

OFFICE OF THE COMPTROLLER

ULSTER COUNTY, NEW YORK

QUARTERLY REPORT

First Quarter

2010

March 29, 2010

2011 – 008



ELLIOTT AUERBACH – COMPTROLLER

The mission of the Ulster County Comptroller's Office is to serve as an independent agency of the people and to protect the public by monitoring County government and to assess and report on the degree to which its operation is economical, efficient and its financial condition sound.

Quarterly Report: First Quarter 2010

BACKGROUND

The Ulster County Charter and Administrative Code requires the Comptroller to submit at *least quarter-annually* a report on *the financial condition of the County and economy, efficiency effectiveness with which the County government or any of its departments, agencies or programs is managed.*

Financial Condition is defined as the county's ability to balance revenues and expenditures while providing continuous service. These quarterly reports compare data over a five year period in an effort to track significant trends.

Reporting on the financial condition of the County requires that we monitor and evaluate the fiscal solvency and integrity of County government finances. We look closely for signs of stress in the fiscal condition of the County using indicators such as:

- **Revenue Status**
 - a. Total & by Fund
 - b. Property Tax Collections
 - c. Sales Tax Collections
 - d. Major Intergovernmental Transfers (Medicaid)
- **Expenditure Status**
 - a. Total & by Fund
 - b. Major Recurring Expenses (Salaries & Fringe)
- **Cash Flow**
- **Departmental Focus**

NOTE TO THE CITIZEN READER: Public finance management is complex and diverse. No single monitoring report will provide complete insight into the fiscal condition of an entity. This report attempts to make understandable some basics of monitoring fiscal health. We do not intend to over simplify these matters, but we do intend to empower the reader with a fundamental understanding of fiscal condition indicators. We welcome your feedback on what more we can share or how we might make it more useful.

This report is designed to walk the reader through the Comptroller's evaluation of each of these signs of fiscal condition. In each instance we will share information currently compiled. We will also explain what aspects of the reporting one considers when interpreting the data.

RESEARCH CONSTRAINTS

- As reported in 2009, The County's budget and financial data is managed using a long out-dated system known as H.T.E. It is inadequate and inappropriate to the task of managing over \$300 million in public funds. The system does not produce essential data in a reliable format and, as a result, misinformation has unintentionally been disseminated to the public.
- Cash Flow Reports have not been available since November 2009.

Significant Findings

REVENUES

The 96.5% average property collection rate in Ulster County is good, a **positive** finding.

The amount of uncollected property taxes rose \$700K between 2008 and 2009, reflecting the slumping economy; a **negative** finding.

Budgeted sales tax revenues decreased 9% between 2009 and 2010 after a 7.5% drop in total sales tax collections during the Great Recession of 2008 and 2009, a **negative** trend.

Total first quarter Medicaid revenues have remained relatively stable from 2007 to 2010, a **positive** finding. The year 2009 is an exception. As part of its stimulus program, the federal government introduced the Federal Medical Assistance Program (FMAP) in that year. First quarter 2009 FMAP funds to the county totaled over \$1.1 million but did not increase overall revenues suggesting that this one-time revenue supplanted rather than increased Medicaid funds to the county, a **red flag**. No FMAP funds were recorded in the first quarter of 2010.

EXPENDITURES

Overall, though the proportion of first quarter spending for 2010 exceeded that for 2009, it was well within parameters for recent years, a **positive** finding.

First quarter budgeted General Fund expenditures increased by \$27million between 2007 and 2010. 2008 first quarter expenditures outpaced 2007 first quarter expenditures by \$5 million while 2009 and 2010 expenditures decreased by \$5 million and \$2 million, respectively; a **positive** finding.

The County Road fund is stable, with revised budget estimates declining \$136K between 2007 and 2010. The Road Machinery Fund's revised budget estimates decreased \$300K between 2007 and 2010. This reflects necessary cost-cutting measures, a **positive** finding.

Actual total salary and fringe expenditures showed little variation, averaging \$17.6 million for the first quarters of 2007 to 2010. With contractual obligations driving personnel expenses upward, strong management effort was required to avoid increases; a **positive** finding.

Fiscal Condition Report: Revenues

FISCAL CONDITION INDICATOR #1: REVENUE STATUS

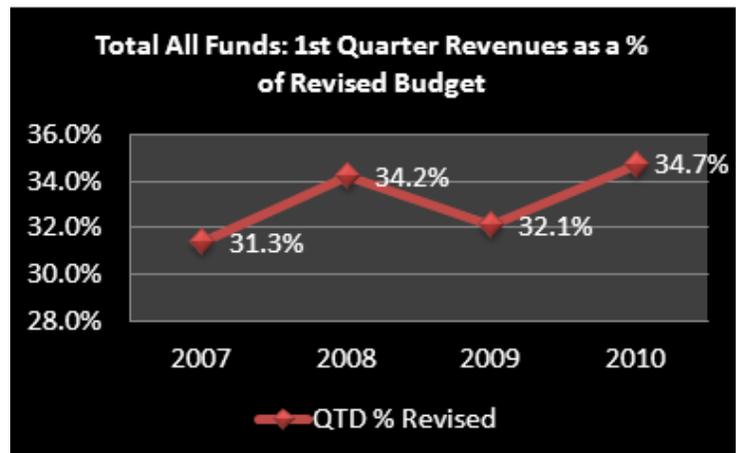
WHERE WE LOOK: Budget Status Report

WHAT THE REPORT TELLS: The budget status report compares the revenue anticipated in the county budget against revenues actually received at a fixed point in time. It provides an accounting of how budget estimates compare to actual activity to ensure that the county does not spend more than it receives in revenue. It also provides a sense of the County's capacity to budget accurately, to achieve spending discipline through administration of the budget, and to generally control finances during the course of the year. These reports are voluminous so only summary data is provided here.

HOW WE EVALUATE: We compare actual quarterly (QTD) and year-to-date (YTD) revenues with revised budget estimates and calculate the percentage of revised budget QTD and YTD revenues received for the quarter. Year to year patterns should be similar. If they are not, an explanation should be sought. Budgeted and actual figures can be found in **Appendix A: Revenues**.

TOTAL OF ALL FUNDS

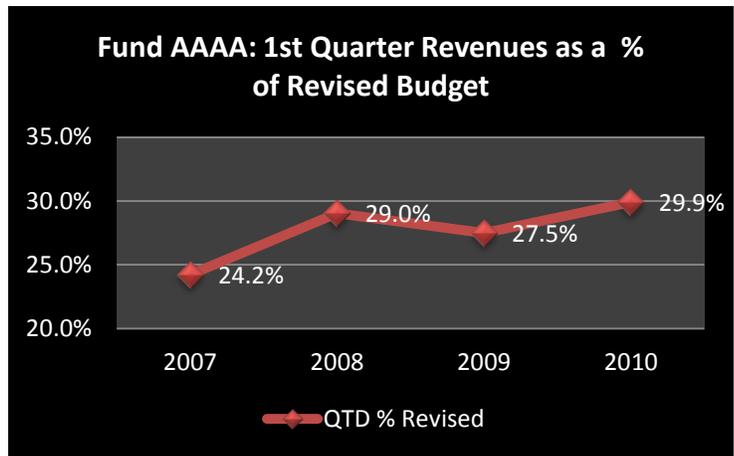
Total of all funds represents the sum of revenues received by Fund AAAA (The General Fund), Fund BBBB (Community Development Fund), Fund CCCC (Golden Hill Healthcare Center), Fund DDDD (County Highway), Fund EEEE (County Road Machinery), Fund SSSS (Workman's Comp) and Fund VVVV (Debt Service).



Anticipated revised budget revenues increased \$18 million between 2007 and 2010. The County has averaged \$100.3 million in revenues for each first quarter since 2007 (about 33.1% of anticipated revenues). The result for 2010 was on the high end of the recent range. An \$8 million difference between 2009 and 2010 is accounted for, in part, by a \$6.8 million increase in first quarter revenues to the Golden Hill Health Care Center (Fund CCCC), largely the result of increased first quarter intergovernmental transfers (Medicare) and a \$1.2 million interfund transfer. A \$1.9 million dollar interfund transfer is also recorded in the first quarter of 2008. No interfund transfers are recorded in the first quarter of 2009. Clearly, interfund transfers are occasional one-time revenues and cannot be relied upon.

FUND AAAA: THE GENERAL FUND

Fund AAAA is the General Operating Fund of the County. It is the most liquid of all

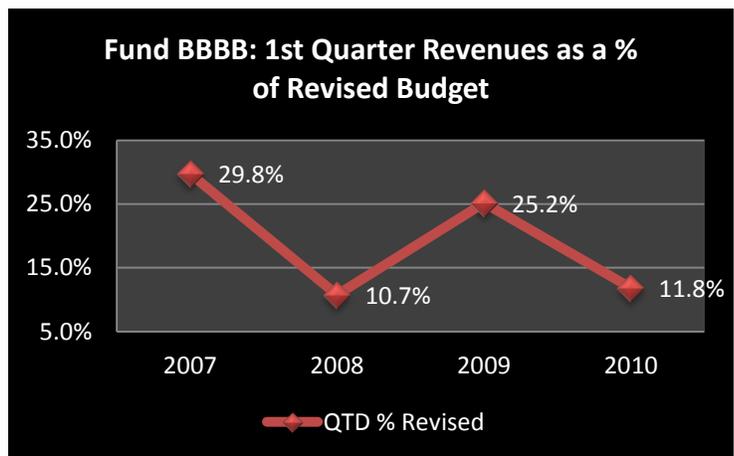


Anticipated General Fund revised budget revenues increased \$18 million between 2007 and 2010 while revised budget revenue figures decreased \$300K between 2009 and 2010. Actual first quarter revenues averaged \$76.3 million between 2007 and 2010 or 27.7% of revised budget revenues.

The 4.8% (\$14 million) spike in revenues between 2007 and 2008 can be largely attributed to an increase in property tax revenues (\$6.7 million) which are recorded as paid in full regardless of actual receipts, and an increase in sales tax receipts (\$7.8 million) for the quarter. The 2.4% (\$6.7 million) increase in revenues between 2009 and 2010 is also attributable to increased property tax revenues (\$7.8 million) recorded as paid in full regardless of collections. Recording property tax revenues in this manner does not provide an accurate picture of the county's cash flow, and may be risky in times of fiscal stress, when more taxpayers may delay payment.

FUND BBBB: COMMUNITY DEVELOPMENT FUND

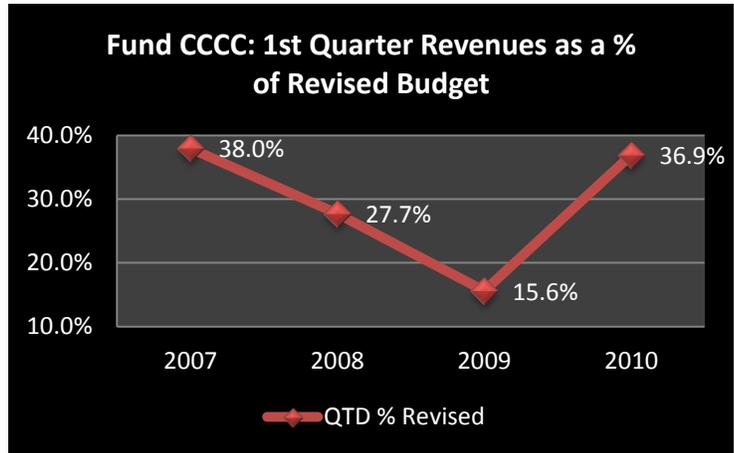
Fund BBBB is a Special Revenue Fund that tracks grants received through the Workforce Investment Act administered by the US Department of Labor and grants and loans received through the the Housing and Community Development Act administered by HUD. The Workforce Investment Act was established in 1998 to support economic growth through job training.



The Community Development Fund's first quarter revenues are erratic as they are dependent on the timing of receipt of funds from other governments. Revised budget figures rose \$1 million between 2007 and 2010. Spikes in first quarter revenues in 2007 and 2009 are the result of funds received for rehabilitation loans and grants. Revenues for 2010 were near the lower end of the recent range of receipts. First quarter 2010 revenues include \$23,500 in federal stimulus funds.

FUND CCCC: GOLDEN HILL HEALTHCARE CENTER

Golden Hill Healthcare Center is a county-owned long-term care facility. Its fund (CCCC) is an enterprise fund or a fund that, unlike the general or special revenue funds, operates in a manner that is closest to that of private sector businesses.

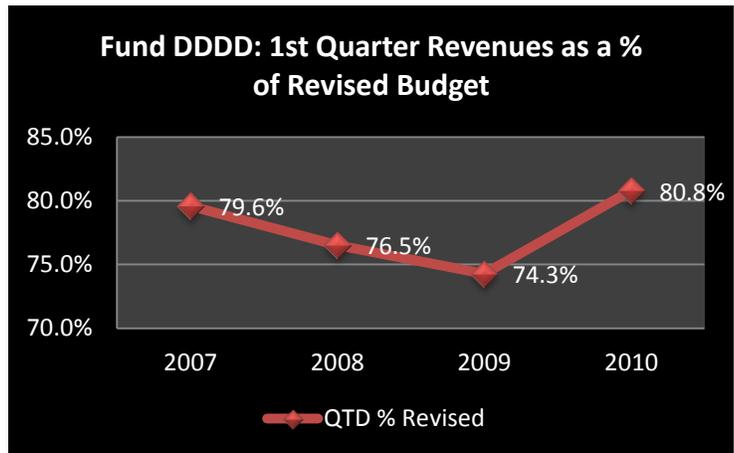


Golden Hill Revenues are derived from Medicare and Medicaid, private insurance and patient fees. Revised budget projections have increased \$3 million since 2007. The dip in 2009 can be attributed to a \$6 million budgeted intergovernmental transfer that was not received in the first quarter.

Golden Hill is the subject of a departmental focus section later in this report.

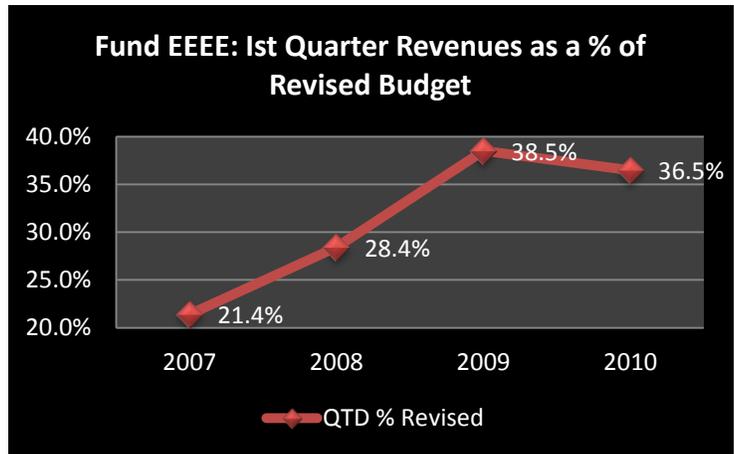
FUND DDDD: COUNTY ROAD

Fund DDDD tracks the budget of county road and bridge maintenance, permanent improvements, and snow removal.



The County Road Fund’s first quarter revised budget revenues decreased \$1.3 million between 2007 and 2010. Four-year budget revenues averaged \$14.6 million. First quarter actuals averaged \$11.3 million or an about 60% of revised budget revenues. This department is largely funded from local sources. The high first quarter earnings are derived from county property tax due from tax payers on January 31 of each year. The spikes in percentages in both 2007 and 2010 can be accounted for by state aid received in the first quarter of those years, but not received in 2008 and 2009.

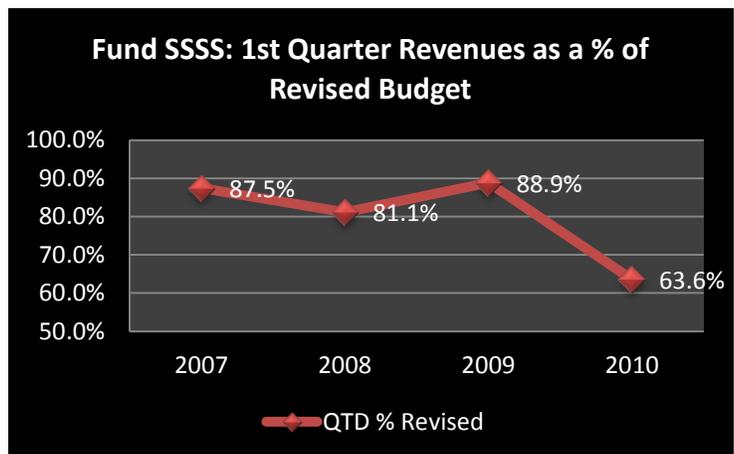
FUND EEEE: ROAD MACHINERY



The Road Machinery Fund’s first quarter revised budget projections decreased \$6.3K between 2007 and 2010 while first quarter revenues increased \$3.62K during the same period, primarily due to equipment rental income. Property taxes were allocated to this fund in 2007 (\$568K), 2008 (\$129K), and 2009 (\$74.8K), but not in 2010. The increase in first quarter revenues as a percentage of revised budget figures reflects the decrease in the revised budget over time.

FUND SSSS: WORKERS’ COMPENSATION POOL

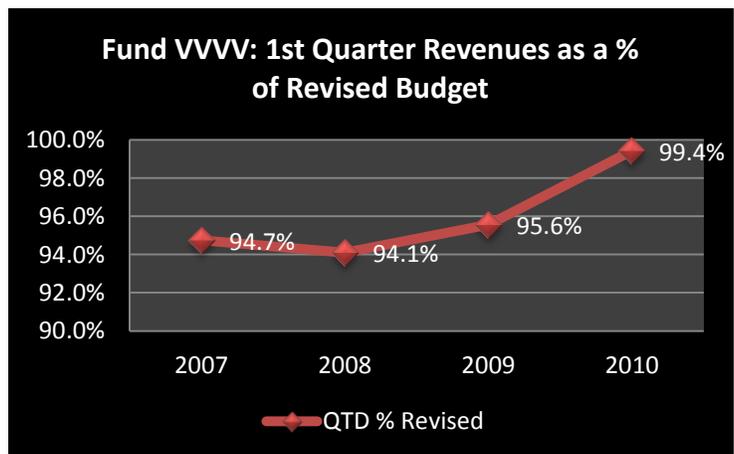
Fund SSSS is a self-insurance plan for workers’ compensation claims. Like Fund CCCC (Golden Hill), Fund SSSS is an enterprise fund.



The Workers’ Compensation Pool’s revised budget projections increased \$1.62 million between 2007 and 2010. First quarter revenues averaged \$342K for the period. The 25.3% (\$1.9 million) drop in first quarter revenues in 2010 is due to a decline in the timely receipt of first quarter assessments from participating governments, perhaps reflecting fiscal stress.

FUND VVVV: DEBT SERVICE

Fund VVVV tracks debt principal and interest on county government borrowing, or serial bonds, to finance major projects.



The Debt Service Fund’s revised budget estimates decreased \$2.86 million between 2009 and 2010. The previous three-year revised budget average was \$9.51 million. Because repayment of debt is a priority claim on the county, this money is set aside at the outset of the fiscal year. First quarter revenues from property tax, interest & earnings and interfund revenues and transfers average 95.8% for the period. First quarter revenues exceed that of other quarters since the fund’s share of property taxes are allocated at the outset of a fiscal year. The county’s bond issuance decreased by \$2.7 million between 2009 and 2010, accounting for the 3.8 percentage point increase in revenues as a percentage of revised budget estimates.

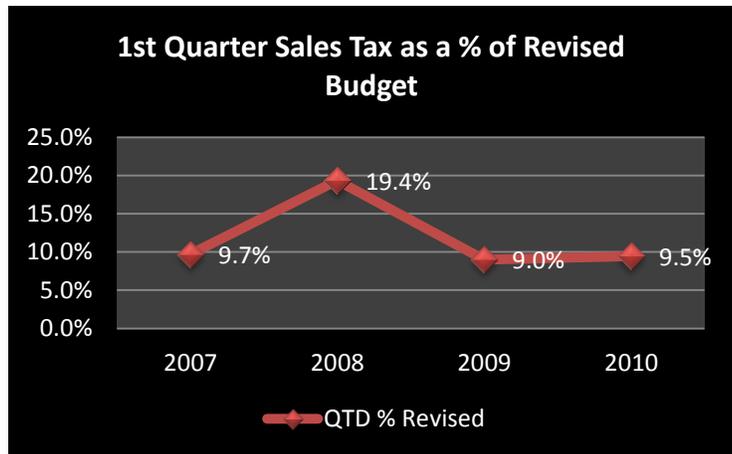
FISCAL CONDITION INDICATOR #2: OWN SOURCE REVENUES

WHERE WE LOOK: Budget Status Report

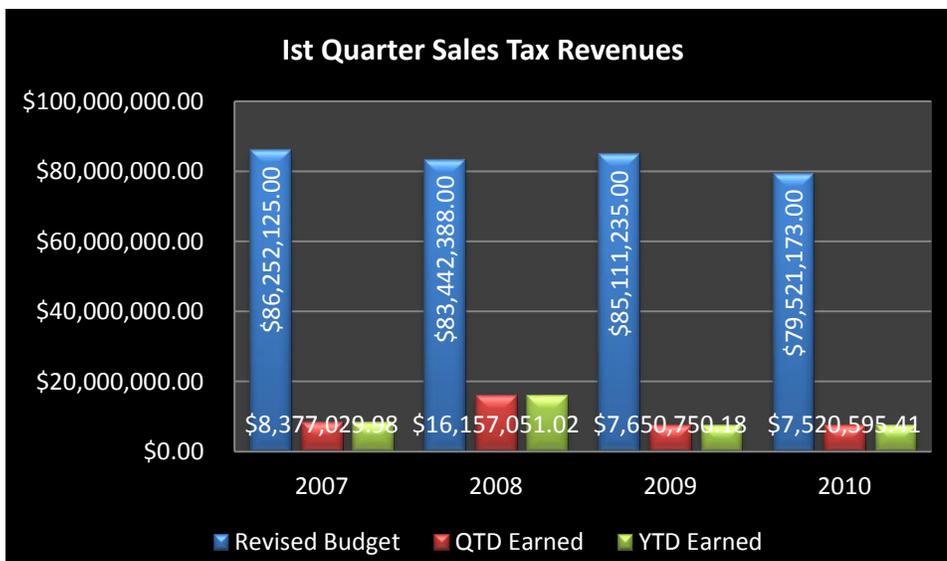
Sales and property tax are the county’s primary discretionary revenue sources. Sales tax is appropriated to Fund AAAA (the General Fund).

SALES TAX

NOTE TO THE READER: This report is not the most reliable for sales tax analysis due to the lag time between New York State’s notification and receipt of actual payments.



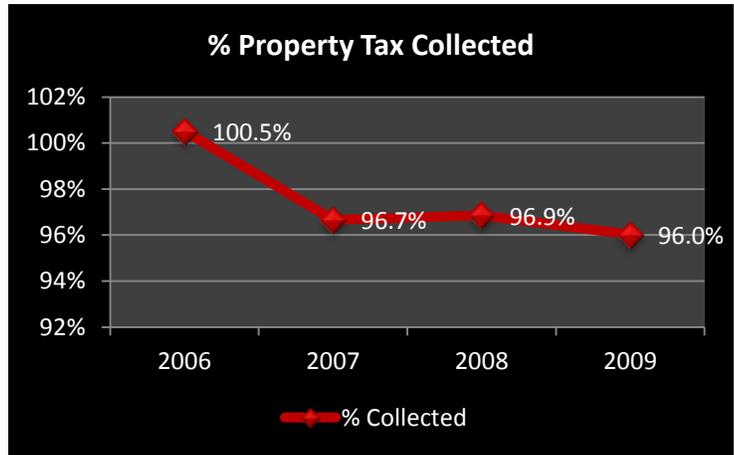
Budgeted sales tax revenues decreased 9% between 2009 and 2010 after a 7.5% drop in total sales tax collections during the Great Recession of 2008 and 2009. The \$16.2 million first quarter collection in 2008 is anomalous. Average first quarter sales tax collection for 2007 to 2010 was 9.4% (see note above.)



PROPERTY TAX

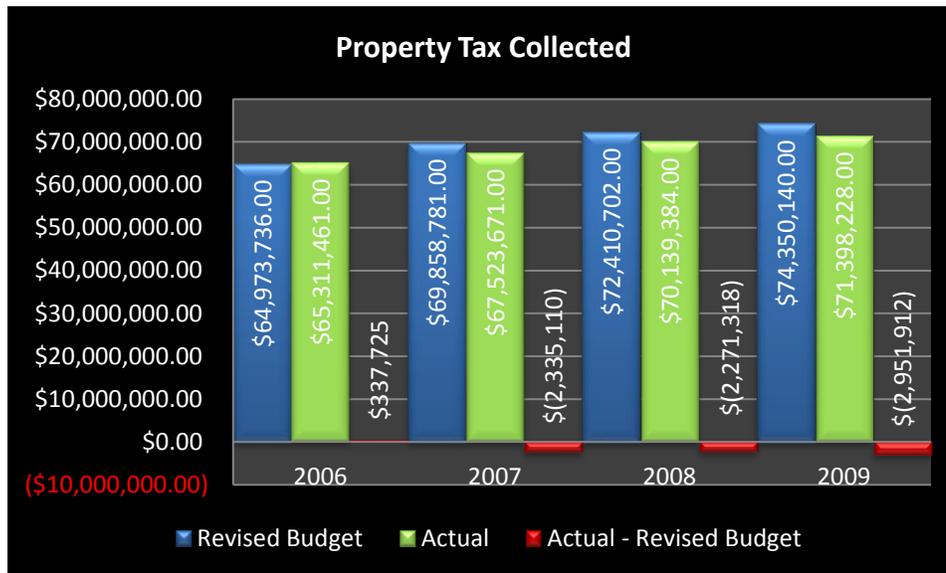
WHERE WE LOOK: Budget Status Report and Ulster County Department of Finance

Property tax is allocated across Funds AAAA (General Fund), Fund DDDD (County Road), Fund EEEE (Road Machinery) and Fund VVVV (Debt Service). It will be reported on in each first quarter report.



NOTE TO THE READER: As an accounting function, real property tax revenues are recorded on an accrual basis as received in the beginning of the year although are not yet collected. As noted, recording revenue before it is received gives an unrealistic snapshot of resources available if the report is to be used as a guide to planning and administration.

The property tax levy increased by \$6.4 million or 9% between 2006 and 2009. 2006 property tax collections exceeded budgeted amounts because of payment of delinquent taxes from a large property owner during the period. The county’s average property collection rate of 96.5% is a good collection rate. Unsurprisingly, the amount of uncollected taxes rose \$700K between 2008 and 2009, reflecting the slumping economy.

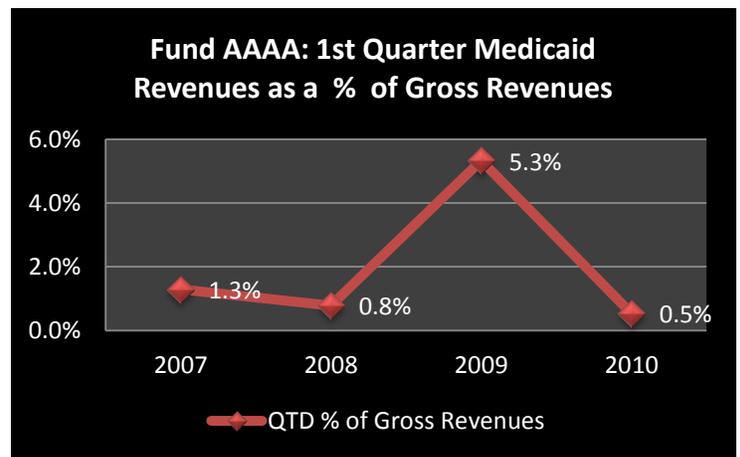
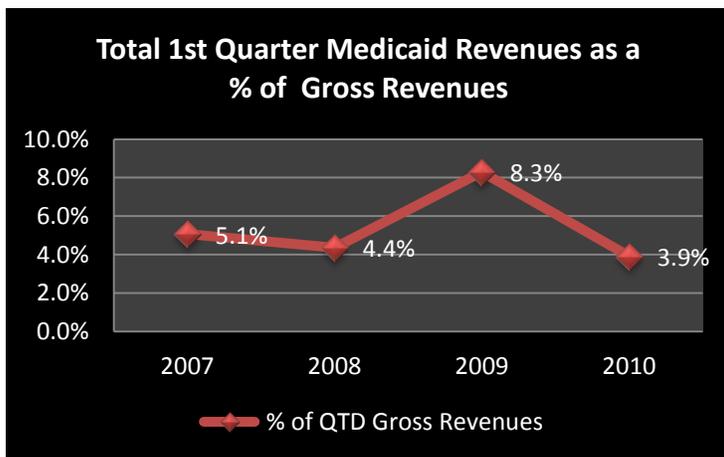


FISCAL CONDITION INDICATOR #3: MAJOR INTERGOVERNMENTAL TRANSFERS (MEDICAID)

WHERE WE LOOK: Budget Status Report

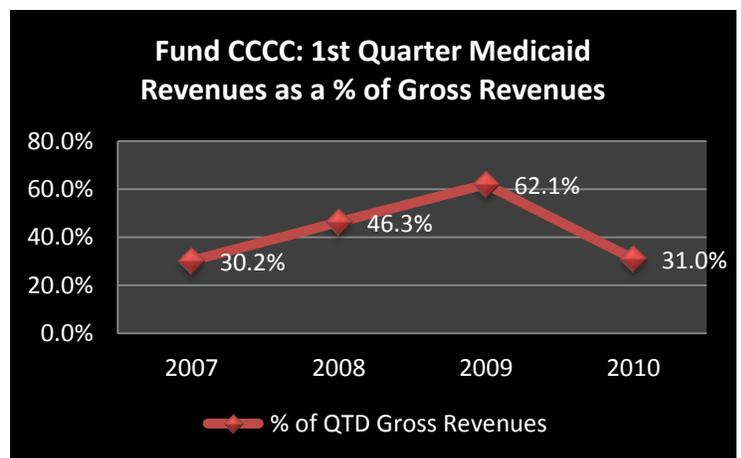
Much state and federal aid comes to Ulster County to deliver mandated programs. Often a requirement for a county share in financing these programs actually drives (rather than displaces) spending from local sources. A reduction in federal or state aid may be paralleled by reduced spending.

The purpose of this indicator is to identify trends in state and federal Medicaid revenues by comparing these to gross revenues. An increasing ratio over time is negative; it means that any changes in state or federal policies could adversely affect the county, by making additional demands upon own source revenue streams. Medicaid revenues are found in Funds AAAA (General Fund) and CCCC (Golden Hill). Fund AAAA Medicaid revenues are allocated to Social Services and Public Health.



Total first quarter Medicaid revenues have remained relatively stable over the time period, a positive finding. The year 2009 is an exception when, as part of its stimulus program, the federal government introduced the Federal Medical Assistance Program (FMAP). First quarter FMAP funds to the county totaled over \$1.1 million. There were no FMAP funds recorded in the first quarter of 2010. Absent the 2009 spike, Ulster County Medicaid revenue averaged .86% of gross revenues during the study period.

Fund CCCC received an average of \$2.9 million in National Health Medicaid revenues during each of the first quarters of 2007 to 2010. Both 2008 and 2009 first quarter gross revenues fall well below the first quarter revenues for 2007 and 2010, accounting for the spike in percentages during these years. The pattern in 2010 returned to the lower 2007 level. The decline in 2008 and 2009 revenues is due to the receipt of interfund and intergovernmental revenues that were recorded in the first quarter of 2007 and 2010 but not in 2008 and 2009.



Fiscal Condition Report: Expenditures

FISCAL CONDITION INDICATOR #4: EXPENDITURE STATUS

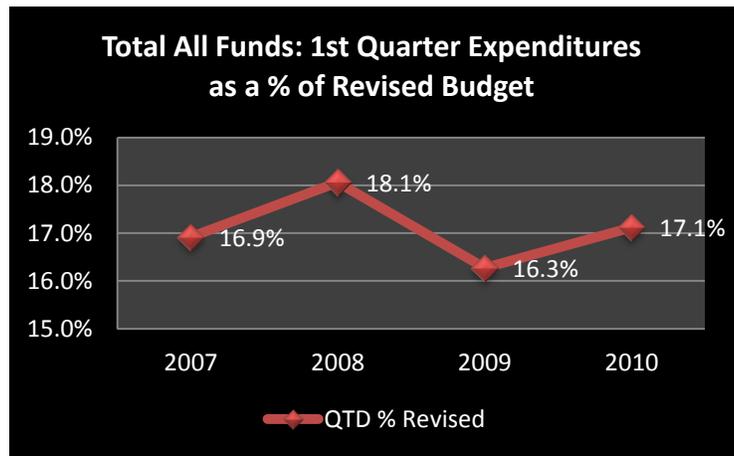
WHERE WE LOOK: Budget Status Report

WHAT THE REPORT TELLS: The budget status report compares the County's budget against actual expenditures and encumbrances incurred at a fixed point in time. It provides an accounting of how budget estimates compare to actual activity to ensure that the County does not overspend. It also provides a sense of the County's capacity to budget accurately, its ability to enforce the budget, and to control finances during the course of the year. Budget status reports are voluminous so summary data only is provided in this report.

HOW WE EVALUATE: We compare actual quarterly (QTD) and year-to-date (YTD) expenditures with revised budget estimates and calculate the percentage of revised budget to QTD and YTD revenues expended for the quarter. Expenditures should follow consistent year to year patterns. Departure from these patterns requires explanation, or may flag the need for intervention. Future expenditure projections should be adjusted accordingly if there is a gap between actual and projected expenses. Budgeted and actual figures may be found in **Appendix B: Expenditures**.

TOTAL OF ALL FUNDS

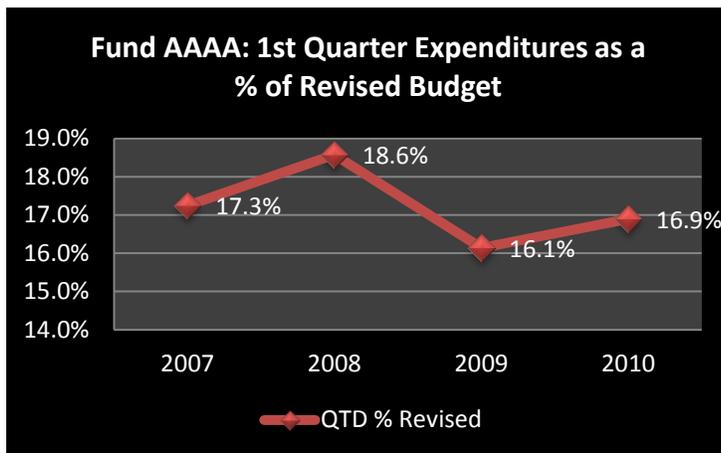
Total of all funds represents the sum of expenditures by Fund AAAA (The General Fund), Fund BBBB (Community Development Fund), Fund CCCC (Golden Hill Healthcare Center), Fund DDDD (County Highway), Fund EEEE (County Road Machinery), Fund SSSS (Workman's Comp) and Fund VVVV (Debt Service). Budgeted and actual figures may be found in **Appendix B: Expenditures**.



Budgeted first quarter expenditures increased by \$33.5 million between 2007 and 2010, from \$323.6 million to \$357.1 million. Significant 2008 first quarter expenditure increases occurred in the General Fund and County Road Fund causing the increase in expenditures as a percentage of revised budget estimates. Overall, though the proportion of first quarter spending for 2010 exceeded that for 2009, it was well within parameters for recent years. See below.

FUND AAAA: THE GENERAL FUND

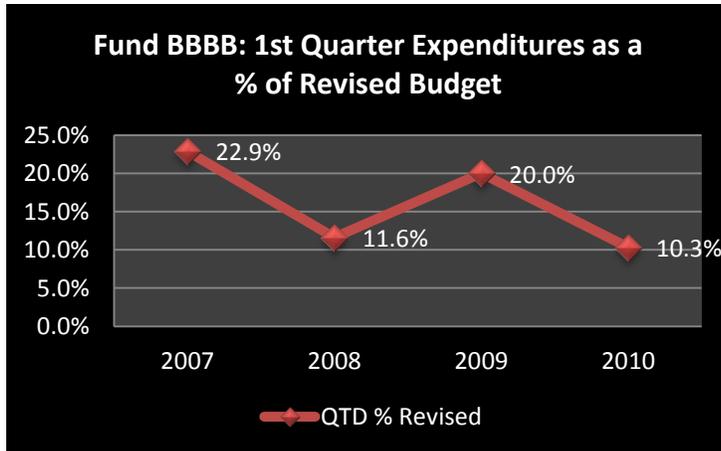
Fund AAAA is the General Operating Fund of the County. It is the most liquid of all county funds.



First quarter budgeted General Fund expenditures increased by \$27million between 2007 and 2010. 2008 first quarter expenditures outpaced 2007 first quarter expenditures by \$5 million while 2009 and 2010 expenditures decreased by \$5 million and \$2 million, respectively. The 2008 spike may be attributed, in part, to significant increases in first quarter expenditures for the following departments: Public Defender (\$170K), Treasurer (\$270K), Elections (\$120K), Central Data (\$709K), Unallocated Insurance (\$400K), Distribution of Sales Tax (\$1.3 million), and Contributions to Community College (\$2.5 million).

FUND BBBB: COMMUNITY DEVELOPMENT FUND

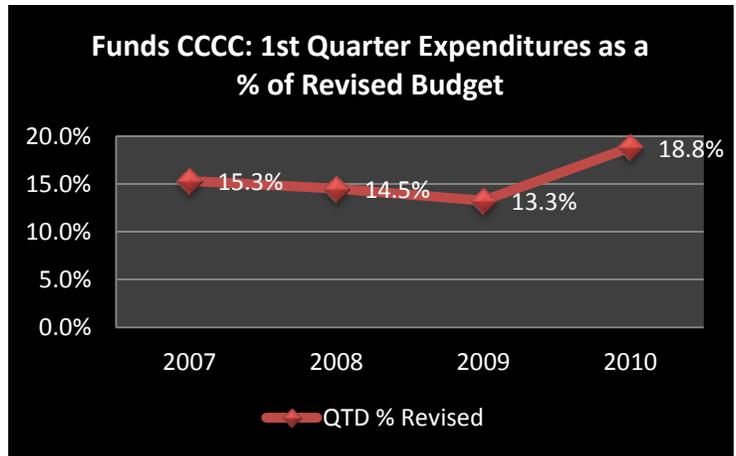
As previously noted, Fund BBBB is a Special Revenue Fund that tracks grants received through the Workforce Investment Act administered by the US Department of Labor and grants and loans received through the the Housing and Community Development Act administered by HUD. The Workforce Investment Act was established in 1998 to support economic growth through job training.



The Community Development Fund's first quarter expenditures are erratic due to variability in contractual and rehabilitation loan expenses.

FUND CCCC: GOLDEN HILL HEALTHCARE CENTER

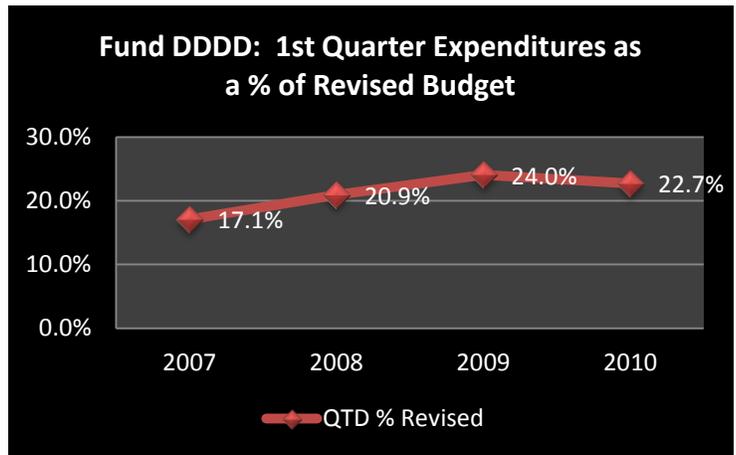
Golden Hill Healthcare Center is a county-owned long-term care facility. Its fund (CCCC) is an enterprise fund. Unlike the general or special revenue funds, it operates in a manner closest to a private sector business.



Golden Hill first quarter expenditures increased \$1.9 million between 2007 and 2010 while revised budget estimates increased \$5.5 million. The spike in 2010 can be attributed to a \$1.7 million increase in contractual expenses ranging from professional services to food and medical supplies. Golden Hill first quarter expenditures averaged 15.5% of revised budget estimates for the period.

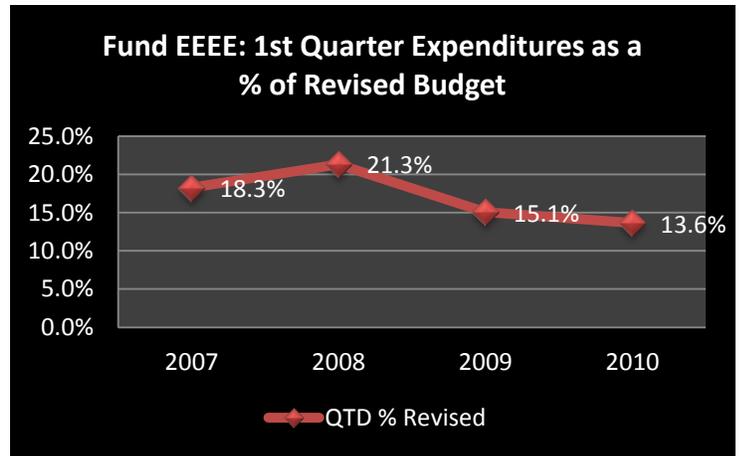
FUND DDDD: COUNTY ROAD

Fund DDDD tracks the budget of county road and bridge maintenance, permanent improvements, and snow removal.



The County Road fund is a stable fund with revised budget estimates declining \$136K between 2007 and 2010. The spike in 2009 can be attributed to increases in spending for permanent improvements and snow removal.

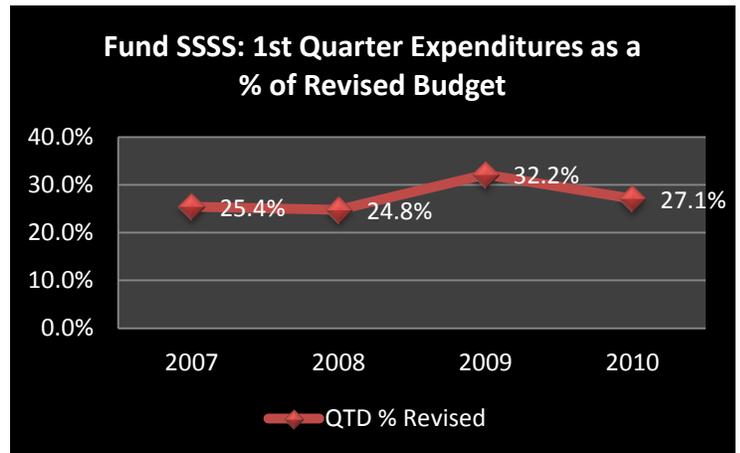
FUND EEEE: ROAD MACHINERY



The Road Machinery Fund’s revised budget estimates decreased \$300K between 2007 and 2010. Similarly, first quarter expenditures decreased \$237K during the period. The spike in 2008 can be attributed, in part, to increased expenses for plow & grader blades and auto fuel as well as costs relative to revised budget figures. Own source revenues cover most of the expenses in this fund. Lower spending in 2009 and 2010 reflects the austerity of more recent years. Average first quarter expenditures for the fund are 17% of revised budget estimates.

FUND SSSS: WORKERS’ COMPENSATION POOL

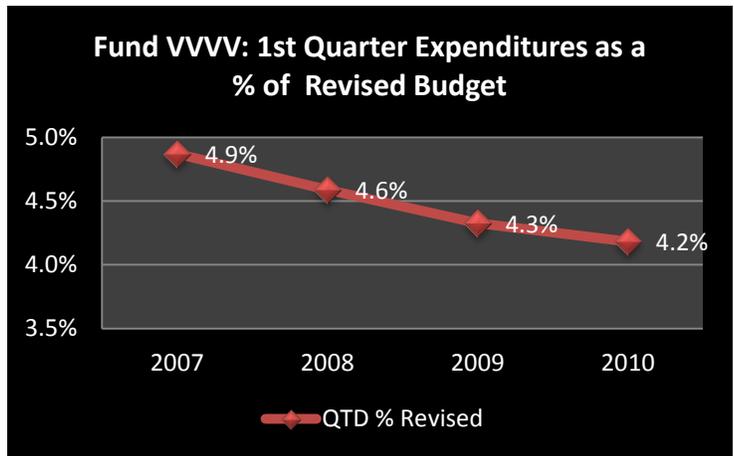
Fund SSSS is a self-insurance plan for workers’ compensation claims. Like Fund CCCC (Golden Hill), Fund SSSS is an enterprise fund.



The Worker’s Compensation Fund’s revised budget estimates increased \$1.6 million between 2007 and 2010 while first quarter expenditures vary somewhat. The \$343K spike in 2009 can be largely attributed to an increase in contractual expenses for medical vendors and private investigators. First quarter expenditures as a percent of revised budget averaged 27.4% for the period.

FUND VVVV: DEBT SERVICE

Fund VVVV tracks county debt principal and interest on government borrowing for major projects. fund.



Fund VVVV revised budget estimates averaged \$10.4 million from 2007 to 2010. Though this account is virtually fully funded at the outset of the fiscal year, average first quarter expenditures were \$465K or an average 4% of revised budget figures. This results in additional cash on hand for the county. Fund VVVV expenditures are relatively stable with only a .7 percentage point decreasing trend over the four-year period.

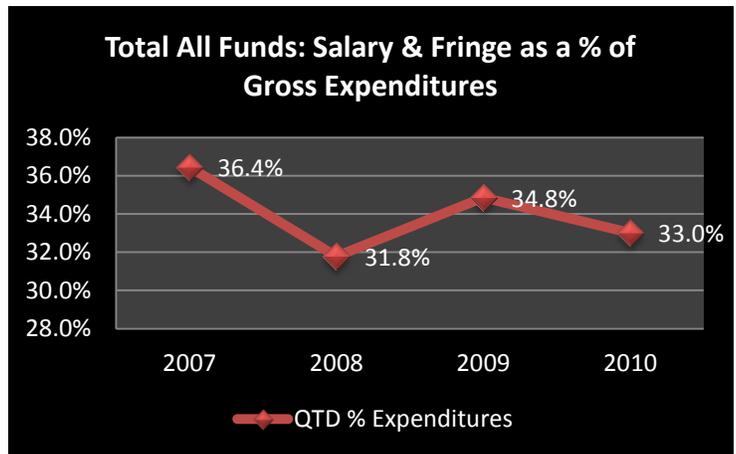
FISCAL CONDITION INDICATOR #6: MAJOR RECURRING EXPENSES

SALARIES & FRINGE

Fixed costs, such as salaries and fringe, are nondiscretionary expenses that are difficult to control during times of fiscal stress such as the Great Recession begun in 2008. New York counties, which are given responsibility for the administration of major social programs, have personnel costs as a particularly high proportion of their operating costs. In recent years, Ulster County government officials have sought to reduce personnel costs through attrition, retirement incentives and lay-offs.

This indicator looks at salaries and fringe benefits as a percentage of gross expenditures. Lower percentages over time are an indication of county success in controlling personnel costs. Increasing percentages over time indicate a negative trend because officials have less flexibility to respond to economic changes. Only operating funds responsible for government activities are considered: the General, Community Development, County Road and Road Machinery Funds. Golden Hill and Workers' Compensation are omitted in this analysis because of their status as enterprise or "business-type" funds.

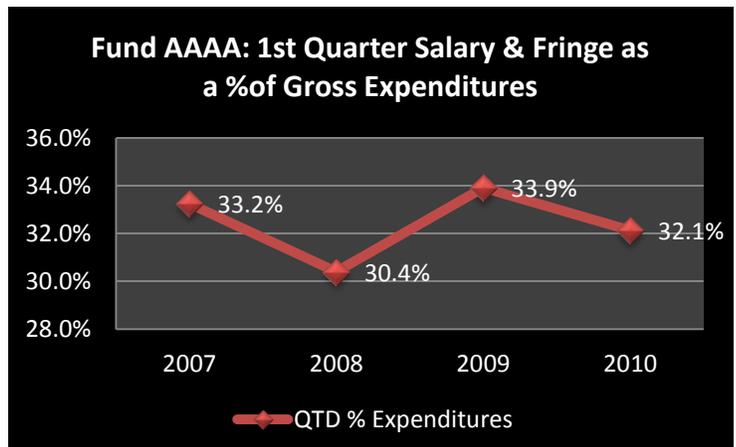
TOTAL ALL FUNDS



Actual first quarter salaries and fringe are stable, averaging \$17.5 million for each first quarter of the study period. Fluctuations are accounted for by variations in QTD gross expenditures. The dip in 2008 is because of increased quarterly expenditures (up \$5.6 million from 2007) and slightly decreased (\$500K) salaries and fringe expenses. Significant 2008 first quarter expenditure increases occurred in the General Fund and County Road Fund. In fund AAAA, the 2008 spike may be attributed, in part, to significant increases in first quarter expenditures for the following departments: Public Defender (\$170K), Treasurer (\$270K), Elections (\$120K), Central Data (\$709K), Unallocated Insurance (\$400K), Distribution of Sales Tax (\$1.3 million), and Contributions to Community College (\$2.5 million). Fund DDDD 2008 first quarter expenditures rose \$600K (Salt and chloride, equipment rental, and snow removal) while salaries and fringe decreased an equivalent \$600K.

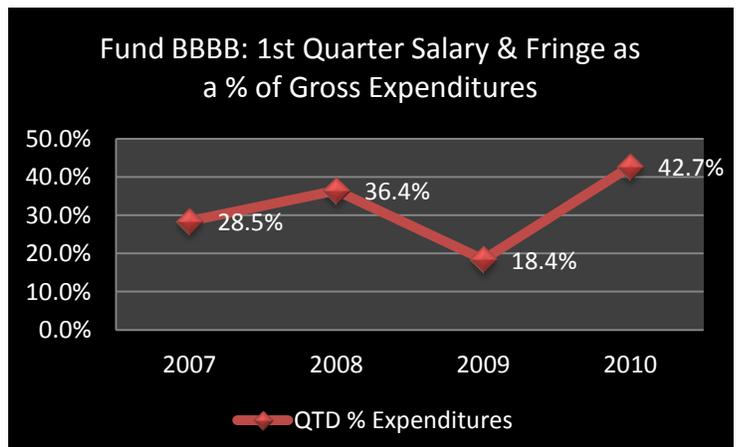
FUND AAAA: THE GENERAL FUND

The General Fund first quarter expenditures ranged from \$45 to \$50 million which accounts for slight fluctuations in salaries and fringe as a percentage of gross expenditures. Actual salary and fringe expenditures showed little variation, averaging \$17.6 million for the first quarters of 2007 to 2010. With contractual obligations driving personnel expenses upward, strong management effort was required to avoid increases.



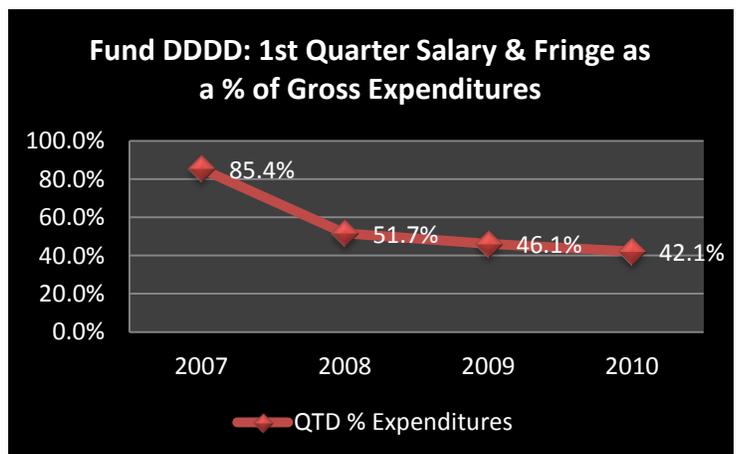
FUND BBBB: COMMUNITY DEVELOPMENT

The Community Development Fund showed the greatest variation in first quarter salaries and fringe, fluctuating about \$10K for each first quarter of the study period. The extreme drop in percentage in 2009 is because of a \$200K increase in QTD expenditures between 2008 and 2009 and 2009 and 2010. The 2009 difference is because of greater expenditures associated with Rehabilitation Loans & Grants during the first quarter.



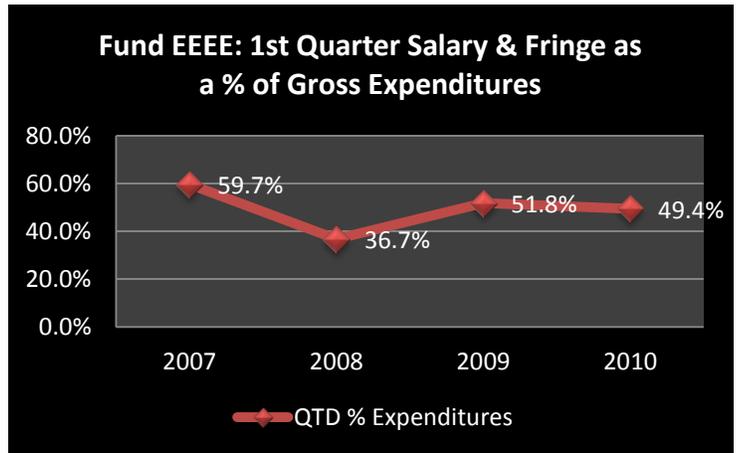
FUND DDDD: COUNTY ROAD

This fund reflects significant cost cutting efforts over time. The county Road Fund 2008 first quarter expenditures rose \$600K (salt and chloride, equipment rental, and snow removal increases) while salaries and fringe decreased an equivalent \$600K. First quarter salaries & fringe decreased by \$200K between 2007 and 2010. As expected, Fund DDDD expenditures increase during the winter months.



FUND EEEE: ROAD MACHINERY

Road Machinery Fund first quarter revised budget estimates rose \$686K from 2007 to 2008 while salaries and fringe expenses decreased \$147K. This explains the 23 percentage point drop in salaries and fringe as a percent of gross expenditures between 2007 and 2008. As expected, Road Machinery expenditures increase during the winter months.



FISCAL CONDITION INDICATOR #7: CASH FLOW

WHERE WE LOOK: Cash flow reports.

WHAT THE REPORT TELLS: Cash flow reports forecast short-term cash balances available for both operations and investment. They provide an early warning system for cash problems, help to determine the amount of cash available for investment for maximum periods (which usually results in a higher interest rate) and helps ensure compliance with federal arbitrage requirements when the County issues indebtedness.

HOW WE EVALUATE: Compare actual receipts and disbursements for each month against the projections for that month. If cash deficits are realized or projected, consider different “what if” scenarios to meet expenditures. If cash surplus is realized or projected, consider investment options to maximize returns.

Cash flow reports have been unavailable since November 2009.

Financial Condition Report: Department Focus

Each of the first three quarterly reports of the year will address specific departments within Ulster County Government.

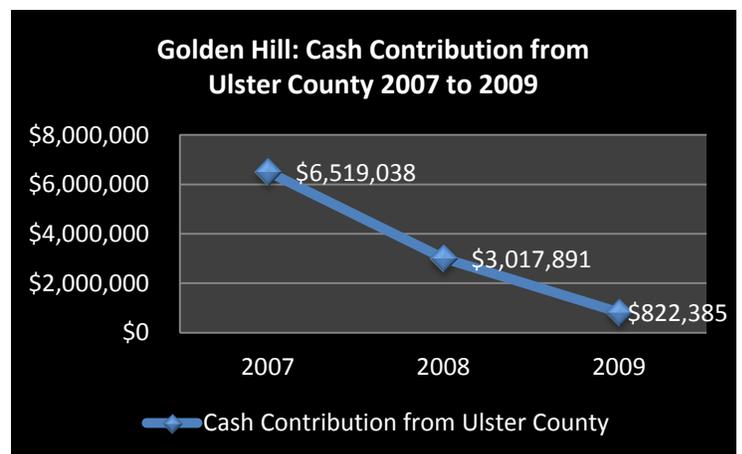
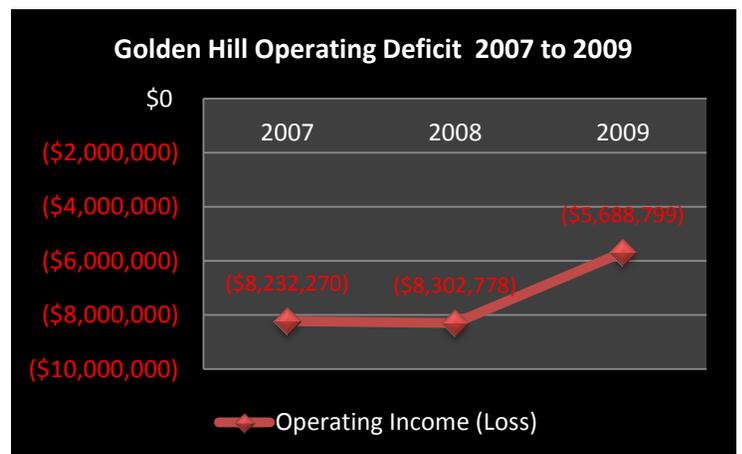
GOLDEN HILL HEALTH CARE CENTER

WHERE WE LOOK: Comprehensive Annual Financial Report (CAFR), the audited annual financial report for the county, and Budget Status Report.

This report spotlights Golden Hill Health Care Center, a county-subsidized facility in Kingston. The facility has been plagued with problems including an aging infrastructure, a recent outbreak of Legionnaire’s disease, and inadequate Medicaid reimbursement. Since 2005, Golden Hill's operating deficit has cost taxpayers some \$19.2 million. A task force has recommended consideration of a range of options, including the privatization of the facility.

Golden Hill operating revenues are largely derived from Medicaid (an average of about 56% of revenues between 2007 and 2009). New York State requires a substantial local match for all Medicaid funds received by the county. The facility’s greatest expense is personnel, averaging about 54% of expenditures for the study period. As the accompanying graph shows, operating expenses outstripped operating revenues by a substantial margin between 2007 and 2009: by 21% in 2007, 32% in 2008, and 20% in 2009. Substantial increases in nursing costs (up \$1.1 million) and social service activities (up \$200K) occurred between 2007 and 2008. These costs were reduced between 2008 and 2009 by \$900K (nursing) and \$300K (social service activities).

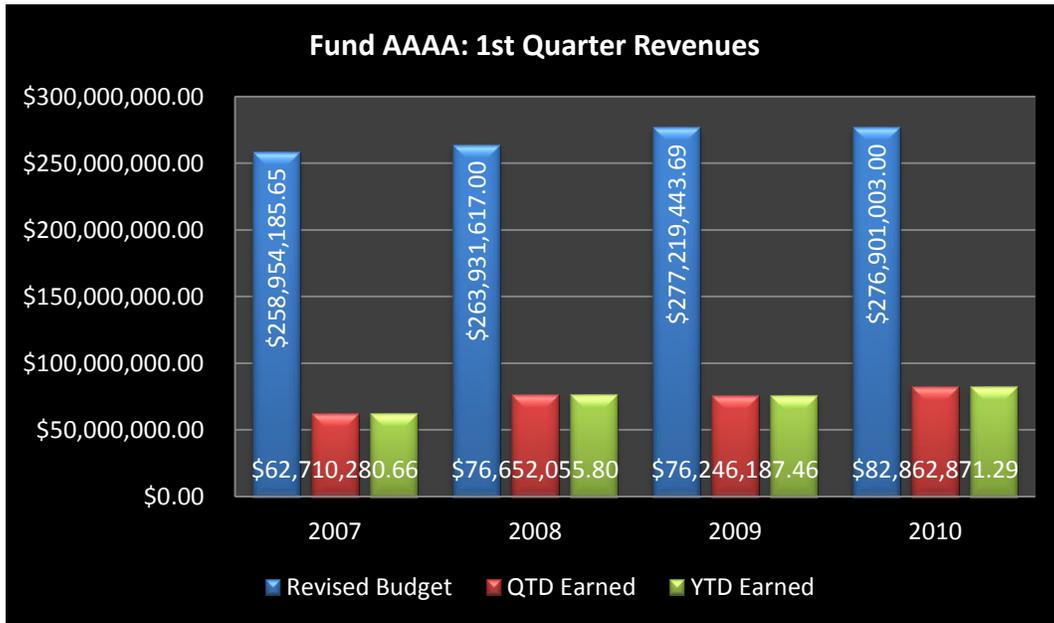
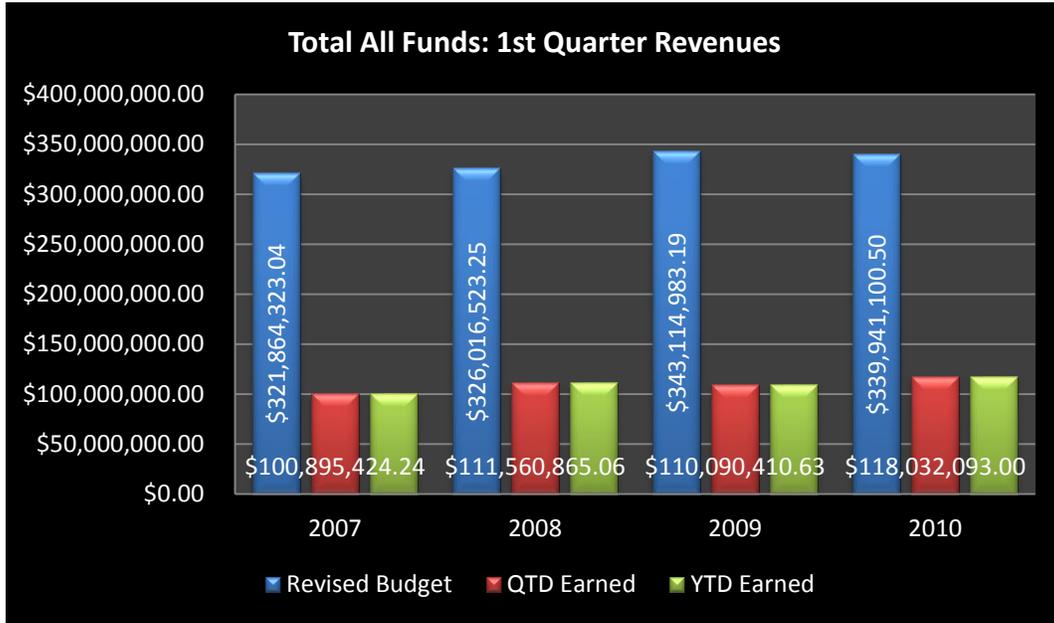
Ulster County contributed substantial, albeit declining, funds to the facility between 2007 and 2009.

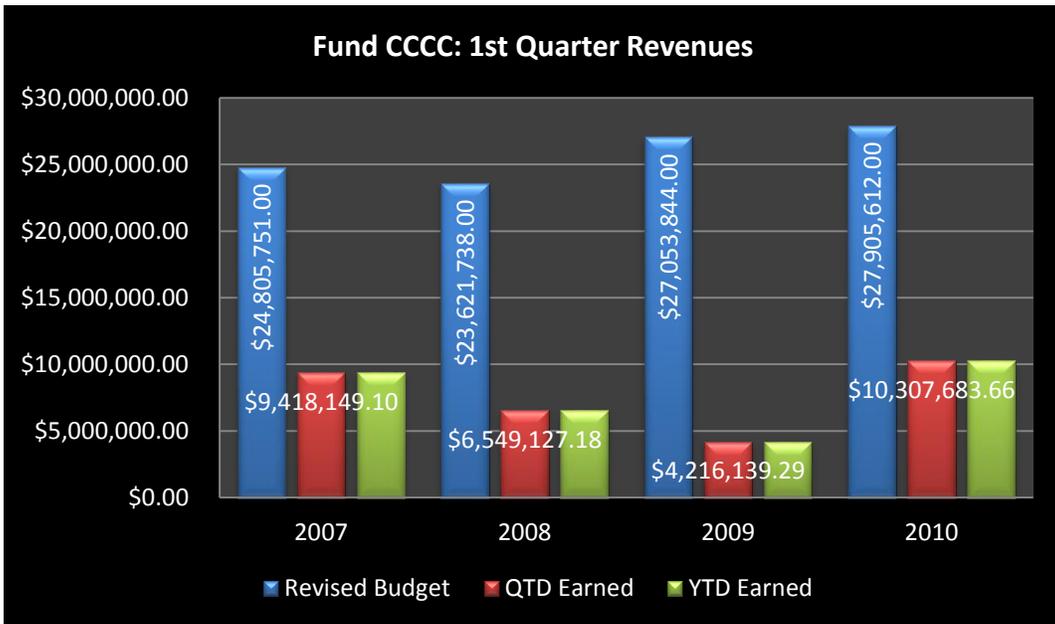
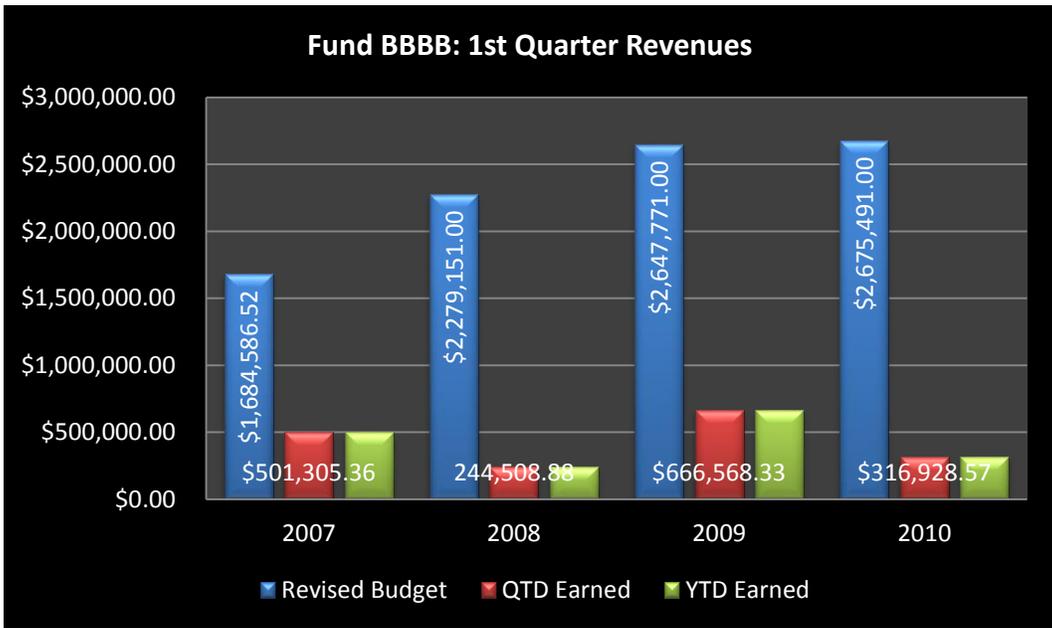


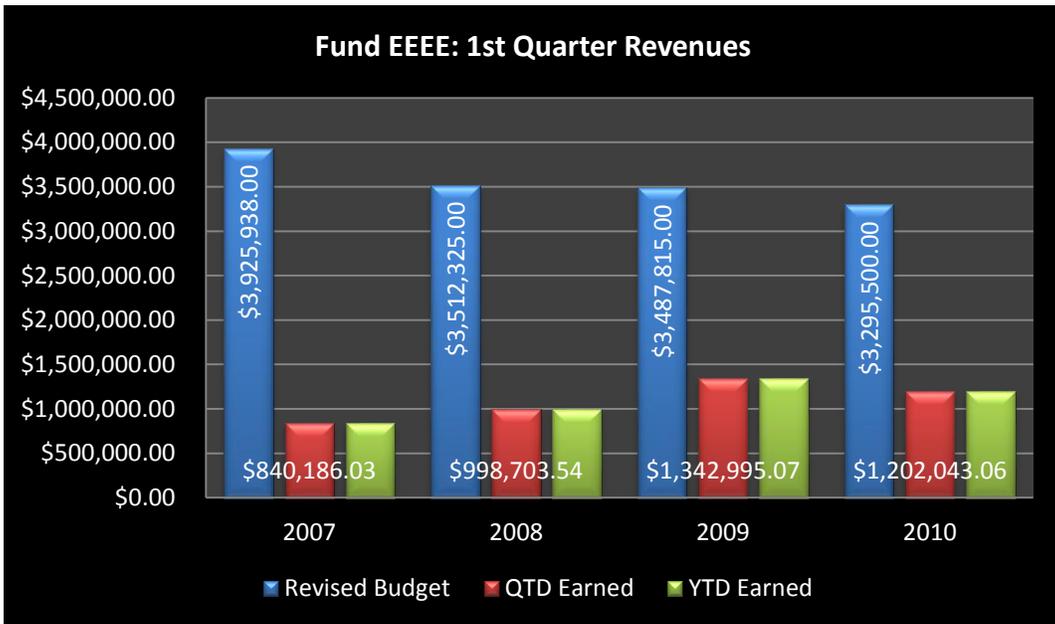
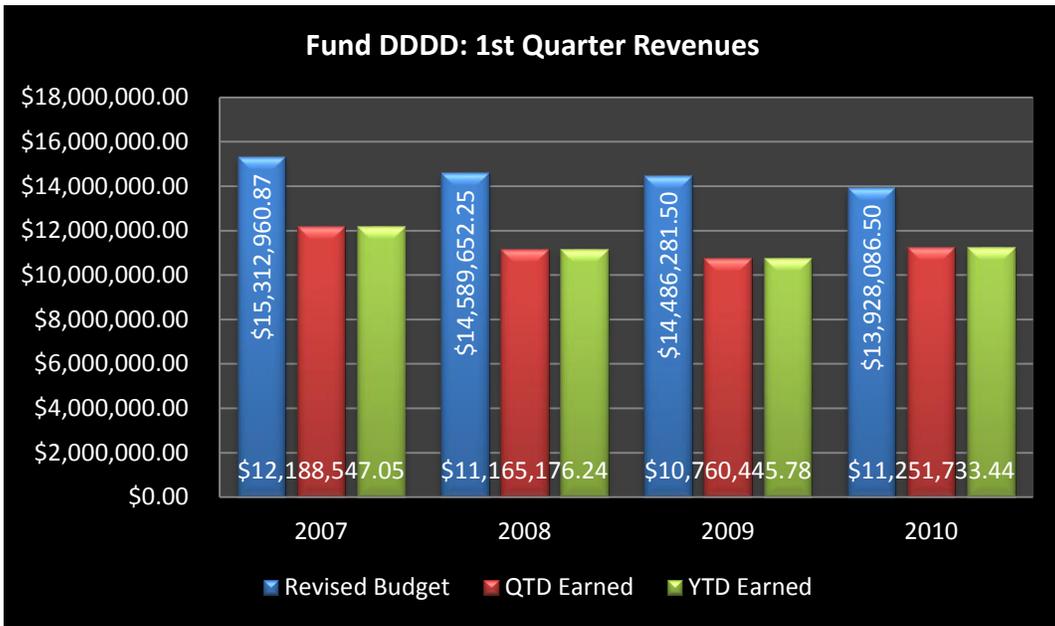
Golden Hill Operating Revenues & Expenses 2007 to 2009

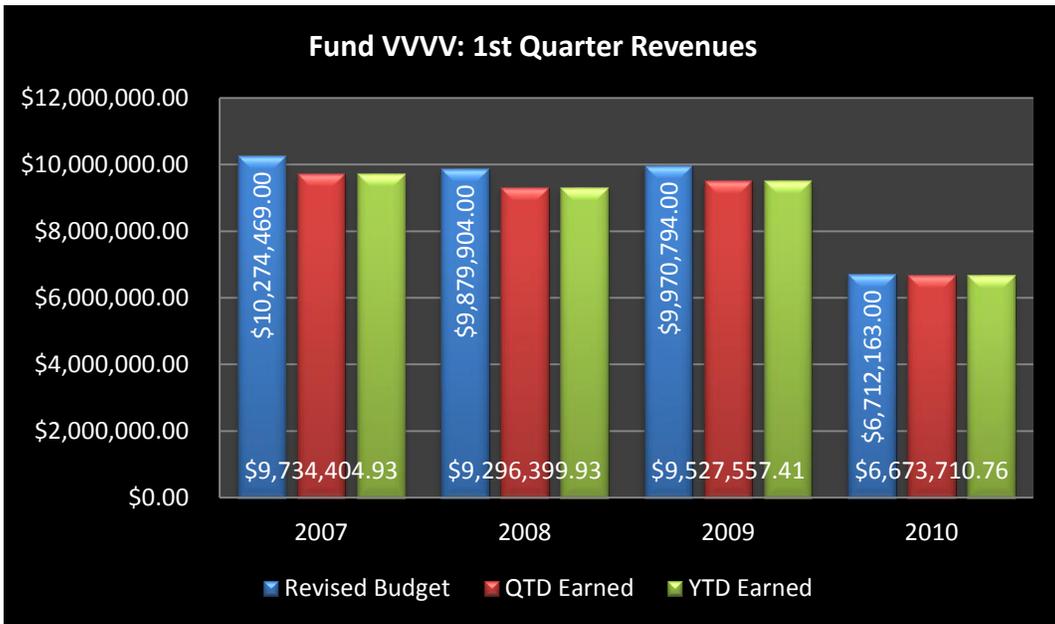
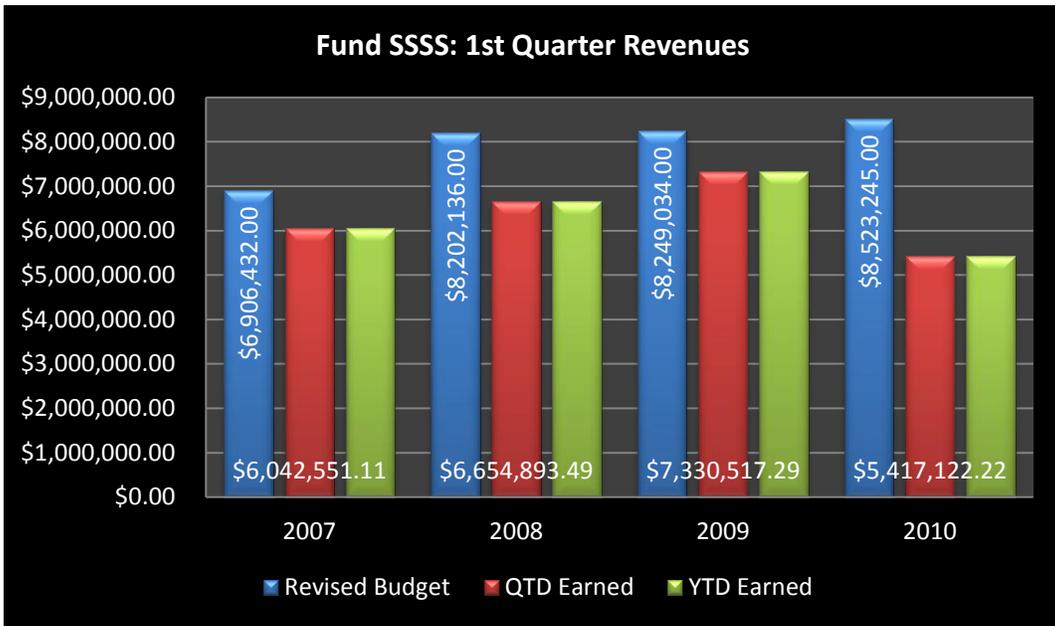


Appendix A: Revenues

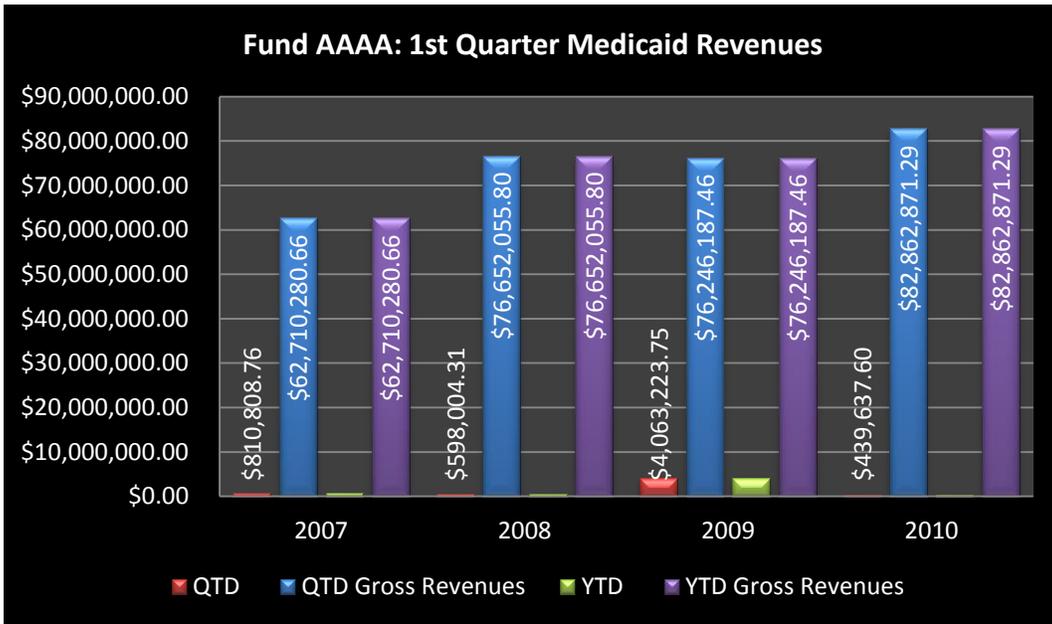
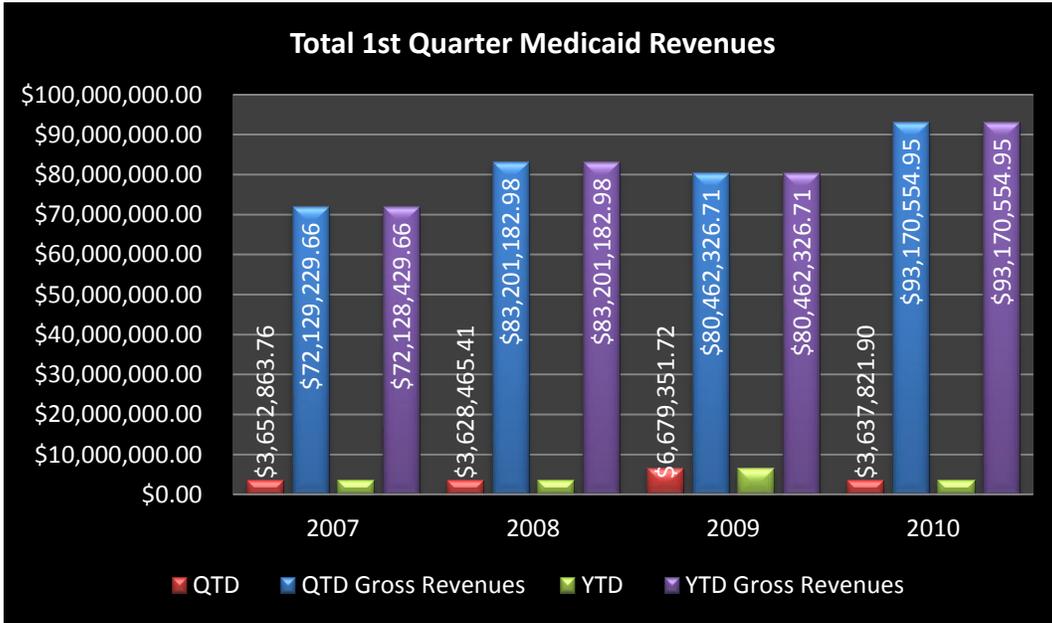




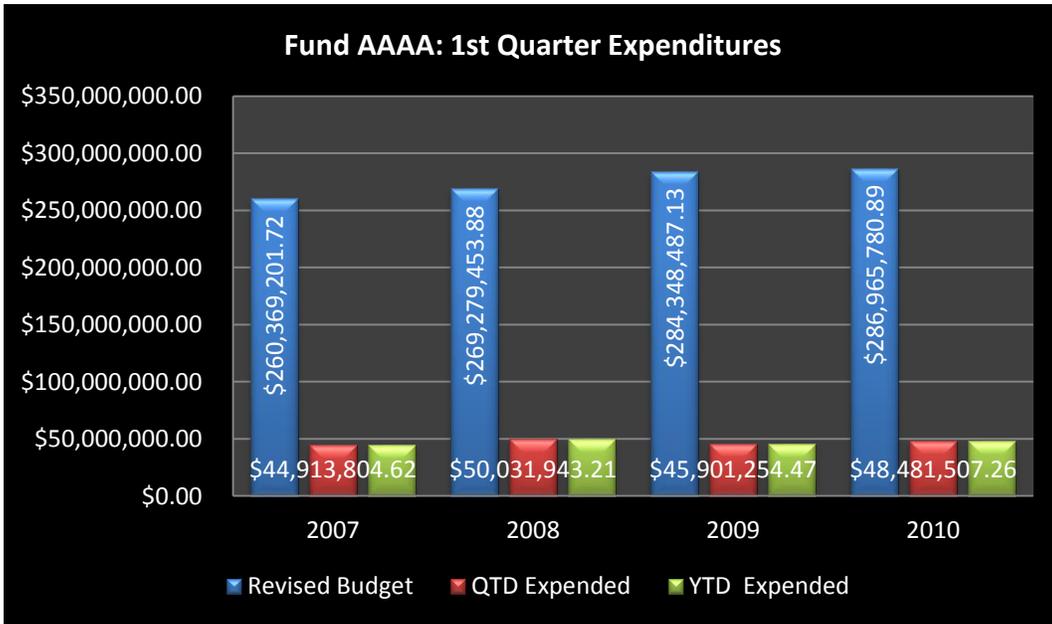
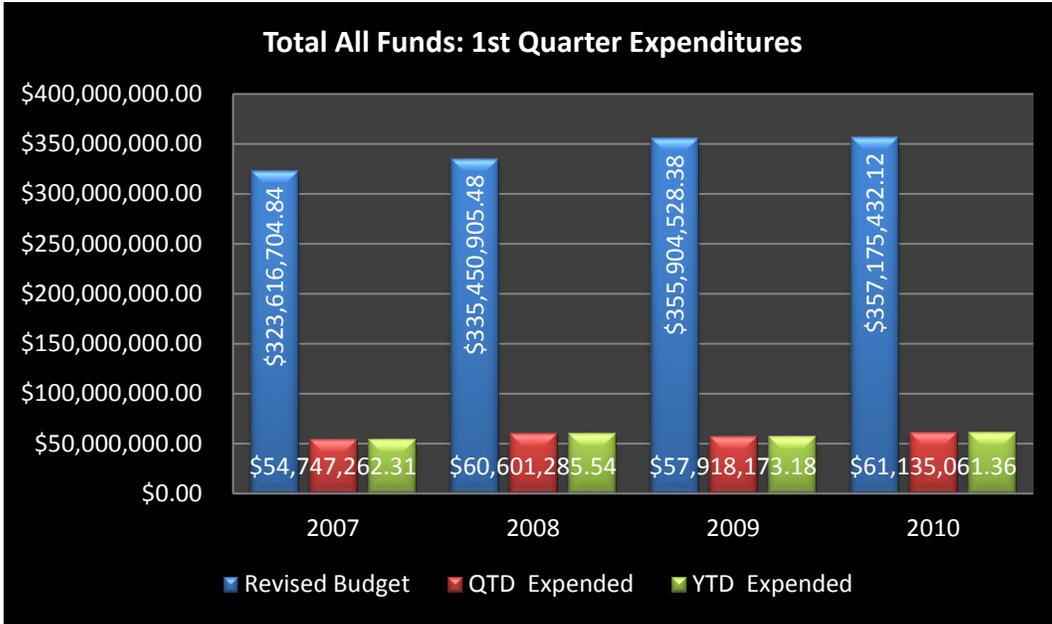




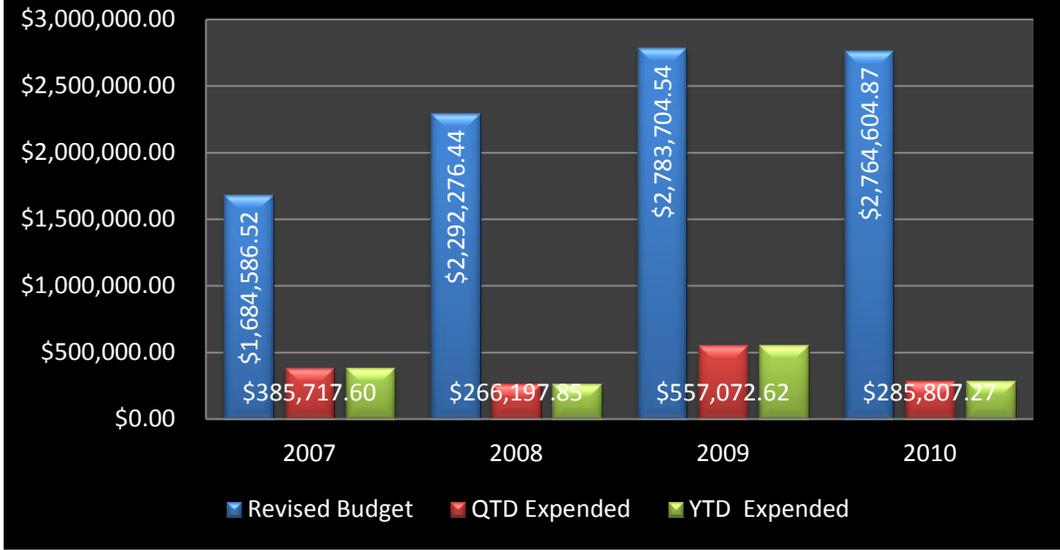
MAJOR INTERGOVERNEMENTAL TRANSFERS: MEDICAID REVENUES



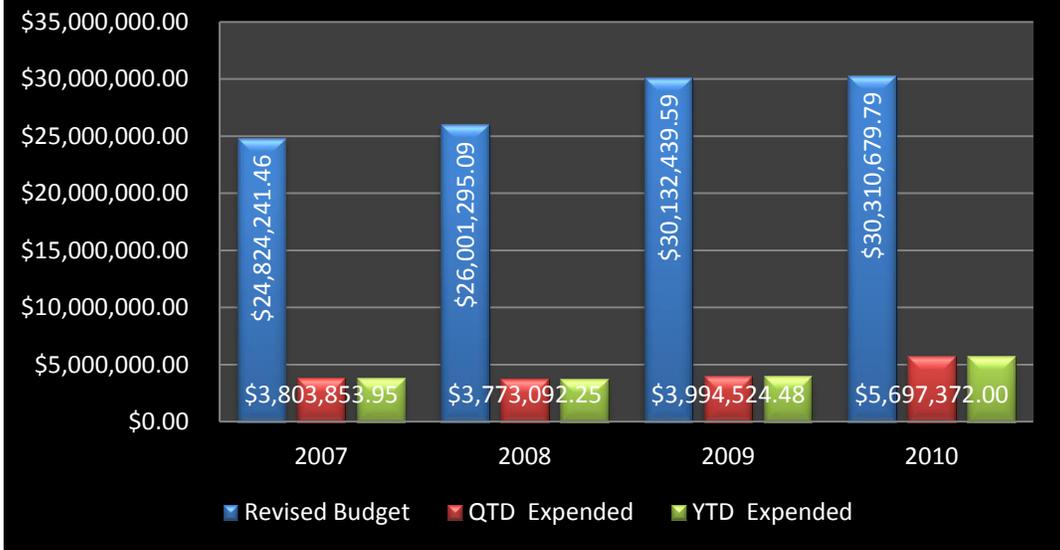
Appendix B: Expenditures



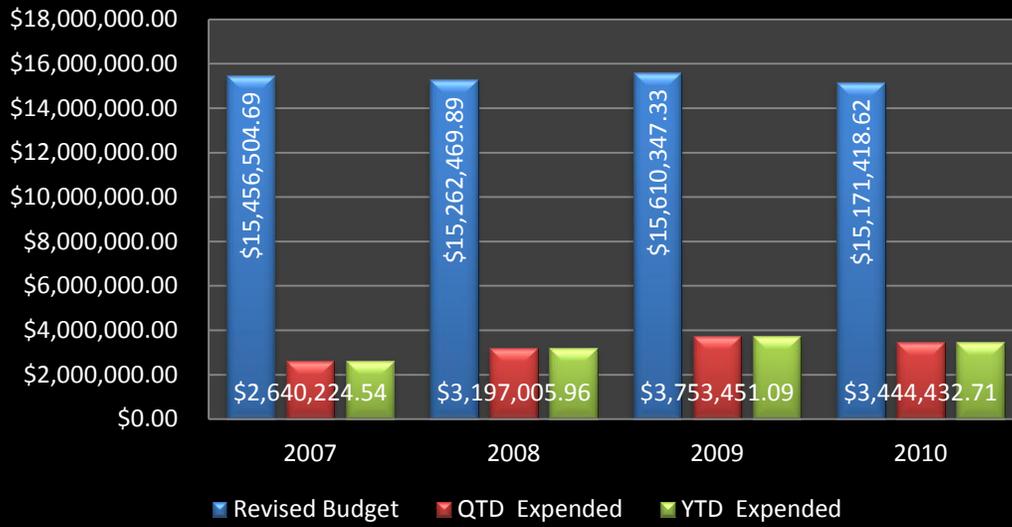
Fund BBBB: 1st Quarter Expenditures



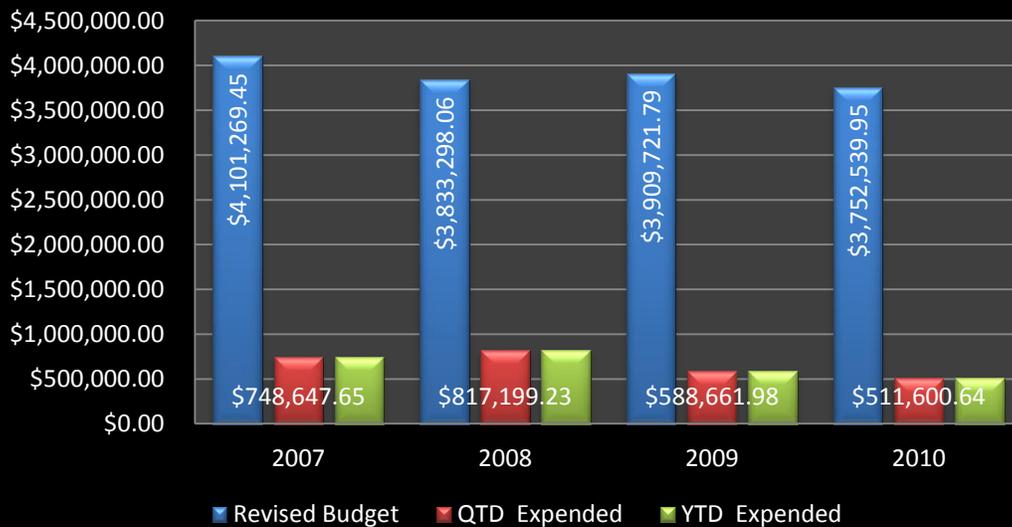
Fund CCCC: 1st Quarter Expenditures

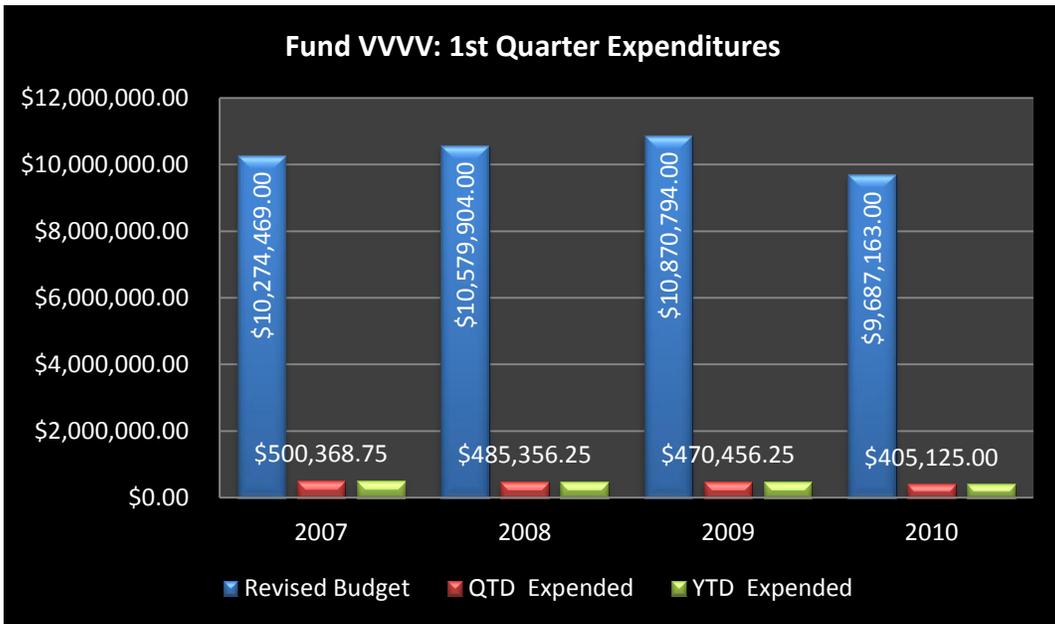
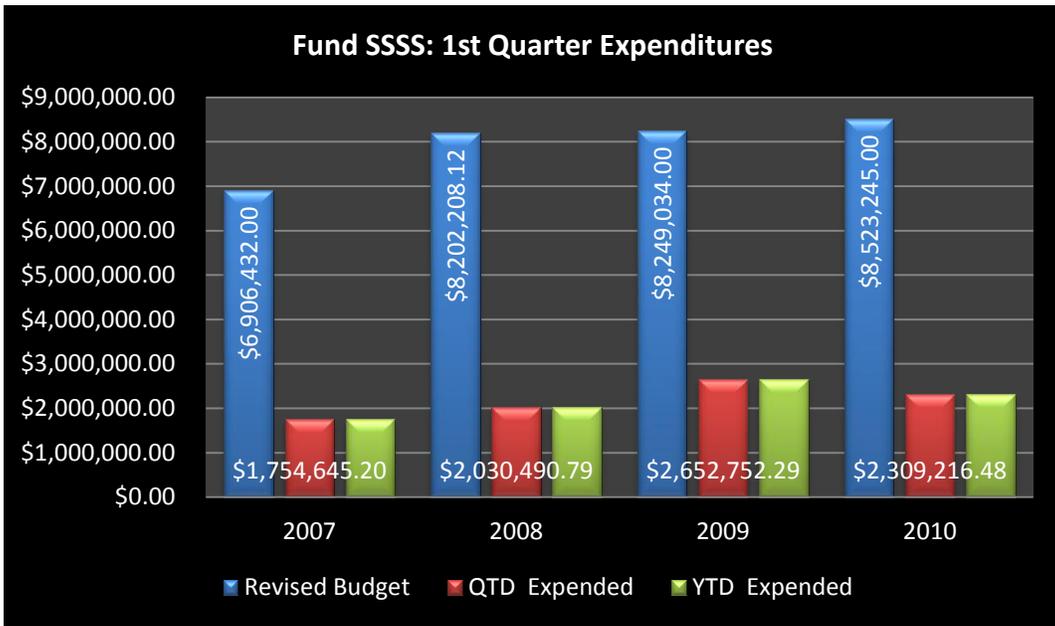


Fund DDDD: 1st Quarter Expenditures

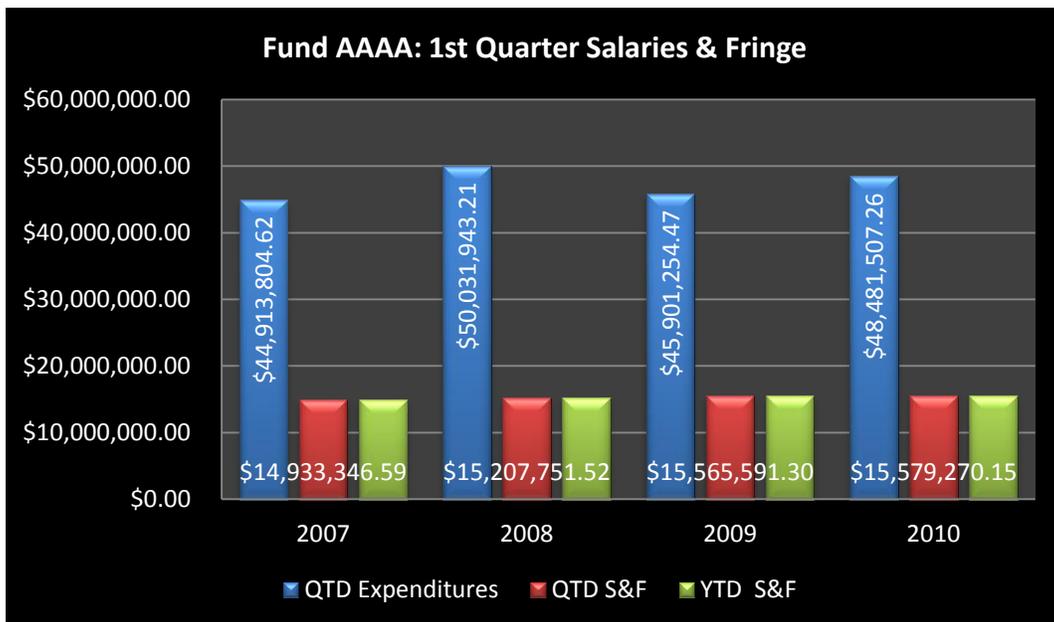
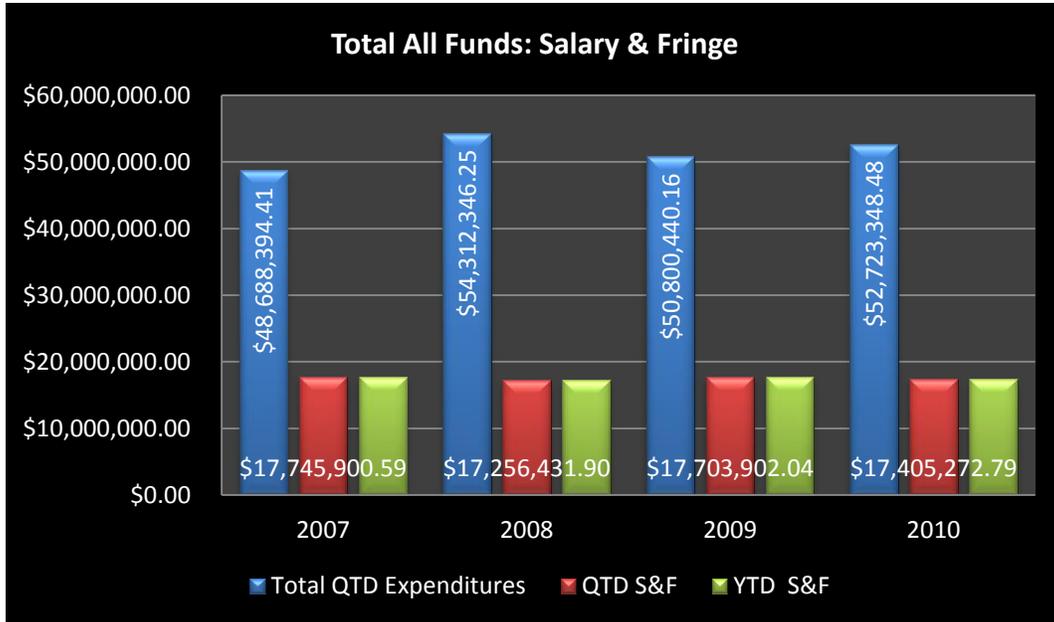


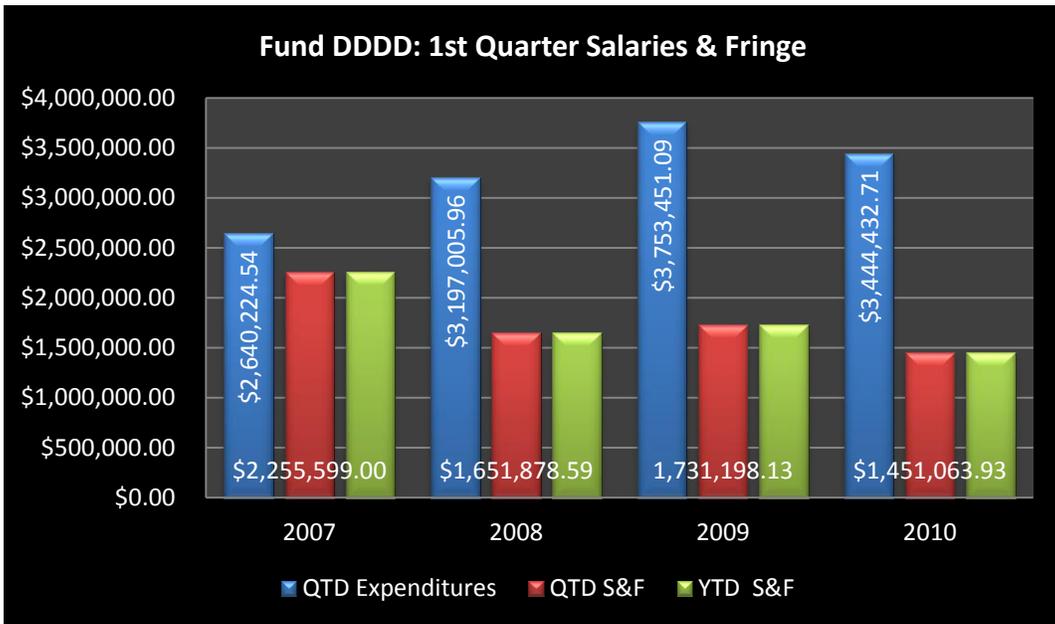
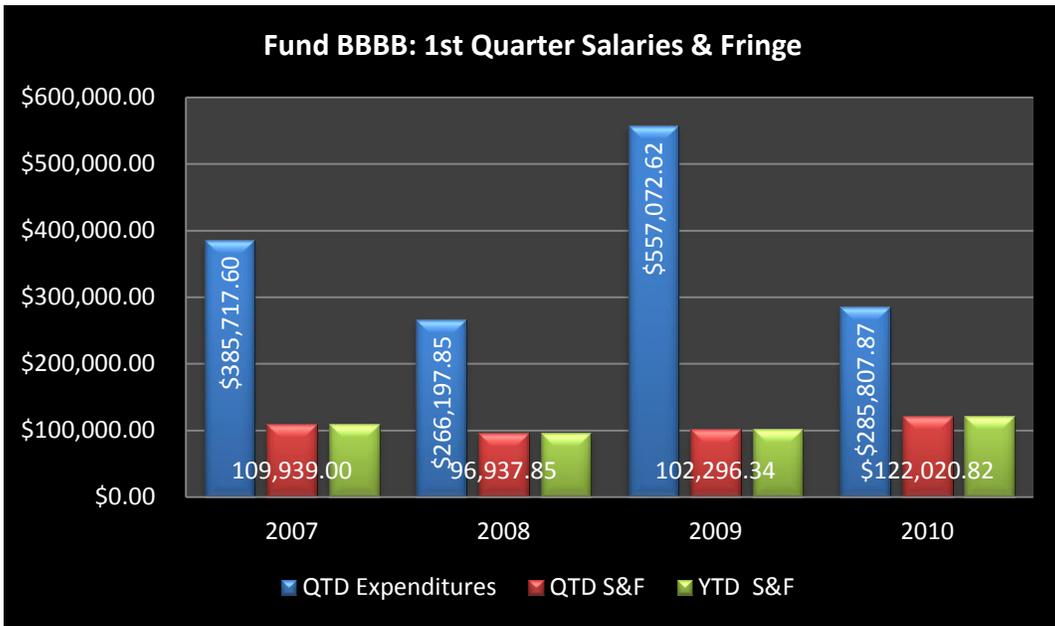
Fund EEEE: 1st Quarter Expenditures



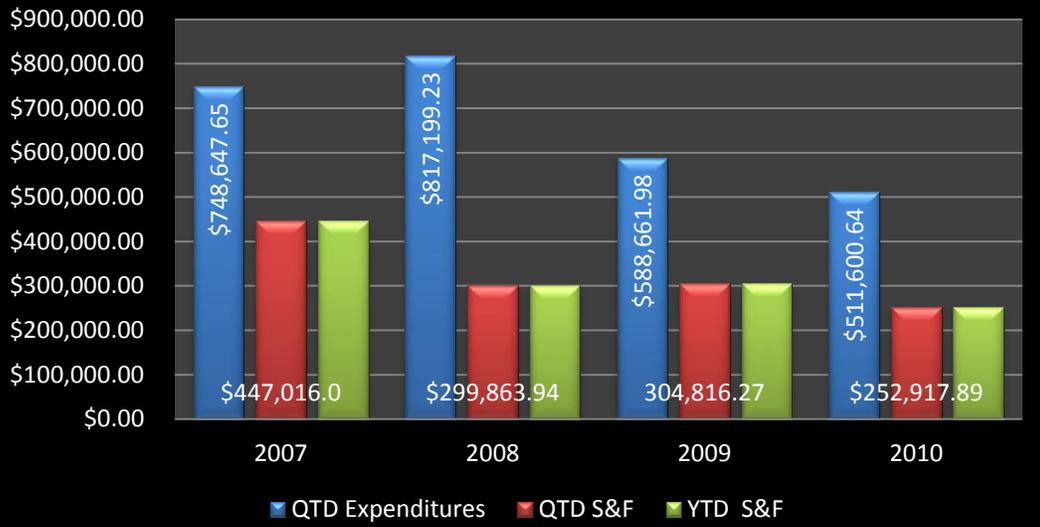


MAJOR RECURRING EXPENSES





Fund EEEE: 1st Quarter Salary & Fringe



Rate this Report

How did we do?

The Office of the Comptroller is charged by the Ulster County Charter to, at least quarterly, “report on the financial condition of the County and the **EEE** (economy, efficiency and/or effectiveness) with which County government or any of its departments, agencies or programs is managed.” **After reading this report, do you have an understanding of the financial condition of the County?**

What can we do differently or better?

Do you have an understanding of the EEE with which County government is run?

What can we do differently or better?

What measures would provide you with information you consider valuable?

To be sure the measures of what the County does effectively and efficiently does not become a maze of irrelevant, incoherent metrics and data, we invite you to share with us measures you believe will demonstrate how well public funds deliver results. Tell us how you evidence actual achievements measured against defined goals.

Are you ___ county employee ___ county resident ___ other ___

Name and contact information optional:

Please respond by printing this page and mailing or faxing your answers to:
Office of the Comptroller, 244 Fair Street, Kingston, NY 12401 or 845-340-3697 (fax)
or cut-and-paste and respond by e-mail to eaue@co.ulster.ny.us.