those services, including other governments.

Other revenues that make up the local items category include payments in lieu of taxes, income from the sale of tax acquired properties, interest and penalties on delinquent taxes, and the County's portion of the Hotel / Motel Tax. In addition, this category includes revenue from the Mortgage Recording Fee.

3) STATE AID

Included in the state aid category are individual items such as aid to court facilities, public health grants, funding for aging and youth programs, and the State share of public assistance programs.

4) FEDERAL AID

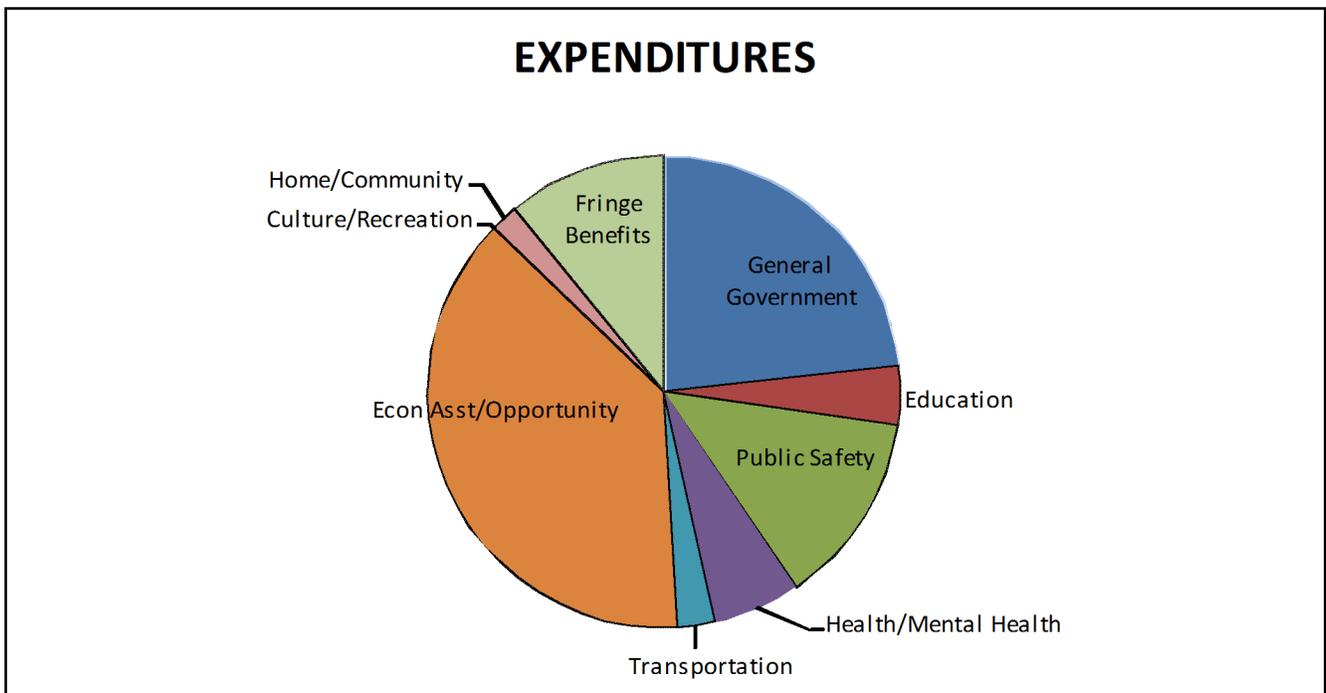
Among other things, the federal aid category includes Medicare funding provided to the Nursing Home and the federal share of public assistance programs.

5) PROPERTY TAX

The property tax of \$89.3 million presented in this budget represents an 8.9 percent increase from the prior year. The property tax represents over 15¢ of each dollar of County revenue. The property tax figure is determined differently than any other revenue in the budget. Since it is the only revenue that the County can directly control, it is calculated as the residual after all other sources of revenue have been estimated. The total amount of appropriations less than the total amount of other revenues, yields the County property tax levy.

2013 PROPOSED BUDGET APPROPRIATIONS

Expenditures in the 2013 County budget are allocated to nine categories: general government, education, public safety, health and mental health, transportation, economic assistance, culture/ recreation, home/community, and undistributed. Undistributed includes a portion of reserve funds, as well as those health insurance costs that are attributable to the County’s retirees. Appropriations for debt service are also included within this category. A fund summary appears at the end of each fund section and is referenced in the Table of Contents in the full budget document.



POSITION AND EMPLOYEE COUNT

The 2013 Executive Budget proposes funding for a total of 2,454 positions. This is an increase from the 2,442 positions funded in the 2012 Adopted Budget.

	1995	2000	2005	2010	2011	2012	2013	Change 2012- 2013	% Change 2012- 2013	Change 2010- 2013	% Change 2010- 2013	Change 1995- 2013	% Change 1995 - 2013
Positions Overseen by the County Executive	2,440	2,331	2,168	1,804	1,702	1,617	1,622	5	0.31%	(182)	-11.22%	(818)	-33.52%
Positions Overseen by Separately Elected Officials	667	732	816	841	832	825	832	7	0.85%	(9)	-1.08%	165	24.74%
Total	3,107	3,063	2,984	2,645	2,534	2,442	2,454	12	0.49%	(191)	-7.78%	(653)	-21.02%

As of the beginning of October, there were 205 vacancies, 25 of which have been eliminated in the 2013 proposed budget. Many of the current vacancies are in the process of being reclassified for increased efficiencies. The proposed budget reflects a number of reclassifications that were completed throughout 2012 and new lines and titles for the individuals have been created. As a result, the pre-existing line has been eliminated. Largely these changes did not increase personnel costs, and have already yielded savings in the 2012 fiscal year.

The County Executive will continue to evaluate and examine all positions for need, efficiency and funding impact. Positions and programs which lose State or Federal funding will be eliminated, the only exception being if the program can become self-funded via another alternative revenue source. The County cannot afford to pick-up the full county-share of these programs. The Community Health Worker Program in the Department of Health has not to date received dedicated funding from the State and Federal governments to continue this program in 2013. As a result, the related positions are not funded in the 2013 Executive proposal.

A priority for this administration will be a continued focus on training for employees regarding internal processes. The County will continue to partner with other government entities and private organizations to provide training and resources to all departments and employees. Every effort will be made to seek out trainings which come at no cost to the County. In order to provide quality services to the community, our workforce must be up to date on modern methods and best practices for the various systems of care and delivery of services.

Since 1995, the total number of County employees has decreased by approximately 21 percent. Those departments under the control of separately elected officials have collectively increased by approximately 25 percent. In contrast the number of employees under the direct management of the County Executive decreased by approximately 34 percent which represents a reduction of 818 employees.

For a more detailed description of the County workforce, see the full version of the "Position and Employee Count" in the full budget document.

MANDATED AND NON-MANDATED SERVICES

THE FOLLOWING ALBANY COUNTY SERVICES EXCEED THE SCOPE OF THOSE SERVICES MANDATED BY THE STATE OF NEW YORK.

- Expanded In-home Services for the Elderly Program
- Home Delivered Meals/Congregate Meals
- Caregiver Service
- Senior Transportation
- Senior Employment/Title V
- Legal Counseling for Seniors
- Adult Social Daycare
- Health Insurance Counseling and Assistance Program for the Elderly
- NY Connects
- Weatherization Repair and Assistance Program for the Elderly
- In-home Contact and Support
- Psychological Assessments for Family Court, Child Protective Services and Probation Youth
- Healthy Families
- Social Emotional Intervention for Kids
- Youth Bureau
- Cornell Cooperative Extension
- Crime Victims and Sexual Violence Center
- Economic Development
- Dental Clinic
- Community Health Worker Program
- Hockey Facility
- Ready Set Work
- Operation IMPACT
- Traffic Safety Education
- Special Hauling Permits
- Albany County Nursing Home
- Patrol Station
- Drug Interdiction Unit
- Criminal Investigation Unit
- Professional Standards Unit
- Court Security Unit
- Airport Security
- EMS Unit
- Honor a Vet
- Mental Health Substance Abuse Clinic
- Children's Mental Health Clinic

STATE MANDATED PROGRAMS AND SERVICES

- Medicaid
- Temporary Assistance to Needy Families
- Safety Net
- Child Welfare, Protective and Preventative Services
- Emergency Assistance for Families and Individuals
- Foster Care
- Adoption Services
- Enforcement of Child Support
- Supported Employment
- Adult Protective Services
- Domestic Violence Services
- Personal Care Assistance
- Early Intervention
- Indigent Defense Services
- Pre-School Special Education
- Probation Services
- Leandra's Law Compliance/ Rockefeller Drug Law Reforms
- Juvenile Detention
- Corrections/County Jail
- Required Law Library at the County Jail
- Staffing for the State and County Courts
- Prosecution Services
- Public Health Services Plan
- Coordination of Community Based Mental Health Services
- Substance Abuse Centers
- Operation of the Board of Elections
- Consumer Protection- Department of Weights and Measures
- Persons In Need of Supervision Program (PINS)
- Community College Chargebacks
- Article 6 Public Health Services
- Rabies & Disease Control
- Administration Plan and Procedures for DSS Operation
- Required State Approval of DSS Operating Procedures
- Written Guidelines of Employee Responsibilities
- Establishment of a Local Advisory Counsel for DSS
- Creation of a Child Support Collection Office
- Establishment of a Child Support Collection Officer
- County determination and Implementation Plan for Public Assistance
- Creation and Development of Public Assistance Case Records
- Maintenance of Public Assistance Records and Informational hiDocuments Readily Available
- Ability to Provide a Fair Hearing Process for DSS Clients
- A Process to Determine Eligibility and Appropriately Meet Clients Needs
- Protocol to Address Fraud Including Enforcement Mechanisms

