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Onondaga County Probation Department

Joanne M. Mahoney
County Executive

Al Giacchi Commissioner of Probation



Onondaga County Probation Department



John H. Mulroy Civic Center 421 Montgomery Street, 6th Floor Syracuse, NY 13202

> Phone: 315-435-2380 Fax: 315-435-3329 www.ongov.net

January 29, 2010

Honorable Joanne M. Mahoney Onondaga County Executive John H. Mulroy Civic Center 421 Montgomery Street, 14th Floor Syracuse, NY 13202

Re: Onondaga County Probation Department's Annual Report

Commissioner of Probation

Dear Ms. Mahoney:

I am proud to submit to you the Onondaga County Probation Department's Annual Report for 2009.

We have experienced another productive year of community protection and offender rehabilitation through the continuation of proven programs and the beginning of new ones.

Community partnerships continued to flourish in such programs as Operation IMPACT details, our in-house GED program, and our many Juvenile Justice initiatives, including PRISM. We value these community partnerships as a means to enhance the services that we alone could not provide.

This year has also been one of transition for our department as Commissioner Mary C. Winter retired in July 2009, after 38 years of service to the citizens of Onondaga County. Commissioner Winter's leadership, creativity and dedication to the youth of our community earned her national recognition as an expert on Juvenile Justice matters, especially detention reform.

Fortunately, Mary will continue to serve our community through her work with the Vera Institute and other boards and committees.

I appreciate you appointing me to succeed Commissioner Winter and will strive to continue her legacy of excellence.

Very truly yours,

AL GIACCHI

Commissioner of Probation

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2009 Probation Department Personnel

COMMISSIONER

Al Giacchi

Mary C. Winter * Retired July 2009

DIRECTOR OF JUVENILE JUSTICE AND <u>DETENTION SERVICES</u>

Jacqueline DeNero

DEPUTY COMMISSIONER

Andrew Sicherman

PRINCIPAL PROBATION OFFICER – DETENTION REFORM COORDINATOR

Bob Dougherty

PROBATION SUPERVISORS

Patricia Arnold James Maida Mary Pastore *
Ed Detor Sandra Manca Scott Snyder
Phil Galuppi Michael Masica David Spielman *

PROBATION OFFICERS

Linda Abbey	Tim Cook	Linda Hicks	Patricia Rousos
Susan Ahern-Cook	Juan Cruz	Jack Hoppenstedt	William Rudd
Shawn Bartlett	Matt Deno	Matt House	Richard Schenosky
Kurt Benjamin	Kirk Deshaies	Michael Hulchanski	Aaron Sicherman
Elizabeth Bettis	Megan Deshaies	Dana Jackson	William Sistrunk
Delrena Braithwaite	Paul Dickens	Kristen Jackson	Stephanie Spillane
Mark Briggs	Katie Dixon	Karen Jordan	Lori Sprague
Richard Brooks *	Kimbra Dudzinski	John Kozlowski	Stephen Stachelek
Chris Brower	Bridget Duerr	Mary Linnertz	Glen Stone
Thomas Burke *	Brian Dwyer	Jeff Loftus	Irene Thompson
Donna Capria	Tadeusz Fundalinski *	Brian Mayock	Kathleen Ullrich
Judy Caprilozzi	Aimee Gill	Kim Misco	Bonnie Walts
Kim Casey	Scott Gleason	Greg Nesci	Melissa Wenham
Christina Castle *	Gary Greene	Richard Olanoff *	Kristen Williams
Charles Cerio	Patricia Hayes	Marybeth Osborn-O'Brien	Michelle Works
Anissa Clemons	Mary Hayes-Axe	Maryjo Parisi	Terrance Works
Ingrid Clisson	Kevin Haywood	Charlene Peil	Tekonbla Wright
Eddie Cobb	Paul Helfeld	David Puglia	
Stuart Cook	James Hernandez	Daniel Rice *	

2009 Probation Department Personnel (cont'd)

ID/PINS PLACEMENT UNIT

Michael Russell, Supervisor * Margie Quick, Caseworker Patricia Lehrer, Caseworker * Kathy Susnock, Caseworker

Colleen Buckley, Income Maintenance Worker

PROBATION ASSISTANTS

Michael Christopher Kellyann Kash E. Jeffrey Crane Priscilla Lajoie Jessica Ellithorpe James Mathers

INFORMATION SYSTEMS COORDINATOR

Franki Fuhrman

FISCAL OFFICE STAFF

Patrick Bane, Accountant Shirley Spicer, Account Clerk II Tiffanie Turner, Account Clerk I **

CLERICAL STAFF

Jacklyn Brownell, Typist I Carol Ingles, Typist I Tina Lydon, Typist I Susan Thornton, Typist I Brenda Mahoney, Typist II Barbara Puglia, Typist II Anna Spicer, Typist II Danielle Lewis, Information Aide Shelley Napoli, Steno III

COMMUNITY BASED SUPERVISION

Since 1999, the Onondaga County Probation Department has been aggressively implementing the concept of community supervision. We have taken many steps, including the development of Community Reporting Offices, to move from an office-based service to a field-based program. Numerous partnerships, described below, enhanced this movement.



THE YEAR 2009
WITNESSED A
CONTINUED
EXPANSION IN OUR
DEPARTMENT'S EFFORT
AT DEVELOPING
PARTNERSHIPS WITH
OTHER LAW
ENFORCEMENT
AGENCIES.

LAW ENFORCEMENT PARTNERSHIPS

The year 2009 witnessed a continued expansion of our department's effort at developing partnerships with other law enforcement entities.

As a result of our previous cooperative, successful partnerships we were invited to continue our participation in New York State's Operation IMPACT Initiative. This brings us into partnership with other federal, state and local law enforcement agencies, including the Onondaga County District Attorney's Office, the Onondaga County Sheriff's Department, the Syracuse Police Department, the U.S. Attorney's Office, the New York State Police, New York State Parole, U.S. Marshall's Office, DEA, and the Weed & Seed Program. The initiative began in August 2004 with the dedication of resources (including manpower and equipment) from the various partners to address crime and violence in our community. There are different types of enforcement details executed in the community on a rotating basis.

The details have resulted in community protection, numerous arrests, and as a deterrent to more crimes. They have also been well received by the citizens of the community.

During 2009, our County/DWI Unit continued "Operation Watchdog" to apprehend DWI offenders who are illegally driving. This program is a partnership with the Syracuse Police Department in which our officers do surveillance to determine illegal driving. The Syracuse Police Department apprehends and tickets the offender and tows their vehicle. During 2009, we followed 11 individuals and detected two of them attempting to drive, resulting in two Violations of Probation being filed.

Probation officers participated in 1,206.45 hours of community details, including Operation IMPACT/Weed & Seed, Valley Field Days, town and village details, mall details, etc. We made 566 home visits during these details and detected 178 violations of probation. Numerous searches of probationers were conducted during the Operation IMPACT details, resulting in the confiscation of thousands of dollars of drug money, drugs, guns, other contraband, and new charges. Former Syracuse Chief of Police Gary Miguel stated that the Probation/Parole/Police detail is one of the most productive of the Operation IMPACT operations.



Probation officers on community detail at Valley Field Days.

JUVENILE JUSTICE

We continue to implement evidence-based reforms in the Juvenile Justice Unit. The PINS law has provided us with an opportunity to increase our efforts to divert children from Family Court and continue to assist them in addressing their problems. In order to better serve families, we have merged our supervision and intake units to provide the continuity of the same probation officer for a child (or siblings) through the juvenile justice process. We also adopted the principles of School-Based Probation and have assigned probation officers to as many middle and high schools as possible. We continue to make the majority of our supervision contacts outside of the office, at home, school, and in the community. As the result of a partnership with the Vera Institute of Justice and several community shareholders, we have implemented a Risk Assessment Instrument to help make objective decisions on detaining youth as part of Juvenile Justice Reform.

COMMUNITY PARTNERSHIPS

Our effort to be community partners is enhanced through our active involvement with schools, the Interdenominational Ministerial Alliance's (IMA) Ten-Point Project (the Faith Hope Community Center), Neighborhood Watch, PRISM, and various other committees and activities. Three of our probation officers volunteer their time at the Faith Hope Center on the Southside of Syracuse to help the youth of our community. The impact of our participation in these various efforts has resulted in a new image and respect for probation officers. Our efforts over the last several years to be more visible in a variety of ways in the community has paid wonderful dividends for our staff, our department, and County government.

The Neighborhood Watch programs in the City of Syracuse and the County continue to grow in numbers and effectiveness. Our department has been invited to participate in several of the Neighborhood Watch groups and to make formal presentations regarding the Probation Department at some of the groups.

Many of our staff volunteer their time as coaches for youth teams. Probation officers and staff helped provide security and manpower for the b.i.k.e.-Syracuse fundraising Tour De 'Cuse for the past three years. For the third year in a row, PO Delrena Braithwaite spearheads a yearly department collection of blankets at Christmastime for the residents of Van Duyn Home and Hospital and other families. Several probation officers are serving as mentors for at-risk students in a partnership with the Center for Community Alternatives and the Syracuse City School District.

The Probation Department and the County Library have instituted a partnership to display children's books in the two department waiting rooms. Books that have been withdrawn from circulation, or that the Library has chosen not to lend, are available for Probation Department clients to take home for their children. Department personnel have also contributed books and magazines to this effort. As recognition of our community efforts increases, invitations for more involvement grow. Our staff has been excellent at meeting this challenge.

COMMUNITY REPORTING OFFICES

Our Community Reporting program continues to thrive. We have four locations at present: three in the City of Syracuse (the North Area Athletic and Educational Center on Pond Street, the Westcott Community Center on Euclid Avenue and the Syracuse Police Storefront on Otisco Street) and one in the County (at the Cicero CanTeen). Probation officers are available at these facilities one afternoon per week to allow probationers to report in their own neighborhoods and to connect appropriate individuals to the various services offered by the community agencies in the area. GED programs, counseling, computer training and recreational activities are just some of the fine services that are provided to our clientele at these facilities. We truly thank our partners for allowing us the privilege of using their facilities and the tremendous cooperation we have received from them. The CROs have enhanced our community-based supervision efforts to our probationers as well as strengthened community relations.

GED PARTNERSHIP

On 10/2/2001, the Onondaga County Probation Department and the Syracuse City School District began a partnership to provide GED classes on-site in the Probation Department's offices. The Syracuse City School District assigned a teacher to provide the GED services and the Probation Department provides classroom space, equipment and referrals. Classes are held three days per week from 8:00 a.m. to 4:00 p.m. Participants are referred by their probation officer and can attend all three days. Initial assessments are done to determine the participants' current level of knowledge and target areas to address. Referrals are made to other educational programs if the participants' level of knowledge so dictates.



GED teacher Pat Button (right) with students

This program helps high-risk individuals who, for whatever reason, could not adjust to regular school. It gives them the opportunity to master the skills needed to complete their high school education, assists the participants to regain their self-esteem and helps them gain the motivation to become a productive member of our community. The GED program has been successful well beyond our expectations. In the first eight years, we have already graduated 310 individuals. The unique skills of the instructor, Ms. Pat Button, to engage and motivate this population is appreciated by staff and students.

PROJECT RESTORE:

In 2009, we continued and expanded "Project Restore," a partnership with New Justice Conflict Resolution Services, Inc. and the Salvation Army. This is an educational and employment oriented program targeted towards 16-21 year old high risk males. It is a 12-week cycle with group meetings twice per week and a Friday "Drop In" session. It involves guest speakers and field trips. To date, 95 youth have successfully completed the program and as of the end of their group, 46 were employed and 28 were in a GED program.

READY, SET, WORK PROGRAM:

In 2008, one probation officer and one probation officer assistant were sent for three weeks of training in Albany to be certified as Offender Workforce Development Specialists. The results of this training formed the basis for our "Ready, Set, Work!" program. In 2009, the two staff, in partnership with JOBSplus!, ran three sessions. It is a highly intensive program that meets twice per week for ten weeks to assist unemployed or underemployed probationers of all ages to better their skills and employment opportunities.

In 2009, 33 individuals completed the program and five probationers actually were hired while attending the program.



Ready, Set, Work class in session.

ONONDAGA COUNTY PROBATION DEPARTMENT PROGRAMS

AUTOMATION

In keeping with our ongoing efforts to increase efficiency through technology, in 2008 we began the process of adopting Caseload Explorer, a new case management system. We are in the process of converting our data and hope to go live by June 2010.

We are now completing a COMPAS assessment on every new adult probation case.

With the help of the Department of Information Technology and the County Executive's Office, we began a pilot program to replace probation officers' desktop PC's with laptops. This has helped our efficiency by allowing probation officers to enter contacts and manage information real time, while working in the community.

INVESTIGATIONS

3,481 investigations were completed in 2009. Presentence and social investigations are completed for criminal and family courts. Included in the investigations are appropriate treatment plans and referrals to community agencies for individuals recommended for probation.

PROBATION SUPERVISION

3,571 cases were under supervision at the end of 2009

Eligible: All "A" and "B" misdemeanors, felonies as allowable by law, Juvenile Delinquents and Persons in Need of Supervision.

Program: Monitoring of conditions of probation, referrals to community agencies for appropriate treatment. Drug and alcohol testing conditions as required. Probation officers are mandated to work at least 14 hours per month making home visits at night and on weekends. (The only department in the State doing this.) Beginning in 2009, every one of the 1,052 Violations of Probation were screened for possible referral to an Alternative to Incarceration Program.

BAIL EXPEDITOR

Following the loss of funding for the Bail Expeditor Program, the Probation Department, with help from the Onondaga County Budget Department, stepped in to see that outstanding bail money was returned. In addition, our Pre-Trial Release Unit has carefully reviewed the jail population to ensure that all eligible defendants are recommended for release.

SPECIALIZED UNITS

DRIVING WHILE INTOXICATED

Eligible: Anyone convicted of a drinking/driving offense. This group constitutes approximately 14.8% of the adult probation caseload.

Program: Community safety, supervision, and monitoring of DWI probationers. All probationers are referred to appropriate treatment programs. Testing for alcohol/drug use is routine.

SPECIALIZED UNITS (CONT'D)

DOMESTIC VIOLENCE/SEX OFFENDER UNIT

Eligible: Individuals convicted of crimes related to the sexual, physical, psychological, emotional abuse of children and spouses, and/or any individual convicted of a sex offense.

Program: Specialized attention to the treatment and monitoring of designated domestic violence/sex offenders, formulation of policies and procedures, and specialized training and education related to sexual abuse and spousal abuse issues. At the end of 2009, this department was supervising 212 registered sex offenders.

In compliance with DNA legislation, we have taken 4,647 DNA samples to date. 765 were taken in 2009.

In 2007, our department received special funding to enhance our efforts in monitoring sex offenders and to collect DNA. In 2007, we used this funding to add an additional probation officer to the Sex Offender Unit, contract for polygraphs and treatment, and to establish two Intensive Supervision caseloads for Level 2 and 3 sex offenders. All of these enhancements continued to be fully operational in 2009.

"Operation Halloween" continued in 2009. This detail makes home visits to selected sex offenders on Halloween to make sure they are not participating in the holiday tradition. They have been previously ordered by their probation officer not to participate.

ALTERNATIVES TO INCARCERATION PROGRAMS

ELECTRONIC HOME CONFINEMENT

Eligible: Incarceration-bound individuals convicted of felonies or misdemeanors. Probationers must be willing to participate in the program. In addition, we accept inmates at the Justice Center on Pre-Trial Release/Electronic Home Confinement to help alleviate jail overcrowding.

Program: Probationers are confined to their homes and monitored by electronic technology. They are allowed to leave only for work and treatment. Probation officers also make personal and collateral contacts to ensure compliance with conditions. Caseload capacity is 35 and length of confinement is usually four to six months.

INTENSIVE SUPERVISION PROGRAM

Eligible: Incarceration-bound felons and felony probation violators.

Program: Enhanced supervision, frequent contact with probation officers, referral to community agencies. Program capacity is 75. Probationers stay in the program for one year. Currently, we are running well above capacity.

ALTERNATIVES TO INCARCERATION PROGRAMS (CONT'D)

PROBATION DAY REPORTING AND ALTERNATIVE TO INCARCERATION PROGRAMS

Eligible: Chemically dependent incarceration-bound felons, felony probation violators and felony charged pre-trial releasees, as well as a select group of misdemeanor offenders.

Program: Highly intensive individualized treatment and accountability program which includes, but is not limited to: inpatient treatment for alcohol/substance abuse, halfway house for those who need additional treatment following inpatient, ongoing intensive outpatient treatment and aftercare, 12-step programs, extensive educational programming, frequent drug testing and curfew. Some of these individuals also participate in Syracuse Treatment Court.

Total program capacity is 160.

The funding for these programs also provides case management services for selected clients. The Probation Department contracts with Central New York Services to provide case managers who work closely with our probation officers.

HALFWAY HOUSE/SUPPORTIVE LIVING PROGRAM

Eligible: Incarceration-bound felony pre-trial releasees, incarceration-bound felony probationers and felony probation violators, as well as a select group of misdemeanor offenders.

Program: Four to six months are spent in residence at a Halfway House and at least three months in aftercare. Individuals residing in a supportive living program are also eligible. A probation officer works daily with probationers to develop and follow through on the treatment, residential, counseling, educational, employment, and training program components.

PRE-TRIAL RELEASE

2,176 released to Pre-Trial in 2009

Eligible: Criminal defendants held in the Onondaga County Justice Center.

Program: Probation assistants supervise defendants released by the courts. Releasees report by phone or in person to the Probation Department to ensure return to court. A high percentage of releasees have additional conditions of release such as work and attendance at drug and alcohol programs. Rearrests or serious failure to adhere to conditions result in surrender back to the court.

Due to budget cuts, we are no longer covering weekend arraignments. Pre-Trial Release continues to conduct a weekly review of the jail population in an effort to ensure that all eligible inmates are recommended for release.

Pre-Trial
Release is an
important part
of the
community
effort to
reduce jail
overcrowding

JUVENILE JUSTICE UNIT—ALTERNATIVE TO PLACEMENT

INTAKE

1,228 JD complaints handled in 2009

Eligible: Probation Intake reviews each Juvenile Delinquency complaint (crime) made in Onondaga County prior to Family Court action to determine which cases are eligible and appropriate for diversion services in lieu of formal Family Court intervention. Youths between the ages of 7 to 16 years old are eligible. The respondent must agree to participate and the victim must agree to allow the Probation Department to attempt to handle the complaint.

Program: This program of community-based services with youth and their family may include counseling, mediation, Youth Court participation and/or educational programming. The department works closely with school personnel, police, community agencies and victims. Restitution to victims is a significant component of our diversion program.

PINS DIVERSION PROGRAM

591 PINS complaints handled in 2009

Eligible: Juveniles (under age 18) referred to Probation Intake Services for truancy and/or ungovernable behavior.

Program: In response to the PINS law, we have collaborated with the Department of Social Services, Mental Health, the Youth Bureau, Contact Community Services, and the Salvation Army to develop a comprehensive plan for youths at risk and their families. We have instituted a biweekly Parent PINS Orientation to help empower parents by assisting them in making an informed decision as to how to address their children's problems. We have developed a comprehensive resource manual for parents which also serves as a reference guide for service providers. We have instituted a 24-hour response line to allow parents to obtain help at the time of need. We have also established two beds at Booth House to provide respite for families in crisis. Additionally, we have also arranged for MST (Multisystemic Therapy) and FFT (Functional Family Therapy) for pre-diversion referrals.

PRISM (PROBATION REHABILITATION INTENSIVE SERVICES & MANAGEMENT)

Eligible: Juvenile Delinquents and Persons in Need of Supervision who are at risk of placement.

Program: An intensive case management program providing 24 hours a day, seven days per week coverage. The program is a collaboration among Probation, the Department of Social Services, and the Salvation Army. Program components include a primary case manager assigned to each youth, home-based outreach and field work, intensive involvement with the youth's family, and a comprehensive individualized treatment plan for each youth. Functional Family Therapy, an evidence-based best practice model, is an integral part of the PRISM treatment process.

JUVENILE ELECTRONIC MONITORING

Eligible: Alternative to placement for high risk Juvenile Delinquents.

Program: Juvenile Delinquents are monitored electronically as well as intensively supervised. Probation officer has daily contact with probationers. There is drug testing and referral to community agencies.

JUVENILE JUSTICE UNIT—ALTERNATIVE TO PLACEMENT (CONT'D)

JUVENILE RISK INTERVENTION SERVICES COORDINATION (J-RISC)

Eligible: High risk Juvenile Delinquents both on probation and in diversion.

Program: The goal of J-RISC is to measurably reduce the risk of recidivism among high risk youth. This is a five year, one million dollar grant from the NYS Division of Probation and Correctional Alternatives. We have contracted with Liberty Resources to provide for 37 additional MST slots per year.

MULTISYSTEMIC THERAPY

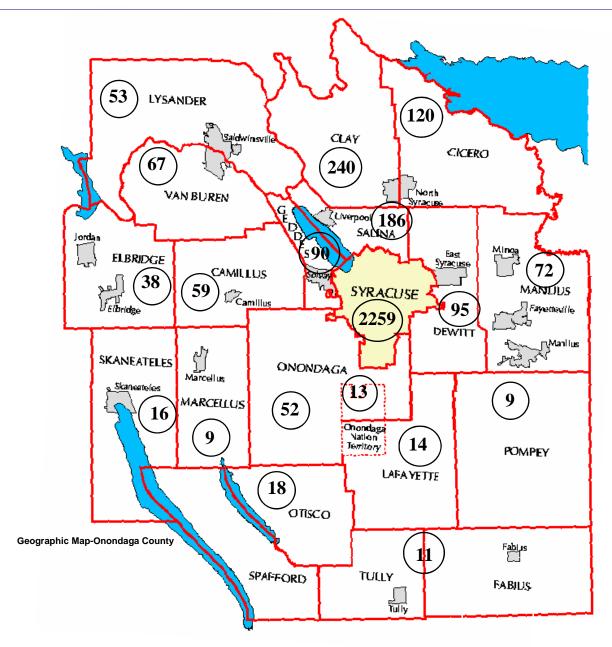
Eligible: Alternative to placement/secure and non-secure detention for both Juvenile Delinquents and PINS and early releasees from the Office of Children and Family Services (formerly the Division for Youth).

Program: This program, a Blueprints evidence-based best practice, is provided by contract with Liberty Resources, a community agency. Targeted population are Juvenile Delinquents who are chronically violent and substance-abusing.

JD/PINS PLACEMENT UNIT

Eligible: Juvenile Delinquents and Persons in Need of Supervision referred for placement through the Probation Review Board or directly from Family Court.

Program: JD/PINS does placement planning for adjudicated PINS and Juvenile Delinquents, who are considered too high a risk to community safety, to remain on community supervision. We provide a comprehensive review of the case record, arrange for evaluations if necessary and make referrals for the appropriate level of care. During this process, additional efforts are made to keep the youth in the community by locating a relative or suitable adult where the juvenile could reside and be provided a high level of supervision. As a result of extensive use of graduated sanctions and evidence-based practices, the number of JD/PINS placements has been significantly reduced. Since 1996, new JD/PINS placements are down by 87%.



Probation Cases By Residence—2009

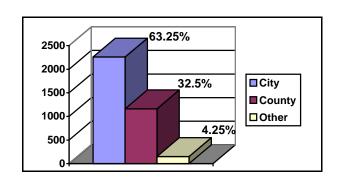
Cases:

Family Court

Criminal Court 3378
Total 3571

Residence in City 2259
Residence in County 1162
Residence in NYS-Outside County 96
Residence in Another State 54

193



ONONDAGA COUNTY PROBATION DEPARTMENT QUICK FACTS—2009

- Probation officers collected \$269,818 in supervision, investigation, drug testing fees, and restitution surcharges.
- \$371,407 in restitution was collected by probation officers and returned to victims.
- 1,819 cases/complaints (1,228 JD; 591 PINS) were processed by Intake.
- Alternative programming has saved taxpayers millions of dollars of tax relief over the years. Electronic Home Confinement alone has saved County taxpayers over \$3 million dollars this year. (Note: Since its inception, EHC has saved taxpayers approximately \$61 million dollars)
- Our Juvenile Pre-Diversion Program successfully worked with 221 cases during 2009.
- 2,176 inmates were released by the Pre-Trial Release Program.
- 2,962 investigations were completed for the Criminal Courts; 519 for Family Court.
- 192 new probation cases were received from Family Court for supervision, with 193 cases under supervision at the end of the year.
- 1,685 new probation cases were received from the Criminal Courts for supervision. 3,378 cases were under supervision at the end of the year.
- There were 3,571 cases total (from the Criminal and Family Courts) under probation supervision at the end of the year.
- 1,052 Violations of Probation were filed in Criminal Court. Of those, 680 cases were revoked.
- Since 1/1/96, the Probation Department has reduced the number of juveniles in placement from 170 to 21 (as of 12/31/2009). The results have produced better outcomes for juveniles and saved millions of dollars for taxpayers.
- To ensure adequate supervision and protection of the community, probation officers worked in excess of 9,828 "enhanced" (weekend, night and holiday) hours and made 22,161 positive home visits.
- The community (public and private) has looked to Probation to take a leadership role in establishing partnerships to enhance the quality of life in our community.
- Probation officers conducted 4,027 drug screens. Of those tested, 204 were positive for cocaine and 195 were positive for marijuana.
- Probation cases received from Criminal Courts were 76% male, 24% female.
- Probation cases received from Criminal Courts were 57% White, 38% African American, and 5% Other.
- In addition to a four-year degree, probation officers must successfully complete 175 hours of training within the first year of their employment.
- Probation officers must complete 21 hours of continuing education credits per year to maintain their Peace Officer status.
- Probation officers are trained in Aerosol Restraint Spray, weapons, and defensive tactics. Currently, 51 officers and supervisors carry a firearm.
- Probation officers must have a working knowledge in the disciplines of mental illness, substance abuse, alcohol
 abuse, the law, domestic violence, and have knowledge of community resources.

MISSION STATEMENT

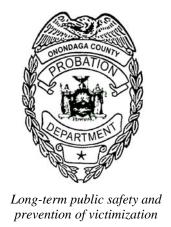
The mission of the Onondaga County Probation Department is to create safer communities by enabling offenders to be productive members of society.

We strive to accomplish our mission through supervision, treatment and prevention. The ultimate goal is long-term public safety and the reduction of further victimization.

Working together with you, the citizens of our community, we can make Onondaga County a safe, nurturing environment in which individuals and families can grow and prosper.

John H. Mulroy Civic Center 421 Montgomery St., 6th Fl. Syracuse, N.Y. 13202

Phone: 315-435-2321/2312 Fax: 315-435-3329 Website: www.ongov.net



2009 Annual Report