RESOLUTION NO. 2025213

RE: CONFIRMATION OF APPOINTMENT OF SABRINA JAAR MARZOUKA, JD, MPH, AS COMMISSIONER OF THE DEPARTMENT OF COMMUNITY AND FAMILY SERVICES

Legislators GARITO, TRUITT, HOUSTON, POLASEK, CASWELL, D'AQUANNI, FAUST, GORMAN, HOUSE, MC HOUL, METZGER, PAOLONI, ROLISON, TRAVELPIECE, VERSACI, VALDÉS SMITH, ATKINS, BRENDLI, and LAWLER offer the following and move its adoption:

WHEREAS, by Resolution Nos. 2015258 and 2020164, the County Executive appointed and reappointed Sabrina Jaar Marzouka, JD, MPH, as Commissioner of the Department of Community and Family Services, for five (5) year terms which shall terminate on December 31, 2025, and

WHEREAS, the County Executive has advised that, pursuant to Article XVI, Section 16.01 of the Dutchess County Charter, she has reappointed Sabrina Jaar Marzouka, JD, MPH, as Commissioner of the Department of Community and Family Services for the County of Dutchess for a further five year term as prescribed in Section 116 of the Social Services Law effective January 1, 2026 through December 31, 2030, and

WHEREAS, the Commissioner of the Dutchess County Department of Human Resources has determined after review of her experience and qualifications that Sabrina Jaar Marzouka, JD, MPH, is qualified to continue serving as Commissioner of the Department of Community and Family Services, now, therefore, be it

RESOLVED, that the reappointment of Sabrina Jaar Marzouka, JD, MPH, as Commissioner of the Department of Community and Family Services, effective January 1, 2026, through December 31, 2030, is hereby confirmed by this Legislature.

CA-173-25
CEB/rjw
G-0131
11/12/25
Fiscal Impact: None.

APPROVED
Sue Serino
SUSAN J. SERINO
COUNTY EXECUTIVE

Date Dec. 10, 2025

STATE OF NEW YORK
ss:
COUNTY OF DUTCHESS

This is to certify that I, the undersigned Deputy Clerk of the Legislature of the County of Dutchess, have compared the foregoing resolution with the original resolution now on file in the office of said clerk, and which was adopted by said Legislature on the 8th day of December 2025, and that the same is a true and correct transcript of said original resolution and of the whole thereof.

IN WITNESS WHEREOF, I have hereunto set my hand and seal of said Legislature this 8th day of December 2025.

DUTCHESS COUNTY SEAL

Laura Phillips
LAURA PHILLIPS, DEPUTY CLERK OF THE LEGISLATURE

FISCAL IMPACT STATEMENT

☑ NO FISCAL IMPACT PROJECTED

APPROPRIATION RESOLUTIONS

(To be completed by requesting department)

Total Current Year Cost $ _____

Total Current Year Revenue $ _____
and Source

Source of County Funds *(check one)*: ☐ Existing Appropriations, ☐ Contingency,
☐ Transfer of Existing Appropriations, ☐ Additional Appropriations, ☐ Other *(explain)*.

Identify Line Items(s):

Related Expenses: Amount $ _____
Nature/Reason:

Anticipated Savings to County: _____

Net County Cost (this year): _____
Over Five Years: _____

Additional Comments/Explanation:

Prepared by: Cullen O'Shea _____ Prepared On: 11/6/2025

Dot pdf

Sabrina F. Jaar Marzouka

Commissioner at Dutchess County Department of Community & Family Services

Languages

Fluent in French, English, Spanish and Haitian Kreyol

Awards

2019	Frank Cassetta Progressive Leadership Award (Rosa Parks Community Icons Awards)
2018	Public Service Partner Award - Family Services Inc.
2008	Athena Honoree- Dutchess County Regional Chamber of Commerce
1995	YWCA Salute to Women Award
1994	Marist College President Award

Education

The Johns Hopkins University,
(M.P.H.) Health Policy & Management and International Health.
GRADUATION: MAY 1990 | Baltimore, MD | School of Hygiene and Public Health

Faculté de Droit et des Sciences Economiques,
(J.D.) Section Juridique
GRADUATION: JULY 1989 | Port-au-Prince, Haiti | Laureate (Magna Cum Laude)

Trinity College,
(B.A.) Political Science Major. International Studies Minor.
GRADUATION: MAY 1985 | Washington, DC | Magna Cum Laude

Experience

Dutchess County Department of Community & Family Services, NY. *Commissioner*
APRIL 2015 - PRESENT

- Responsible for administering public assistance and care as defined in the Social Service Law. Organizing, directing, and coordinating the work of the department to achieve effective and efficient program operations. Administering protective services programs and the County's Think Differently Initiative.
- Controls operations through planning, grant writing and projects. Organizes agency's structure and manpower requirements to improve effectiveness and meet changing conditions. Responsible for the public relations and advises County Executive of the impact of contemplated policy decisions on the Department's operations.

Dutchess County Department of Health, NY - *Director of Health Planning and Education & Assistant Commissioner*
APRIL 1997 - MARCH 2015

- Climbing through each rung of the County Department's ladder, gaining invaluable experience in the intricacies of both long- and short-term programming for the Public Health Department.

Catharine Street Community Center – *Executive Director*
MARCH 1992 - SEPTEMBER 1996

- Carried responsibilities for the effective management of the daily activities of the Catharine Street Community Center as well as the supervision of all programs. Worked with Board of Directors to promote and grow the organization through professional/administrative leadership, fundraising activities and the development of innovative programs responding to the needs of the community.

Centers for Development & Health, Haiti - *Assistant Director*
JUNE 1985 - SEPTEMBER 1991

- Beginning as a Program Officer responsible for Fundraising and promoted to Assistant Director. Responsible for the management of projects funded by the United States Agency for International Development, and grant writing. Duties also included fund-raising activities at the national and international levels.

OVERVIEW OF DCFS COMMISSIONER'S ACCOMPLISHMENTS IN THE PAST 10 YEARS AT DCFS

HIGHLIGHTS OF OUTCOMES

- Reduce # adoption days from an average of 400 to 120 and with less staff from 3 CM to 2 CM.
- Reduce Foster Care #s reduced from 329 in Sept 2015 to 155 in Sept 2025.
- Institution cost savings – reduced reserved bed purchased and reduce length of stay.
- Overdue Nursing Home applications from 185 in January of 2018 to 62 as of November 6, 2025
- SNAP processing rate improved to 93%, a noteworthy increase of 62%, earning OTDA's commendation as the most improved district to date.

1. **New programming**
   - Strengthening Families
   - Youth Police Initiative
   - Parole Housing with CHI
   - Public Health Nurse embedded in Children Services
   - Legal Services – SSI project to assist clients applying for SSI
   - Wendy's Wonderful Kids to find adoptive families for older youth
   - Expansion of CASAC presence within CPS for joint visits
   - Established new position of Peer Family Advocate embedded in CPS
   - Redesign Community Solutions for Transportation with WIB
   - Established new position of Human Trafficking Coordinator within Children Services
   - Hoarding Task Force
   - Rental Supplement Program with Planning Dept
   - Family Centered Case management with MHA
   - HOT TEAM – homeless street outreach

2 **Increasing Access to Services & Efficiency:**
   - New Lobby redesign at 60 Market Street
   - Implementation of Kiosks in lobby of 60 Market Street
   - Implementation of phone booth in reception
   - New Beacon satellite office
   - Introducing phone application for document submissions - NYDocSubmit
   - Introducing credit card payment online
   - DCFSinfo email on our county website for inquiries
   - New Youth Services Office – Pojo Building
   - New Housing unit at old jail facility on Hamilton Street

3. **Restructuring**

- Developed detailed Org chart & floor plan to track staff movement.
- Establishing comprehensive inventory of equipment & access permissions.
- New policies including "Background check for Child Support" and "Work from Home."
- New appraisal standards & monitoring of implementation of annual performance evaluation.
- Tracking of ADA and other accommodations.
- Established Safety Team – and Critical Incident Reporting to track violence in workplace incidents.
- Establishing Fleet Team to address vehicle related issues.
- Implementing staff trainings + supervisors training/coaching including DCC leadership.
- Children Services – Increased preventive contracts so there is no more waiting list; new QA/QI Unit; Lean Project for Adoption; rapid response team to avoid disruption; new programming including YPI, YAP and Berkshire preventive for youth.
- Establish Contract Monitoring Manual and procedures and grants program coordinators/specialist to monitor contracted agencies and conduct site visits.
- Established department wide scheduling for issuance of Request for Proposals in compliance with Central Services purchasing policy.
- Requested OTDA Cooperative Agreement reviews & approvals for all interdepartmental contracts.
- Moved SNAP intake from TA to SNAP unit & reduced recertification turnaround time.
- Moved Medicaid Intake from TA to Medicaid unit and changed process for nursing home approval. Implemented application orientation workshop for nursing home agencies.
- Child Support – connecting the dots with TA (intact families) and streamlined process to remove second permission to file petitions on behalf of custodial parent.
- Housing Lean approach - New Housing Consolidated meetings between PAS, TA and CS. Creation of HOT team to coordinate outreach efforts.
- Increased SWW and CM salary
- HELP and Alternate Work Schedule

4. **Engaging the Community:**

- Introduced and conducted semiannual Navigating the System Workshops
- DCFS on the road – meeting with providers and attending fairs & other events
- Meet & Greet with all head of agencies we work with (public & Private)
- Commissioner's Response Unit to monitor complaints and inquiries

Family and Human Services Committee Roll Call

District	*Name*	*Yes*	*No*
District 7 - Hyde Park and Pleasant Valley	Truitt*	✓	
District 25 - Amenia, Washington, Pleasant Valley & Millbrook	Houston*		
District 3 - LaGrange	Polasek*		
District 16 - Fishkill and Beacon	Valdés Smith*		
District 9 - City of Poughkeepsie	Atkins*		
District 2 - LaGrange, Pleasant Valley & Town of Poughkeepsie	Travelpiece	Absent	
District 5 - Town of Poughkeepsie	D'Aquanni		
District 8 - City and Town of Poughkeepsie	Brendli		
District 11 - Clinton, Pleasant Valley, and Rhinebeck	Kearney	Absent	
District 17 - Town and Village of Fishkill	McHoul (VC)		
District 19 - North East, Stanford, Pine Plains, Milan & Red Hook	Drago		
District 22 - Beekman and Union Vale	Garito (C)		

Present: 10
Absent: 2
Vacant: 0

Resolution: ✓
Motion: ____

Total : 10 Yes | 0 No
Abstentions: 0

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DECEMBER 4, 2025

Roll Call Sheets

District	Last Name	YES	NO
District 7 - Hyde Park and Pleasant Valley	Truitt	✓	
District 25 - Amenia, Washington, Pleasant Valley & Millbrook	Houston		
District 3 - LaGrange	Polasek		
District 16 - Fishkill and Beacon	Valdés Smith		
District 9 - City of Poughkeepsie	Atkins		
District 1 - Town of Poughkeepsie	Gorman		
District 2 - LaGrange, Pleasant Valley & Town of Poughkeepsie	Travelpiece		
District 4 - Hyde Park and Town of Poughkeepsie	Lawler		
District 5 - Town of Poughkeepsie	D'Aquanni		
District 6 - Town of Poughkeepsie	Kaul		
District 8 - City and Town of Poughkeepsie	Brendli		
District 10 - City of Poughkeepsie	Johnson	absent	
District 11 - Clinton, Pleasant Valley, and Rhinebeck	Kearney		
District 12 - East Fishkill	Metzger		
District 13 - East Fishkill and Wappinger	Paoloni		
District 14 - Wappinger and Town of Poughkeepsie	Versaci		
District 15 - Wappinger	Faust		
District 17 - Town and Village of Fishkill	McHoul		
District 18 - City of Beacon and Fishkill	Page		
District 19 - North East, Stanford, Pine Plains, Milan & Red Hook	Drago		
District 20 - Red Hook, Tivoli, and Rhinebeck	Munn		
District 21 - East Fishkill	Caswell		
District 22 - Beekman and Union Vale	Garito		
District 23 - Pawling, Beekman and East Fishkill	Rolison		
District 24 - Dover and Pawling	House		

Present:	24	**Resolution:**	✓	**Total :**	24	0
Absent:	1	**Motion:**			**Yes**	**No**
Vacant:	0			**Abstentions:**	0	

2025213 CONFIRMATION OF APPOINTMENT OF SABRINA JAAR MARZOUKA, JD, MPH, AS COMMISSIONER OF THE DEPARTMENT OF COMMUNITY AND FAMILY SERVICES

DECEMBER 8, 2025