

County of Ulster, New York

**Analysis and Review
of the
Proposed 2014 Budget**

November 7, 2013

The Honorable Terry Bernardo,
Chairman of the Legislature
The Honorable Richard A. Gerentine
Chairman Budget and Finance Committee
Ulster County Legislature
County of Ulster
244 Fair Street
Kingston, New York 12401

Dear Chairman Bernardo and Chairman Gerentine:

In accordance with the Ulster County Charter, the Executive presents his budget for the subsequent year to the Legislature for consideration. The Executive has conveyed his policies, both mandated and discretionary, through the budget document. The Legislature is afforded the opportunity to adopt the budget as presented, or to make certain changes through budget modification.

The proposed spending plan for fiscal year 2014 is \$336.4 million, a decrease of \$23.6 million (6.6% decrease) as compared to the adopted budget for 2013. The budget as proposed contains a property tax levy of \$78,730,465, the same as the adopted 2013 budget. Sales tax collections account for the largest single source of revenues for the County. The 2014 Executive Budget includes \$104 million of revenue of which \$17 million is distributed by the County to its towns and the City of Kingston. This is \$1.4 million less than the 2013 Adopted Budget. The decline is due to the expiration of a portion of the County's sales tax. Currently, the County collects a 4% sales tax on items sold or used in Ulster; 1% of that sales tax expires on November 30, 2013.

This 1% is required to be renewed every two years. The County submitted a home rule request to the State on April 16, 2013 in Resolution 117, as of this date the New York State Senate has approved the home rule request, but the New York State Assembly has not. Given the time frame necessary to implement the bill, the County has budgeted no sales tax revenue for the month of January, assuming the 1% will be reinstated by February 1, 2014. Although included in the revenue, the expected amount of collections for February have been offset by an equal amount placed in contingency as a precaution if the State does not take action in a timely manner.

The 2014 budget funds 1,317 benefitted positions while the 2013 budget funded 1,628 benefitted positions. In part, the decrease is due to the closure of the Golden Hill Health Care Center (GHHCC), which eliminated 311 positions. As of the date of this report, only the CSEA, the County's largest bargaining unit, has negotiated a contract settlement.

The proposed budget for GHHCC provides only for the receipt of the intergovernmental transfer payment. This revenue will then be transferred to the General Fund. All of the remaining legacy costs have been included in the General Fund. Examples of this are the remaining debt service as well as retiree health costs. The closure of the facility reduced the overall budget by \$28.3 million and eliminated the need for over \$8.9 million in county subsidies.

Exhibits 1(a) and 1(b) provide details regarding the changes in appropriations and estimated revenues.

The proposed budget continues to rely upon the appropriation of fund balance (surplus accumulated from prior budget years) to help to provide resources to balance the proposed spending plan. A comparison of the appropriation of fund balance is as follows:

	2014 <u>Proposed</u>	2013 <u>Adopted Budget</u>
General Fund	\$ 13,200,000	\$ 10,000,000
County Road Fund	2,685,000	900,000
Debt Service Fund	825,000	2,350,000
	<u>\$ 16,710,000</u>	<u>\$ 13,250,000</u>

As provided in the comparison of the proposed budget to the adopted budget, there is more reliance upon the use of fund balance in the General Fund, \$3.2 million to help finance the proposed spending plan. The \$13.2 million of appropriated fund balance in the General Fund represents 16.8% of the tax levy for 2014. The County's 2012 Comprehensive Annual Financial Report indicates that \$20.2 million of unassigned fund balance is available for use in years subsequent to 2012. The amount appropriated for use in the proposed budget, \$13.2 million, leaves a balance from the 2012 year of \$7 million. In addition, the proposed budget relies on the use of \$404,000 of restricted\assigned fund balance to fund specific programs.

The 2014 proposed budget also includes a number of new initiatives, which are briefly described below:

- Proposed creation of the Division of Accountability, Compliance, and Efficiency (A.C.E.) to assist the County during the transition of GHHCC to the new operator. Costs associated with this department have been transferred in from GHHCC and the Self Insurance Fund.
- Continuation of the 3 year takeover of the Safety Net Program, which increased the local share approximately \$2 million.
- Implementation of Ulster Community Access through Restructuring of Essential Services (Ulster C.A.R.E.S) program, which is proposed to continue the transfer of mental health clinical services to not for profit agencies.
- Implementation of a Sequestration plan due to the expiration of 1% of the total sales tax. The Sequestration plan is expected to offset the loss of sales tax revenues for the month of February by placing funding for certain programs in the contingency account (for details see contingency section).

As the appropriating and policy determining body, the Legislature is obligated to review and analyze the Executive's proposed spending plan and the methods of financing. It has been our charge from the Legislature to evaluate the budget with the understanding that the County's financial stability is of paramount importance. Our focus is financial in nature and does not encompass policy issues, which are the purview of the Legislature. Revenues are identified by source and include such major categories as sales tax, departmental revenue, and Federal and State support. Departmental revenues budgeted for fiscal year 2014 are compared to fiscal year 2013 estimates and significant variances are reviewed. Most Federal and State revenues are evaluated as part of our overall departmental reviews. Those, which are categorical in nature, are reviewed for reasonableness. Expenditures of significant departments and or programs within departments are also reviewed. Since personnel costs represent a major portion of expenditures, they are evaluated on an aggregate basis. Fringe benefits are similarly reviewed on a countywide basis.

Our review is not restricted to areas which may result in tax savings. We are cognizant of the Legislature's concern to maintain financial integrity and promote stability. For this reason, we not only review areas of potential savings, but also those areas, which may prove insufficient to provide adequate resources in light of current projections.

We look forward to meeting with the Legislature to discuss our findings.

Very truly yours,

A handwritten signature in black ink that reads "O'Connor Davies, LLP". The signature is written in a cursive, flowing style.

O'Connor Davies, LLP

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REVENUES

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REVENUES

Sales Tax Revenues

Sales tax revenues comprise the largest single component of the revenues segment of the budget. We project the County's share of sales tax revenue for 2013 to be \$88.4 million, which is approximately \$1.7 million less than the 2013 adopted budget of \$90.1 million. This amount is inclusive of approximately \$1.8 million in anticipated lost sales tax due to 1% (out of a total of 4%) of the County share expiring on November 30, 2013. The Administration projects \$87.8 million inclusive of the lost revenues. As of October 15, 2013, the date of the latest sales tax payment, year to date collections from New York State are up an average of 1.89% from 2012. Our 2013 projection through the remainder of the year assumes that payments in the fourth quarter will continue to grow at 1.89% over the 2012 actual amounts less lost revenue for December 2013.

The County anticipates \$89.0 million from sales tax revenues in the 2014 budget. In deriving this estimate, the County projected a growth rate of approximately 1.6% above its 2013 projection of \$89.5 million (County projection plus lost December sales tax), less \$1.9 million for lost sales tax revenue in January 2014.

In deriving our estimate for next year we applied the same methodology that the County used in formulating their budget. That is, year to date receipts plus an estimate of the 4th quarter receipts times a growth rate of 1.6% for 2014. This resulted in an estimate of \$91.7 million without the impact of the sales tax rate reduction. After factoring in a decrease of \$1.9 million for the sales tax lost for January 2014, our net projection is \$89.8 million, an amount that is \$750,000 greater than the amount included in the budget. This variance is predicated on the County having the 1% sales tax reinstated by February 1, 2014. If this date is delayed for any reason, this possible excess revenue would have to be reduced. Therefore, given the uncertainty surrounding the sales tax reinstatement we feel it would be prudent not to include this finding in the 2014 proposed budget.

Interest and Penalties on Real Property Taxes

The 2014 budget includes an estimate of \$4.9 million for interest and penalties on real property taxes, which is \$100,000 greater than the amount budgeted in 2013 of \$4.8 million. Revenues earned through September 30, 2013, are \$3.7 million. Based on year to date collections we anticipate that the County will collect \$4.6 million in 2013, which is \$200,000 less than the amount contained in the adopted budget.

In deriving our 2014 estimate, we held our 2013 projection of \$4.6 million at the same amount due to the uncertainty surrounding tax collections during a weak economy. We noted during our review that property tax collections were stronger than anticipated at the end of 2012, thereby reducing the taxes receivable balance and lowering the interest and penalties collected in 2013. Based on this method, we believe that 2014 estimated collections of \$4.6 million will be less than the proposed estimate of \$4.9 million by \$300,000. We therefore recommend a decrease of \$300,000 to the 2014 proposed budget.

Hotel/Motel Occupancy Tax

The hotel occupancy tax represents 2% of eligible income from approximately 290 hotel registrants within the County. The 2014 proposed budget includes an estimate of \$1.15 million for hotel taxes, which is an increase of \$150,000 from the 2013 budget. Based on nine months of collections, we project total revenues to be approximately \$1.15 million during 2013, which is \$150,000 greater than the 2013 adopted budget.

In deriving our estimate for the 2014 year, we utilized our 2013 projection and the historical growth of approximately 5% per year. Based on this methodology we estimate the County's collections will be \$1.2 million. Therefore we recommend an increase of \$50,000 to the 2014 proposed budget for hotel/motel occupancy tax.

Off Track Betting Tax

The off track betting tax represents collections from 3 off track betting locations within the County. The 2014 budget includes an estimate of \$250,000 for off track betting fees, which approximates the 2013 budget. Based on nine months of collections, we project total revenues to be approximately \$150,000 during 2013, which is approximately \$100,000 less than the 2013 adopted budget.

In deriving our estimate for the 2014 year, we utilized our 2013 projection and estimate that there will be little fluctuation between years. Based on this methodology we estimate the County's collections will be approximately \$150,000. Therefore we recommend a decrease of approximately \$100,000 to the 2014 proposed budget for off track betting tax.

Gain on Sale of Tax Acquired Property

The 2014 budget includes a \$650,000 estimate for Gain on Sale of Tax Acquired Property, which approximates the amount budgeted in 2013. Revenues realized for 2012 were \$800,000, which were \$200,000 less than in 2011. Moreover, revenues earned in the current year through September 30th are \$600,000, or \$50,000 less than the 2013 adopted budget. As indicated by historical figures, substantially all revenues are earned by September 30th, as most acquired properties are sold at an auction held annually in April. Therefore, we do not project any significant additional revenues related to these sales to be earned through year-end. Based upon the amount earned in the past several years, and the amount earned as of September 30th we believe that the County will receive \$50,000 less than the proposed estimate, but we do not recommend a decrease since "Sale of Property" is variable and related to the In Rem process.

Deferred Taxes/Tax Overlay

Governmental accounting principles provide that real property taxes may be accounted for as revenue if they are collected within the current fiscal period or within sixty days subsequent to the end of the fiscal period. All property taxes not collected within this time frame cannot be reflected in the financial statements as revenue. The tax overlay in the 2013 and 2014 budget was \$750,000. County management has indicated that this overlay represents an estimate of taxes that will never be collected rather than amounts that will not be collected within the sixty day availability period used for financial statement purposes. Management has also indicated that it has been the County's policy to fund all taxes not collected within the sixty day availability period from fund balance. The 2011 shortfall was \$2.7 million while 2012 generated a surplus of \$800,000, thus indicating the varying nature of real property tax collections from year to year. Our review of the taxes receivable Countywide as of September 30, 2013 reveal that the tax collections have decreased compared to the prior year. After applying an estimate of tax collections for October 2013 through February 2014, we project that an adjustment to property taxes will be required in the amount of \$650,000 for fiscal year 2013. We therefore project a surplus of \$100,000. This projected surplus is net of the \$750,000 provided in the 2013 budget.

We anticipate that 2014 collections will remain similar to that in 2013, and therefore we recommend maintaining the current level of tax overlay in the 2014 budget. This is of particular importance since the current practice of relying upon fund balance accumulated from prior years could deplete the amount of unassigned fund balance rather quickly in an economic downturn. Consequently, we recommend no changes to the 2014 proposed budget.

County Clerk Fees

The County Clerk collects a variety of fees for services rendered to the general public. These fees are related to mortgage recording and processing, deeds, passport applications, business certificates, notary public commissions and motor vehicle fees. County clerk fees are divided in the budget between the recording division and the motor vehicle division.

The 2014 proposed budget for the County Clerk fees in the recording division are \$1.8 million which is in line with the 2013 adopted budget. Our projected 2013 revenues of \$2 million are based on nine months of collections which were then annualized, resulting in an amount that is \$200,000 more than the adopted budget. Typically our 2014 projection would be based on our 2013 projection, but in this case after discussion with the administration we had to adjust our approach. The concern is that the surplus for 2013 would not carry over to the next year since mortgage filings are directly related to home mortgage interest rates. As the rates have increased the number of mortgage filings has declined. Therefore we concur with the 2014 proposed budget.

The 2014 proposed budget for the County Clerk fees in the motor vehicle division is approximately \$850,000, which is approximately \$100,000 less than the 2013 adopted budget. Our 2013 projections are \$900,000 based on the amount collected as of September 30th which is \$50,000 less than the 2013 adopted budget. In 2000, New York State increased the license renewal timeline from 5 years to 8 years. As a result, this caused a lag in license renewals in the years 2005, 2006, and 2007, and the lag will recur for the years 2013, 2014, and 2015. As such, our 2014 projection, which is based on the 2013 projection with no growth, is comparative to the proposed 2014 budget. We therefore recommend no change to the proposed County Clerk fees for the motor vehicle division for 2014.

Public Safety Administration - Emergency "911"

The County receives a surcharge of \$.35 per month, per telephone line and per Voice Over Internet Protocol ("VOIP") telephone line and \$.30 per month per cellular telephone. The County also derives approximately \$100,000 in revenue through Public Safety Services provided to other governments, as well as the rental of property in the amount of \$50,000 to various communication organizations. In 2013, the County also budgeted to receive significant "Civil Defense" Federal Aid. This was a onetime grant which is not expected to be received in 2014.

These charges, including the "Civil Defense" Aid, were estimated to provide revenue of \$1.96 million in 2013. In 2014, these charges are budgeted to provide revenue of \$850,000. The decrease is due to the elimination of the "Civil Defense" grant as noted above. In 2013, appropriations to operate the Emergency Communications Division – 911 were estimated at \$3.3 million without fringe benefit costs. In 2014, appropriations to operate the Emergency Communications Division – 911 are estimated at \$2.3 million without fringe benefit costs. The decrease in appropriations is due to the elimination of the expenditures related to the "Civil Defense" grant noted above, which was budgeted at approximately \$1 million in 2013. Appropriations inclusive of fringe benefits are estimated at \$3.1 million.

Our projections, based on historical data, are comparative to the proposed 2014 budgeted amounts, and therefore we recommend no change to the budget. In 2013, the difference between revenues and appropriations was mitigated through a \$1.5 million appropriation from Restricted Fund Balance. In 2014, the County has budgeted to appropriate only \$79,000 of Restricted Fund Balance, and will rely on taxation for the remaining \$2.2 million.

Appropriation from Reserves

The 2014 proposed and 2013 adopted budgets include the following appropriations from restricted fund balances (reserves):

	2014 Proposed Budget	2013 Adopted Budget
Stop DWI	\$ 180,000	\$ -
URGENT Forfeitures	145,000	-
Emergency Telephone "E-911"	79,000	1,446,000
Probation	-	620,000
Jail (Telephone Commissions)	-	260,000
Tourism	-	150,000
	<u>\$ 404,000</u>	<u>\$ 2,476,000</u>

The 2013 adopted budget included appropriations of approximately \$2.5 million from restricted reserves. After accounting for the 2014 proposed budget appropriations from restricted reserves, the total anticipated balance in restricted reserves is approximately \$660,000. It appears that these reserves will not be replenished, and therefore funds will not be available to appropriate in the future budgets. If these funds had not been appropriated in 2014, an increase in the property tax levy of \$404,000 would have been required.

Golden Hill Health Care Center

The County successfully completed the sale of Golden Hill Health Care Center to Golden Hill Planning Corporation and Golden Hill Acquisition Corporation during 2013. As a result of the sale the County will realize revenue from two components: 1) actual sale of the assets and 2) budgetary savings due to the closing of the facility.

At the time of this report the Commissioner of Finance indicated that he was still working on finalizing this complicated accounting transaction and it would probably not be completed until December when the County's fiscal year ends.

In order to attempt to quantify the gain for the Legislature, we requested a current year general ledger. Unfortunately, the County was not able to provide us with this information. Therefore, we cannot quantify either component at this time.

Automobile Use Tax

The 2014 proposed budget contains a revenue source in the amount of \$1.2 million from a tax on motor vehicle use. The tax is \$10 (\$5 per year) for passenger vehicles below 3,500 pounds, and \$20 (\$10 per year) for commercial vehicles and passenger vehicles greater than 3,500 pounds. This tax was implemented beginning with all new registrations as of February 2013, and all registration renewals as of May 2013. Our 2013 projection is based on year to date actual collections plus an average of the latest four months of complete collections to the end of the year, yielding approximately \$900,000, which approximates the 2013 adopted budget.

We based our 2014 projection on the first 4 months of full collections (May, June, July, and August of 2013), annualized for 12 months. Our 2014 projected Automobile Use Tax revenue is comparable to the proposed budget of \$1.2 million and therefore, we do not recommend a change.

Ulster County Resource Recovery Agency

The County has an agreement with the Resource Recovery Agency ("Agency") whereby the County will reimburse the Agency for its operating deficits through a "net service fee". The net service fee is determined by the Agency during its annual budget process. The Agency has revised its budget for 2013 to provide for no net service fee to the County. This has been achieved through the implementation of Flow Control, whereby

all solid waste within the County is required to be delivered to the Agency. We have projected 2013 actual results based on actual data through August. Our projection yields a net service fee of \$300,000; however management has indicated that the Agency has sufficient reserves to absorb this loss so that no net service fee is required. The main reason for this deficiency is that the implementation of flow control did not begin on January, 1 as planned. If current trends continue, the Agency should not require a net service fee in the 2014.

Sale of Property & Sale of Scrap

Sale of Scrap

The County budgeted approximately \$600,000 in 2013 for sale of scrap and excess materials. This was a new and nonrecurring revenue item in the 2013 budget. The County owns approximately 30 miles of railroad tracks that the 2013 budget anticipated selling as scrap. Management has indicated that there is legal action surrounding this sale, therefore we are projecting a revenue shortfall in 2013 for this amount. No amounts are contained in the 2014 budget for this sale, which is prudent since any revenues in the future should be used to replenish fund balance.

Sale of Real Property

The 2013 budget provided for the sale of three buildings with an estimated selling price of \$1.5 million. Management has indicated that no prospective buyers have been located as of the time of our study; therefore we project a shortfall in that amount in 2013. No amounts are contained in the 2014 budget for this sale, which is prudent since any revenue due to the sale in the future should be used to replenish fund balance.

Jail

Inmate Board-Ins

The County receives funds from surrounding Counties and the U.S. Marshalls for housing inmates in its facility. In 2013 and 2014 the County has been receiving \$102 per day from the U.S. Marshalls and \$85 per day for surrounding Counties board-in revenues.

The County's monthly average board-in population for 2013 is approximately 75 inmates (yielding total days of 15,216); the U.S. Marshalls average 2 inmates and surrounding Counties average 73 inmates. Based on our calculation of average board-in inmates at their respective daily rates we project approximately \$1.4 million in revenues, which is approximately \$450,000 more than the 2013 adopted budget of \$950,000. According to the administration their largest source of inmates is contemplating the installation of pods to house their own inmates, and, in addition as the statewide prison population declines the need for board-ins also declines. Therefore, based on these discussions we are projecting 2014 revenue of \$1 million, which is \$50,000 greater than the amount included in the 2014 proposed budget.

EXPENDITURES

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EXPENDITURES

Personnel Expense

The primary purpose of government is the delivery of mandated and discretionary services. Many of the services provided are furnished directly by County employees. Personnel expenses, inclusive of salaries and overtime, in the year 2014, to fund 1,317 benefited positions, are budgeted at a cost of \$76.7 million. The 2013 adopted budget totaled \$90.1 million to fund 1,628 benefited positions, which is inclusive of \$14.8 million for the Golden Hill Health Care Center ("GHHCC"). GHHCC was sold effective June 26, 2013. As a result and for comparative purposes, we reviewed personnel expenses exclusive of GHHCC. The 2013 personnel expense budget, inclusive of salaries and overtime (exclusive of the GHHCC) totaled \$75.3 million to fund 1,278 benefited positions. Salary costs, inclusive of overtime approximate 23% of the 2014 proposed budget. The inclusion of fringe benefits, which are directly related to personnel expenditures, increases this percentage to approximately 37%. Savings created from the personnel expense categories will generate savings in the employee benefit categories, as well.

The first step in our approach to analyzing the salary portion of personnel expense is directed at determining additional savings. To accomplish this objective, we analyzed total personnel expenses through the latest available payroll register and annualized this amount to project total personnel expenses costs for the year. We compared the 2013 projected amount to the 2013 adopted budget to estimate the gross variance. Differences between projected salaries and the budget are usually attributed to various events such as not filling vacant positions, elimination of previously funded positions, terminations and retirements. For example, included in the 2014 proposed budget is net savings of \$440,000 from the elimination of 6 vacant positions.

In summary, our analysis indicates that total salaries excluding the possible settlement of expired labor contracts for 2013, will aggregate approximately \$71.5 million (exclusive of GHHCC). Our projection is approximately \$1.6 million less than the 2013

adopted budget. Our projected expense in 2013 does not include estimated figures for the possibility of settlement of any of the expired labor contracts.

The second step in our approach is to compare our 2013 projected salaries, plus or minus any adjustments for step increases, positions not funded, etc., to the County's 2014 proposed budget. The 2014 proposed budget for salaries is \$74.4 million, which is approximately \$2.9 million more than our 2013 projected expense of \$71.5 million.

The final step in our approach is to compare the 2014 proposed budget to our 2014 projected salaries. Our 2014 projected salaries are \$73.6 million. This projection is based on certain assumptions, first all currently vacant positions will not be filled effective January 1st. Second, all operations as large as the County have normal turnover in their workforce. When an employee leaves County service the replacement usually begins at a lower salary. When projecting salaries a vacancy factor of 1% is not unusual, and in the case of the County this would equate to our projected variance of \$800,000. Given the recent reductions in staff throughout the County the administration has indicated that there is a need to fill vacant positions quickly. Therefore, we concur with the overall projection but point out the need to monitor these vacancy savings during the year in case this finding is needed elsewhere. Our projection for 2014 does not include an estimated figure for the settlement of the expired labor contracts.

Overtime

The year to date actual 2013 overtime of \$1.7 million (exclusive of GHHCC) projected through the latest pay period, annualized for the fiscal year results to a total of \$2.4 million. This is approximately \$100,000 more than the 2013 adopted budget total of \$2.3 million.

The 2014 budget provides for overtime of \$2.4 million, a net increase of approximately \$100,000 over the adopted budget for 2013. The County has reduced the number of employees from the prior year; however, the departments effected do not require much

overtime as a result of the eliminations. In summary, our projected 2014 overtime salaries agrees to the 2014 proposed budget of 2.4 million.

Labor Contracts

The following contracts have expired or will expire on the following dates:

Staff Association	12/31/14
Civil Services Employees Association	12/31/14
Sheriff's Association	12/31/09
Police Benevolent Association	12/31/09
Superior Officers' Unit	12/31/07

It has been the past practice of the County not to budget for retroactive settlements of labor contracts. When contracts are settled the County utilizes fund balance to fund the cost of contracts. The exception to this is in the 2013 and 2014 budgets where \$1 million and \$400,000, respectively, are budgeted for settlements. As shown above, the County has contracts that have been expired since December 31, 2007. With consideration given for the compounding effect of retroactive settlements, a 1% award would cost approximately \$2.3 million (inclusive of Fringe Benefits) for the years 2013 and prior, with an additional \$1 million (inclusive of Fringe Benefits) for 2014. The County recently settled the contract with the Civil Service Employees Association ("CSEA") which included 0% for 2011 and 2012, 1.75% for 2013 and 2% for 2014. Additionally, the Police Benevolent Association ("PBA") also settled recently for the years 2008 and 2009 at 3% and 3.25% respectively. The retroactive cost of this settlement will amount to approximately \$1.1 million.

Jail

The Ulster County Correctional Facility has a maximum capacity of 488 inmates. The average prisoner census for the nine months during the current year has averaged 338

inmates as compared to 358 for the same period last year. During the current year, the monthly average has been ranging from a low of 332 inmates to a high of 347 inmates. These average inmate population figures assist in the preparation of our projections that follow.

A comparison of the inmate population by month for the current and proceeding year is presented as follows:

Average Monthly Inmate Population			
	<u>2012</u>	<u>2013</u>	
January	322	340	
February	338	347	
March	342	334	
April	374	336	
May	365	332	
June	367	330	
July	372	347	
August	383	346	
September	362	333	
October	350	338	estimated
November	343	338	estimated
December	<u>328</u>	<u>338</u>	estimated
Average	<u><u>354</u></u>	<u><u>338</u></u>	

Food Costs

The 2014 proposed budget includes an appropriation of approximately \$700,000 to provide food for the inmates and correction officers on each respective tour. The jail has contracted with Aramark to provide these food services. In addition, the County provides two kitchen employees. The appropriation for food services in 2013 is based on a contracted per meal charge for inmates of \$1.391 and a per meal charge for staff of \$2.185. We based our 2013 projection on a monthly jail population of 338 inmates and a cost per meal for inmates of \$1.391 and a cost per meal for staff of \$2.185. Therefore we project 2013 food expenditures to amount to approximately \$700,000, which approximates the 2013 budget. Our 2014 projection of \$700,000 is based on the

assumption that the average inmate/officer population will remain consistent as compared to the prior years with a per meal charge for inmates of \$1.391 and a per meal charge for staff of \$2.185. Cost per meal is based on the number of inmates, and as the number of inmates' increases, cost per meal decreases. Our 2014 projected food expenditures are comparable with the 2014 proposed budget and therefore, do not recommend a change.

Personnel Expenses

We project the total salary costs at the Jail to be \$10.6 million for 2013, which is \$300,000 less than the 2013 adopted budget. The majority of savings is in 207-C payments (\$125,000) and part-time pay (\$125,000). This savings has been accounted for in the "Personnel Expense" section discussed earlier in the report.

The 2014 proposed budget includes \$11 million for personnel expense. The budget is comprised of the following:

Regular pay	\$ 8,764,948
Holiday pay	541,500
Line up pay	219,000
Longevity	1,500
On-call pay	20,000
Shift differential	176,500
207-C	202,800
Part time pay	294,937
Overtime	782,204
	<u>\$ 11,003,389</u>

Based upon current staffing we are projecting that expenses for personnel will aggregate \$10.6 million for a combined savings of \$300,000. As stated earlier, this recommendation has been accounted for in the personnel expense section of the report.

Overtime is a major expense in any jail. Although the overall personnel expense account shows a favorable variance, the individual overtime account does not. Through nineteen pay periods in 2013, the Department has expended approximately \$650,000 for overtime. We project that total overtime costs for 2013 will be approximately \$900,000, which is approximately \$230,000 more than the adopted budget. The 2014 proposed budget for overtime is approximately \$800,000. Based on the current year expenses as of September 30th, we are projecting 2014 overtime expenses to be \$900,000.

Retirement Costs

The County's contribution to the New York State Employees Retirement System is dictated by the rates set by the system. For the New York State sponsored employee pension plan year ended March 31, 2014 the rates range from 11.40% to 32.70% of covered salaries, with an effective rate of 21.12%. These rates apply to the final nine months of the 2013 year. For the plan year ending March 31, 2015, rates range from 10.90% to 32.10%, with an estimated effective rate of 20.13%.

The County utilizes a simplified approach in estimating retirement costs, which involves utilizing the estimated retirement bills at 25% of the prior year's bill and 75% of the subsequent year's bill. While this methodology is usually reasonable and consistently applied, it fails to account for the inaccuracies in the wage base calculation estimate made by the pension system. This problem is exasperated by the closing of GHHCC in June 2013. The retirement system has more than a two year lag in applying the proper personnel costs to the actual bill that the County is required to pay. The budget includes an amount to pay the estimated bill in the current year. The issue is that the County's expense will be significantly less due to the reduction of the GHHCC personnel costs. The County should budget only the expected expense and not the amount of the payment to be consistent with generally accepted accounting principles. The issue with this is that there is a possibility of a cash flow shortfall if the appropriation in the budget

is reduced. The only prudent way to reduce this budget is to also reduce the appropriation of fund balance since this is also a non-cash generating revenue.

Based on the analysis of estimated payroll costs for 2013 and applying a two year average rate, we project 2013 expenditures to be \$15.0 million. This is approximately \$3.9 million less than the 2013 adopted budget of \$18.9 million (exclusive of Ulster Community College reimbursements). We estimate that \$1.3 million of this amount relates to the overstatement of GHHCC salaries while the remaining surplus of \$2.6 million relates to favorable variances on salaries Countywide.

Based on the analysis of estimated payroll costs for 2014 and applying the rates above for the respective periods, we project 2014 expenditures to be \$16.34 million which is approximately \$1.7 million less than the 2014 proposed budget. We estimate that \$1.4 million of this amount relates to the overstatement of GHHCC salaries by NYS, offset by the understatement of salaries related to other County departments (namely public safety). The remaining \$300,000 relates to the County's overestimation of the retirement bill that was not received until after the preparation of the budget.

The 2013 adopted and 2014 proposed budgets do not anticipate utilizing the pension system's "contribution stabilization program" or the newly adopted "alternate contribution stabilization program". New York State developed these programs to enable expenditure relief and allow municipalities to defer fast rising pension costs. These programs allow pension costs to be paid for on an amortized basis, as opposed to the year they are incurred. This program offers the County to elect to pay a portion of the annual retirement contribution over a ten year period. The County is able to participate in the program by December 15th of each year independent of the County's previous years' participation. The calculation of the maximum amount of payments that can be deferred is formula based and utilizes the normal contribution rate and a graded contribution rate.

The maximum amount eligible to be amortized for the plan year March 31, 2015 is estimated by NYS to be \$5.58 million for the original stabilization program and \$6.92 million under the alternate stabilization program. If the County elected to participate, the savings to the 2014 budget would be 75% of this amount, or \$4.20 million, or \$5.20 million under the alternate program. The original stabilization program election would require an annual amortization payment, including interest, over the next ten years while the alternate program increased the payback period up to 12 years.

Health Benefits

In January 2011 the County switched to a modified self insurance plan, which is administered by Empire Blue Cross Blue Shield POS plan ("point of service") and Empire Blue Cross Blue Shield PPO plan ("preferred provider organization") for employees as well as several other plans for retirees. The benefits include health insurance for employees of the County, the College and their dependents. However, for purposes of this budget, the County does not account for the College's share of health benefits.

The expense to the County consists of actual claims incurred, an administrative fee, stop-loss insurance and is reduced by employee reimbursements. Based on actual expenditures through June 2013, we project the full 2013 expenditures, net of employee reimbursements, to be \$19.6 million. This is approximately \$700,000 less than the 2013 adopted budget of \$20.3 million. We feel it is important to note that the sale of the Golden Hill Health Care Center resulted in a workforce reduction of approximately 310 employees effective June 2013. We estimate the related cost savings to be approximately \$1 million after adjusting for an estimated 3 months of lag payments. In order to keep our projection conservative, we did not factor this cost savings into our projected expenditures for 2013.

Our projected 2014 health insurance expenditures aggregate to approximately \$20 million, which is approximately \$3 million less than the 2014 proposed budget of \$23

million. To arrive at this figure we first estimated the decrease in health insurance enrollees after the approximately 20% workforce reduction due to the sale of the Golden Hill Health Care Center. While the total active workforce is reduced by almost 20% in 2014, we estimate that there will be an approximate 10% decrease in health insurance enrollees after adjusting for retirees receiving health insurance benefits. We adjusted our 2013 projection by the estimated 10% decrease in health insurance enrollees, and an 11% estimated increase in premium costs.

Because the County has only been self insured for approximately two years, sufficient claims experience is not available for us to recommend a change to the proposed 2014 budget based on our methodology described above. However it was noted during our review that health insurance was budgeted for approximately 20 vacant positions at the estimated cost for a family plan aggregating roughly \$500,000. Because all of these vacant positions are unlikely to be filled for the entire year, we recommend decreasing the budget by 50% of this amount or \$250,000.

Social Security Benefits

Social security benefits are comprised of two components; a Social Security rate of 6.2% and a Medicare rate of 1.45% for a combined rate for 2014 of 7.65%. This is the same rate as in 2013. For 2014, the Social Security rate of 6.2% will be applied to an estimated maximum of \$115,800 of wages, while the Medicare rate of 1.45% has no taxable base limitation.

We anticipate that the 2013 expenses for Social Security and Medicare will be \$5.4 million, net of GHHCC costs which is approximately \$500,000 less than the adopted budget of \$5.9 million.

The County's total budgeted Social Security and Medicare costs for 2014 are \$5.9 million. Based upon the amounts budgeted for personnel expenses in 2014, along with the rates which will be in effect for 2014, we calculate the Social Security and Medicare

costs to be approximately \$5.9 million, which is in agreement with the 2014 proposed budget. Therefore, we recommend no changes to Social Security and Medicare tax.

Unemployment

The County is self insured for unemployment benefits and therefore bears the full cost when employees are terminated. The maximum benefit is \$405 weekly for a maximum of 26 weeks resulting in a maximum cost per employee of \$10,500. In 2013, some employees may also be eligible for an extension of the maximum benefit for an additional 14 weeks when they reach the end of the standard 26 weeks, for a total benefit of 40 weeks. These employees must have put in a claim for unemployment before June 17, 2013. Based on the expenditures for the first three quarters of 2013, we project unemployment costs for 2013 to be approximately \$800,000, which is approximately \$600,000 less than the 2013 adopted budget of \$1.4 million. We note that the unemployment costs for 2013 are significantly higher than in prior years due to the sale of Golden Hill Health Care Center (GHHCC) effective June 2013.

The County has assumed the following in the 2014 budget:

	<u>Number of unemployed assumed</u>	<u>Amount per week</u>	<u>Number of weeks assumed</u>	<u>Total costs</u>
County-wide	60	405.00	26	\$ 632,000
County-wide EUC	12	405.00	14	<u>68,000</u>
				<u>\$ 700,000</u>

For 2014, based on historical data, we project unemployment costs to be approximately \$350,000, which is \$350,000 less than the proposed budget of \$700,000. In order to project 2014 costs, we first calculated the number of employees who applied for and received unemployment insurance immediately after the June 2013 sale of GHHCC to

be approximately 65 employees based on the actual expenditures for the third quarter of 2013 (June, July & August). The projection assumes that these 65 employees will reach the 26 week benefit limit by the end of 2013. We are assuming that these employees will not be eligible for the 14 weeks of Emergency Unemployment Compensation, as the Federal deadline for the EUC was June 17, 2013, approximately 1 week prior to the sale of GHHCC. While we assume, based on the 2014 proposed budget, that there will be no additional lay-offs in 2014, we note that the County could be fully liable for the unemployment benefits for employees who were offered employment by the new operators of GHHCC after the sale and were laid off during 2014. Based on the administrations concern over the unknown number of GHHCC employees that may need to utilize this benefit, we recommend no change to the 2014 proposed budget.

Department of Social Services

The Department of Social Services ("DSS") provides mandated services to those residents who are unable to fully provide for themselves. DSS provides those services under three broad categories:

Medical Assistance

Public Assistance

Children's Services

The 2014 proposed budgeted expenditures of \$127.1 million for DSS is 37.8% of the total proposed County budgeted expenditures as compared to \$115.7 (32.2%) for 2013. New York State mandates define the majority of the services provided. The County Taxation necessary to fund these mandates for the 2014 proposed budget is \$61.35 million, an increase of \$9.01 million over the 2013 adopted budget of \$52.34 million. Therefore, the County must continue its efforts to screen eligibility and to encourage participants to utilize the most cost effective of the services offered in order to control costs. The State has issued block grants for certain programs, and has also converted

certain costs back to the counties in order for the State to meet federal welfare reform thresholds. Currently, it is prudent for the County to conservatively estimate its State and Federal revenues as well as the amount of program expenditures.

The methodology we used to evaluate the proposed 2014 budget consisted of analyzing both financial and participant information. Utilizing this information, we identified trends, projected costs and reviewed the assumptions made in preparation of the budget.

Last year as part of our analysis, we requested detailed information from the administration. Examples of the worksheets that were provided to us; caseload information for each department within DSS by month, monthly expenditures for each department in DSS, revenue projections for each individual program by source. Unfortunately this year the report provided did not include any caseload information, expense details or yearend revenue projections by source and program. Therefore, all projections were based upon historical expenditures and statistical averages; we were not given sufficient information to incorporate caseload variations into our projections.

Revenues

Each service category has a distinct reimbursement rate based upon current rules and regulations promulgated by both the Federal and State governments. In addition, the State and Federal Governments have created block grants to fund the operations of certain programs.

The following schedule summarizes total DSS revenues (000's omitted):

Dollars

Type	2012 Actual	2013 Original Budget	2014 Proposed Budget
Federal	\$ 33,200	\$ 30,508	\$ 30,808
State	23,186	22,697	25,723
Other	14,811	10,171	9,226
County Taxation	42,248	52,342	61,381
Total	\$ 113,445	\$ 115,717	\$ 127,138

Percentage

Type	2012 Actual	2013 Original Budget	2014 Proposed Budget
Federal	29.27%	26.36%	24.23%
State	20.44%	19.61%	20.23%
Other	13.06%	8.79%	7.26%
County Taxation	37.24%	45.23%	48.28%
Total	100.00%	100.00%	100.00%

Expenditures

The following schedule summarizes the DSS program expenses (000's omitted):

	2012 Actual	2013 Adopted Budget	2014 Proposed Budget
DSS Administration	\$ 21,716	\$ 21,154	\$ 31,526
Purchase of Services - Day Care Program	3,748	3,200	3,150
Services for Recipients	925	1,250	1,150
MMIS - Medicaid	38,964	39,873	39,358
Family Assistance	13,263	13,500	14,500
Children's Services	26,447	27,250	27,029
Juvenile Delinquent Care	363	400	350
State Training School	78	300	300
Safety Net	7,696	8,500	9,500
Home energy Assistance Program (HEAP)	79	110	95
Emergency Aid For Adults	165	180	180
	<hr/>	<hr/>	<hr/>
Total	\$ 113,445	\$ 115,717	\$ 127,138

Day Care

The Child Day Care program provides subsidies to households to help pay for the cost of day care for the children of working parents. Households in which the parent(s)\guardian(s) of the children are on Temporary Assistance receive fully subsidized day care services if necessary to pursue mandated activities directed toward self-sufficiency or to work. Households not in receipt of Temporary Assistance are required to pay a share of the cost, based upon household size and household income.

Over the past few years the program has seen steady growth with the largest occurring in 2012. The 2013 Adopted budget contained appropriations of \$3.2 million and the projected expenditure is \$3.5 million leaving this account \$300,000 overexpended. The 2014 proposed budget includes a decrease of \$50,000. In order to achieve the expected reductions the administration is eliminating day care slots as they become unused. They will install a waiting list to facilitate the reduced number of day care slots available. Given this change in policy we are concurring with the proposed amount, but we need to point out that since the State funding for this program is in the form of a

block grant any expenditure in excess of the budget will come completely from local share.

Medical Assistance

Medical assistance is composed of two categories Medicaid Management Information System ("MMIS") and Medical Assistance. The proposed budgeted; \$39.4 million of medical assistance expenditures represent 30.9% of the total DSS budget.

Medicaid Management Information System

MMIS is the County's share of medical care and services to eligible participants. The costs are billed through New York State's Medicaid Management Information System. The County has no control over these costs and must fund 100% of this program.

Beginning in January 2006, the county's share of MMIS expenditures was "capped" according to a formula prepared by New York State. The Medicaid cap established calendar year 2005 as the base year for all future Medicaid payments. The cap calculations includes three major components: 1) all Medicaid program and administrative expenditures in 2005, 2) any weekly shares adjustments that relate to 2005 expenditures and 3) any revenues (rebates and recovers) received by the County during 2005. The state issued initial cap amounts during 2006 and the County will make equal weekly payments based on this cap amount, which will represent the County's maximum responsibility. MMIS payments after 2005, will be increased by a non-compounded inflation factors of 3.5% in 2006, 3.25% in 2007, and 3% in 2008 through 2013, then, beginning in 2014 an annual increase of 1% thereafter. Based on this new formula for budgeting MMIS expenditures, we are projecting the Department's MMIS expenditures to be \$37.3 million in 2013. In addition to the expenditures included in the cap is the expenditure for the County's share of the Intergovernmental Transfer ("IGT") totaling \$2.2 million for total MMIS expenditures of approximately \$39.5 million, \$350,000 less than the adopted budget.

The MMIS base will be increased by 1.00% in 2014, not compounded. This will result in capped expenditures of \$36.9 million. With an estimated Intergovernmental Transfers ("IGT") of \$2.2 million, total expenditures for MMIS in 2014 are expected to be \$39.1 million, which approximates the proposed budget. We therefore recommend no change to the 2014 proposed budget.

Family Assistance

This program provides financial assistance to eligible families with children deprived of parental support due to health, illness or other reasons. Although the number of cases in the non-service areas of family assistance and foster care had dropped in previous years due to welfare-to-work efforts and five-year limits for coverage established by the Federal government, the number of cases has risen sharply since the economic downturn began in 2008. Based on the County's actual expense as of September 30, we have projected 2013 expenditures for this program to be \$14.1 million, which is \$800,000 greater than 2012, and \$600,000 over the 2013 adopted budget of \$13.5 million. After factoring in the applicable Federal and State aid, the net increase to the County's local share would be \$200,000.

The 2014 proposed budget of \$14.5 million reflects a 7.4% increase over the 2013 adopted budget. Based on the County's projected 2013 usage we project program expenditures of \$14.5 million which agrees to the County's proposed budget for 2014.

Safety Net

This program is a mandated program whereby eligible participants receive basic living grants. Burials are also expended from this relief category. This program serves Family Assistance participants who have reached the end of their eligibility for that program while still needing aid. The current growth in this program is driven by the amount of unemployment and the increase in eligible participants.

The County Executive implemented a change in the structure of this program beginning in 2013. Historically the cost associated with the Safety Net Program was 29% State share, and 71% Local share of which this share was billed to the Cities and Towns. Beginning with the 2013 budget, the County absorbed 1/3 of the local share, thus giving relief to the Cities and Towns. In 2014 and 2015 the County will assume an additional 1/3 of the cost each year whereby the entire program becomes the responsibility of the County. Therefore the 2014 proposed budget has the county assuming 2/3 of the cost of this program. We project expenditures of \$8.85 million in 2013 an amount similar to the County's projection, which is \$350,000 more than the adopted budget. The 2014 proposed budget includes \$9.5 million which is \$1 million more than the 2013 adopted budget. Based on the proposed modifications to the reimbursements to the Cities and Towns, the County's share of the program is approximately \$2 million greater than that of the previous year. We are recommending no change to the 2014 proposed budget.

Childcare Division

Childcare is a broad category that includes Foster Care, Institutionalized Youth, Adoption Subsidies and Medical Maintenance. Also included in this department are: Handicapped Children program (school-age chargebacks from local schools), Pre-Kindergarten Handicapped Children, Early Intervention and Medicaid adjustments to claims filed with New York State.

The 2013 adopted budget included \$27.25 million for these expenditures; we are projecting expenditures to be \$26.69 million or approximately \$560,000 under budget. Based on current federal and state reimbursement rates we anticipate revenues to be \$16.9 million or \$360,000 less than the adopted budget. The net impact on the County's local share is a favorable variance of \$200,000.

The county's 2014 proposed budget for these services is \$27.02 million, \$250,000 less than the 2013 adopted budget. Our analysis indicates that this appropriation should be \$26.87 million, which is \$150,000 less than the proposed budget. When historical

reimbursement rates are taken into consideration the County can anticipate a reduction of \$75,000 in Federal aid. The net impact is a reduction of \$50,000 in the local share necessary to fund these programs.

Finance

Included in the 2014 proposed budget is the creation of a new division, Accountability, Compliance and Efficiency (A.C.E.). The initial purpose of this new division is to assist the County during the transition of the Golden Hill Health Care Center to the new operator. Even though the facility has been transferred to the new operator, certain financial and personnel functions still remain.

Staffing for this division is comprised of the following:

- ACE Director (Formerly Director of GHHCC)
- ACE Deputy Director (Formerly Deputy Insurance Officer)
- Fiscal Officer (Formerly Fiscal Officer, GHHCC)
- Fiscal Manager (Formerly Fiscal Manager, GHHCC)
- Financial Analyst (New Title)

The total personnel cost, net of fringe benefits, is proposed at \$391,206, all of which has been transferred in from other county departments.

Drug Investigations

The 2014 proposed budget includes the expansion of the Ulster Regional Gang Enforcement Narcotics Team (U.R.G.E.N.T.) to include personnel that had previously been assigned to the Sheriff's and Corrections departments.

The staff is comprised of the following positions:

- 2 Deputy Sheriffs
- Deputy Sheriff Detective Lieutenant

- Deputy Sheriff Detective Sergeant
- Corrections Officer

These five positions have all been transferred in from other departments and therefore require no new funding.

Mental Health

During 2013, the County reduced out-patient clinical services it provides by eliminating children's mental health out-patient services from the budget and transferring those patients to not for profit providers. In 2014, the County will continue to reduce its out-patient clinical services by eliminating its adult mental health services as per resolution 175 of 2013 which approved a contract with Hudson Valley Mental Health, Inc. (HVMH). The County has outsourced these services to HVMH, under an initiative called the Ulster Community Access through Restructuring of Essential Services (Ulster C.A.R.E.S) program. The County will be transferring all of its outpatient services and will no longer be operating its clinics in Kingston, Ellenville, and New Paltz. HVMH will lease the existing clinical space and equipment at sites currently owned by the County in Kingston, Ellenville, and New Paltz.

The contract with HVMH caps the County's cost of operating outpatient clinic services at \$1.3 million. In order for the program to at least break even, a subsidy of \$1.3 million from the County had to be provided. This subsidy could be provided through either in-kind services or cash payments. The County has made a decision to downsize the remaining clinical staff through attrition, the remaining staff will be utilized by HVMH, thus meeting the required subsidy through in-kind services. The budget contains approximately \$1.4 million for personnel costs and an additional \$1.3 million for fringe benefits. The County will be providing 17 professional staff members to the clinics for 2014. These staff members will provide direct services to clients at the clinics. Based upon these appropriations the initial years will not realize the maximum savings, but as

the current staff leaves or retires, the County will begin to see the benefit of this contract.

The remaining positions that exist within Mental Health at the end of 2013 will be transferred as follows, 13 employees will be transferred to the Department of Social Services and 18 employees will be transferred to the Department of Mental Health's Local Government Unit. As a result of these transfers the County hopes to supplement staffing in existing programs in order to enhance the delivery of services and to maximize reimbursement from Federal and State agencies.

Based on information provided by the administration, once Ulster C.A.R.E.S. is implemented, it will result in a net local share of approximately \$2.36 million for 2014 an amount equal to the amount included in the 2013 Adopted budget.

Debt Service

The adopted budget for 2013 reflects a budgetary provision of \$9.8 million for interest and principal payments on serial bonds. Based on debt service requirements as stated in the December 31, 2012 audited financial statements, we project that the 2013 expenditures will be comparable to the 2013 adopted budget. The 2014 proposed budget includes appropriations of approximately \$10.1 million for interest and principal payments on serial bonds. Included in this amount are principal payments of \$6.8 million and interest payments of \$3.3 million on serial bonds currently outstanding, as well as estimated payments on serial bonds expected to be issued in November 2013. The November 2013 borrowing has not occurred at the time of our analysis. Based on debt service requirements for 2014 as stated in the County's December 31, 2012 audited financial statements, as well as the preliminary official statement regarding serial bonds and BANs in 2014, we project that 2014 principal and interest payments on serial bonds will approximate \$10 million, or \$100,000 less than the proposed 2014 budget.

The 2013 adopted budget provided for \$325,000 of interest expense on \$17.48 million of Bond Anticipation Notes ("BANs") currently outstanding. Based upon and estimated interest rate of 2%, our calculations yield interest expense that is comparable to the 2013 adopted budget.

The County has, in addition to the payments on the serial bond indebtedness, included \$425,000 in the 2014 proposed budget for principal and interest payments for BANs currently outstanding in the amount of \$17.5 million less anticipated principal payments to be made in 2013. Based on the 2013 preliminary official statement regarding serial bonds and BANs, our 2014 projection for principal and interest payments on BANs is comparable to the 2014 proposed budget and we do not recommend a change for that portion.

Department of Public Works

Buildings and Grounds

Electricity/Gas

A substantial portion of the budget for Buildings and Grounds is for electricity/gas expenditures. The 2014 recommended budget for Buildings and Grounds includes provisions for electricity/gas in the aggregate amount of \$1.25 million which is an increase of approximately \$50,000 from the 2013 adopted budget. Our projection of 2013 expenditures through year-end is approximately \$1.3 million, which is approximately \$100,000 more than the adopted budget.

We anticipate 2014 electricity/gas expenditures to approximate \$1.5 million. This estimate was derived applying rates similar to the actual rates we used to form our projection for 2013. This estimate is approximately \$250,000 higher than the 2014 adopted budget. We are therefore recommending a \$250,000 increase to the 2014 budget.

Heating Fuel

The 2013 adopted budget for heating fuel in the Law Enforcement Division is \$260,000. Actual expenditures for heating fuel as of September 30, 2013 are \$367,000, an amount that is about 150,000 higher when compared to the same time period in 2012. Assuming relative stability in prices for the last quarter, we project that 2013 cumulative expenditures will be approximately \$560,000, an amount which is approximately \$300,000 greater than the adopted budget.

The proposed 2014 budget for heating fuel in the Law Enforcement Division is \$300,000, which is \$40,000 greater than the 2013 adopted budget. Assuming the usage and the per gallon price of heating fuel remains relatively stable in 2014 the proposed budget is understated based upon actual usage in the current year. Therefore, we recommend a \$150,000 increase in the 2014 proposed budget.

Central Garage

The central garage is a new department in this year's proposed budget. In prior years this department was included in Bus Operations (department 5630). The central garage is responsible for the maintenance of all county vehicles, with the exception of those related to the highway department, which is accounted for and budgeted in the Road Machinery Fund. The 2013 adopted budget for the central garage was \$639,612 compared to the 2014 proposed budget which is \$792,555. The increase of approximately \$150,000 is due to the inclusion of employee benefits that prior to 2014 were included in one main Employee Benefit account.

Highways and Bridges

Salt and Chloride

In 2013 the County built 5 new salt storage facilities. In anticipation of stocking these new facilities the County increased the salt and chloride budget from \$700,000 to \$1 million. As of September 30, year to date expenditures for 2013 were approximately \$700,000. Given the goal of filling these facilities, we believe, based on information provided by the administration, that this budget will be completely expended.

The 2014 proposed budget includes \$700,000, an amount consistent with prior years' expenditure levels. Unfortunately, we were not able to obtain any bid information to verify either the current year or future year's cost per ton. Therefore, we will rely on historical expenditures and recommend no change to the 2014 proposed budget.

Community College Tuition

The proposed budget provides for payments of tuition, as required by New York State, for County residents attending community colleges other than Ulster Community College. The average expenditures for 2011 and 2012 were \$3 million. The adopted budget for 2013 is approximately \$3.6 million. Through nine months, the County has expenditures totaling \$1.8 million. Based on the past two years of activity through nine months, the expenditures incurred through September approximate 49% of the total expenditures for the year. Based on this trend, we anticipate the 2013 expenditures to approximate \$3.6 million, an amount that is comparative to the 2013 adopted budget.

The 2014 proposed budget is \$3.9 million, an amount which is approximately \$300,000 greater than our current year expenditure projection. Recently released information from the New York State Education Department indicates that for school year 2013/2014 there will be an increase in the chargeback rates. The rates for the colleges comprising the majority of Ulster's chargeback's, and approximately 88% of the full time

equivalent students attending out of County colleges (Dutchess Community College, Orange Community College, Columbia Greene Community College, Fashion Institute of Technology, Hudson Valley Community College and Sullivan Community College) show a weighted average increase in fees of approximately 7% for the 2013/2014 year. Based upon this information, we anticipate the 2014 expenditures to approximate \$3.9 million, which is comparable to the 2014 proposed budget. Therefore, we recommend no change to the County's proposed Community College Tuition budget.

CONTINGENCY

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CONTINGENCY

The 2013 adopted budget and the 2013 revised budget appropriated approximately \$1.2 million and \$1.15 million, respectively, for contingency funds. At the time of our analysis, minimal funds from the adopted budget were transferred for use on various budget lines. The balance of \$1.15 million remains unexpended. Per our discussion with management, there is no additional anticipated use of these funds.

The 2014 proposed budget provides for a contingency appropriation of \$3.1 million. Of this amount, \$1 million has been earmarked for general contingency. \$200,000 has been earmarked for potential additional expenses incurred for the transition to a new financial system (\$100,000), various departmental moves (\$50,000), and the Patriot's Project Veteran's home funded by the County (\$50,000). The remaining \$1.9 million is related to the County's sequestration plan which will be implemented in the event that the 1% portion of Sales Tax requiring New York State approval does not pass in time to be reinstated by February 1, 2014. The components of the sequestration plan are detailed on the following page.

Contract Agencies:		
Other Economic Opportunity & Development Community Action Program	16,750	
Libraries Ulster County Libraries Program	74,250	
Other Performing Arts Dutchess County Arts Council UPAC Program	46,000 18,750	
Conservation Soil Conservation Cooperative Extension Program Cooperative Extension Housing	91,500 266,475 46,000	
Other Home & Community Services Court Appointed Special Advoc Supervised Visitation Program	20,000 15,000	
Programs for the Aging RSVP Program	7,500	
	Total Contract Agencies	<u>602,225</u>
Mental Health Contracts:		
MHA Eating Disorders Gateway Innovative Rehab	12,000 22,000	
	Total Mental Health Contracts	<u>34,000</u>
Personnel Adjustments		
Estimated Management Increases	300,000	
	Total Personnel Adjustments	<u>300,000</u>
Sheriff Department		
Criminal Division Part Time Pay Over Time Pay Vehicles Computer Equipment Miscellaneous	90,000 125,000 215,557 50,000 13,748	
	Total Sheriff Department	<u>494,305</u>
Department of Public Works		
Parks New Paltz Pool & Sojourner Truth Park (Net of Revenues & Expenditures)	184,786	
Quarry & Sub-Stations Buildings - Ellenville	35,000 55,000	
	Total Department of Public Works	<u>274,786</u>
Social Service Contracts		
County Share of Non-mandated Contracts	168,250	
	Total Social Service Contracts	<u>168,250</u>
UCAT Busses		
County Share of Two Additional Busses	35,300	
	Total UCAT Busses	<u>35,300</u>
Municipal Dues		
Various Dues Requirements	32,451	
	Total Municipal Dues	<u>32,451</u>
Total Sequestration		<u><u>1,941,317</u></u>

We believe that it is prudent for the County to have funds available for unforeseen needs that may arise throughout the year. Given the uncertainty surrounding the reinstatement of the 1% County sales tax, the additional amount included in the contingency not only seems prudent but necessary.

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**SUMMARY OF
FINDINGS**

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**Ulster County
SUMMARY OF FINDINGS**

	2014		2013	
	Unfavorable Increase in County Share	Favorable Decrease in County Share	Favorable Variance	Unfavorable Variance
Revenues				
Sales and Use Tax	\$ -	\$ -	\$ -	\$ 1,700,000
Interest and Penalties on Property Taxes	300,000	-	-	200,000
Gain on Sale of Tax Acquired Property	-	-	-	50,000
Deferred Taxes/Tax Overlay	-	-	100,000	-
Hotel Tax	-	50,000	150,000	-
Off Track Betting Tax	100,000	-	-	100,000
County Clerk Fees:				
Recording division	-	-	200,000	-
Motor vehicle division	-	-	-	50,000
Jail - Inmate Board-Ins	-	50,000	450,000	-
Sale of Scrap	-	-	-	600,000
Sale of Real Property	-	-	-	1,500,000
Total Revenues	\$ 400,000	\$ 100,000	\$ 900,000	\$ 4,200,000
Expenditures				
Personnel Costs:				
Salaries (excluding GHHCC)	\$ -	\$ -	\$ 1,600,000	\$ -
Overtime (excluding GHHCC)	-	-	-	100,000
Employee Benefits:				
Retirement Costs	-	300,000	2,600,000	-
Health Insurance	-	250,000	700,000	-
Social Security	-	-	500,000	-
Unemployment	-	-	600,000	-
Department of Social Services, Net:				
Day Care	-	-	-	300,000
MMIS - Medicaid	-	-	350,000	-
Family Assistance	-	-	-	200,000
Safety Net	-	-	-	350,000
Child Care Division	-	50,000	200,000	-
Debt Service	-	100,000	-	-
Department of Public Works:				
Electricity and Gas	250,000	-	-	100,000
Heating Fuel	150,000	-	-	300,000
Contingency	-	-	1,150,000	-
Total Expenditures	400,000	700,000	7,700,000	1,350,000
Total Revenues and Expenditures	800,000	800,000	8,600,000	5,550,000
Net Impact to County Taxation	\$ -	\$ -	\$ 3,050,000	\$ -
Other Matters for Consideration:				
Retirement Costs - Golden Hill closure	-	1,400,000	1,300,000	-

A - Property Tax Overlay - Ulster County is responsible by State Law to guarantee the property taxes for Towns, Villages and School Districts.

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EXHIBITS

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BUDGET SUMMARY FOR 2014

	2013 Adopted Budget	2014 Proposed Budget	Increase (Decrease)	Percentage
Total Appropriations	<u>\$ 360,036,399</u>	<u>\$ 336,373,114</u>	<u>\$ (23,663,285)</u>	<u>-6.57%</u>
Revenues:				
State Aid	\$ 41,498,536	44,417,959	\$ 2,919,423	7.04%
Federal Aid	37,759,201	37,326,757	(432,444)	-1.15%
Property Taxes	78,730,408	78,730,408	-	0.00%
Sales Tax	105,428,186	104,059,402	(1,368,784)	-1.30%
Appropriated Fund Balance	13,250,000	16,710,000	3,460,000	26.11%
Appropriated Reserve	2,476,000	404,000	(2,072,000)	-83.68%
Transfers	-	6,575,099	6,575,099	100.00%
Other	80,894,068	48,149,489	(32,744,579)	-40.48%
	<u>\$ 360,036,399</u>	<u>\$ 336,373,114</u>	<u>\$ (23,663,285)</u>	<u>-6.57%</u>

**BUDGET INCREASES (DECREASES) WITH
GROSS BUDGET AND COUNTY TAXATION BY DEPARTMENT**

	2013 Adopted Budget	2014 Proposed Budget	Increase (Decrease)	
			Amount	Percentage
COUNTY OPERATING DEPARTMENTS:				
1010 Legislature	\$ 280,500	\$ 549,482	\$ 268,982	95.89%
1040 Clerk of Legislature	607,122	809,993	202,871	33.42%
1110 Court Security	35,000	37,678	2,678	7.65%
1162 Unified Court	14,500	14,500	-	0.00%
1165 District Attorney	2,592,714	3,970,250	1,377,536	53.13%
1170 Public Defender	1,250,762	2,193,274	942,512	75.36%
1185 Medical Examiner	311,115	375,292	64,177	20.63%
1230 Executive	668,037	979,776	311,739	46.66%
1310 Finance	2,986,326	4,365,413	1,379,087	46.18%
1315 Comptroller	628,372	919,545	291,173	46.34%
1340 Budget	246,189	391,296	145,107	58.94%
1345 Purchasing	1,031,348	1,339,162	307,814	29.85%
1355 Real Property	327,957	574,470	246,513	75.17%
1410 County Clerk	2,523,900	3,865,603	1,341,703	53.16%
1420 County Attorney	1,678,973	1,219,580	(459,393)	-27.36%
1430 Personnel	979,478	1,308,462	328,984	33.59%
1450 Board of Elections	1,512,088	2,070,182	558,094	36.91%
1490 Public Works Admin	420,117	706,303	286,186	68.12%
1620 Buildings	6,386,616	8,343,173	1,956,557	30.64%
1640 Central Garage	-	792,555	792,555	100.00%
1680 Information Services	6,352,952	7,286,625	933,673	14.70%
1910 Unallocated Insurance	4,621,611	4,774,744	153,133	3.31%
1920 Municipal Dues	31,313	-	(31,313)	-100.00%
1985 Distribution of Sales Tax	15,287,087	15,088,613	(198,474)	-1.30%
1990 Contingent	1,196,000	3,141,317	1,945,317	162.65%
2490 Comm College Tuition	3,624,907	3,856,285	231,378	6.38%
2495 Contribution to UCCC	6,280,863	6,280,863	-	0.00%
2989 Other Education	10,000	10,000	-	0.00%
3020 Public Safety Communication Sys.	3,324,144	3,137,095	(187,049)	-5.63%
3110 Sheriff	10,672,930	9,888,563	(784,367)	-7.35%
3140 Probation	4,090,219	5,739,995	1,649,776	40.33%
3150 Jail	21,947,173	21,220,868	(726,305)	-3.31%
3155 Rehab Svcs	114,172	182,395	68,223	59.75%

Revenues - 2014 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2014	2013		
\$ -	\$ -	\$ -	\$ 549,482	\$ 280,500	\$ 268,982	95.89%
-	-	-	809,993	607,122	202,871	33.42%
35,000	-	-	2,678	-	2,678	100.00%
-	-	-	14,500	14,500	-	0.00%
290,500	65,681	229,000	3,385,069	2,005,033	1,380,036	68.83%
172,621	-	-	2,020,653	1,226,362	794,291	64.77%
-	-	255	375,037	310,615	64,422	20.74%
-	-	-	979,776	668,037	311,739	46.66%
146,848	-	9,852,744	(5,634,179)	(4,790,669)	(843,510)	17.61%
-	-	-	919,545	628,372	291,173	46.34%
-	-	-	391,296	246,189	145,107	58.94%
-	-	111,500	1,227,662	264,848	962,814	363.53%
2,700	-	15,500	556,270	308,757	247,513	80.16%
14,695	-	2,697,159	1,153,749	(289,394)	1,443,143	-498.68%
-	58,000	-	1,161,580	(346,027)	1,507,607	-435.69%
-	-	25,800	1,282,662	953,878	328,784	34.47%
205,985	7,792	728,150	1,128,255	654,298	473,957	72.44%
-	-	1,225,200	(518,897)	(498,783)	(20,114)	4.03%
247,544	-	774,785	7,320,844	3,654,574	3,666,270	100.32%
-	-	267,729	524,826	-	524,826	100.00%
-	-	634,500	6,652,125	5,621,952	1,030,173	18.32%
-	-	850,100	3,924,644	3,211,511	713,133	22.21%
-	-	-	-	31,313	(31,313)	-100.00%
-	-	104,059,402	(88,970,789)	(90,141,099)	1,170,310	-1.30%
-	-	-	3,141,317	1,196,000	1,945,317	162.65%
-	-	75,000	3,781,285	3,549,907	231,378	6.52%
-	-	-	6,280,863	6,280,863	-	0.00%
-	-	10,000	-	-	-	0.00%
-	0	916,304	2,220,791	(73,397)	2,294,188	-3125.72%
48,500	13,200	1,076,625	8,750,238	9,554,843	(804,605)	-8.42%
661,500	263,662	738,800	4,076,033	1,810,091	2,265,942	125.18%
42,000	24,000	1,232,814	19,922,054	20,362,203	(440,149)	-2.16%
38,250	-	24,300	119,845	53,622	66,223	123.50%

(Continued)

**BUDGET INCREASES (DECREASES) WITH
GROSS BUDGET AND COUNTY TAXATION BY DEPARTMENT (Continued)**

	2013 Adopted Budget	2014 Proposed Budget	Increase (Decrease)	
			Amount	Percentage
3189 Drug Investigations	\$ 140,403	\$ 891,265	\$ 750,862	534.79%
3410 Fire Fighting	75,101	101,826	26,725	35.59%
3411 Arson Task Force	48,860	68,111	19,251	39.40%
3620 Safety Inspections	280,390	434,307	153,917	54.89%
4010 Public Health	3,766,800	5,510,244	1,743,444	46.28%
4082 WIC	516,167	827,241	311,074	60.27%
4230 Cont.Narc. Add'l Cent Serv.	1,015,182	1,015,182	-	0.00%
4310 Mental Health Admin	1,680,762	2,608,642	927,880	55.21%
4320 Mental Health Support	2,524,844	1,699,808	(825,036)	-32.68%
4322 MH Contracted Svcs-OMH & OMRDD Svcs	6,111,330	6,306,375	195,045	3.19%
4390 Psychiatric-Criminal Actions	100,000	100,000	-	0.00%
5630 Bus Operations	5,987,151	6,414,833	427,682	7.14%
5650 Off-Street Parking	51,129	53,306	2,177	4.26%
6010 Social Services	21,154,301	31,250,649	10,096,348	47.73%
6055 Day Care Block Grant	3,200,000	3,150,000	(50,000)	-1.56%
6070 Services for Recipients	1,250,000	1,150,000	(100,000)	-8.00%
6101 Medical Assistance	300,000	200,000	(100,000)	-33.33%
6102 Medical Assistance-MMIS	39,572,996	39,157,933	(415,063)	-1.05%
6109 Family Assistance	13,500,000	14,500,000	1,000,000	7.41%
6119 Child Care	27,250,000	27,029,176	(220,824)	-0.81%
6123 Juvenile Delinquent	400,000	350,000	(50,000)	-12.50%
6129 State Training School	300,000	300,000	-	0.00%
6140 Safety Net	8,500,000	9,500,000	1,000,000	11.76%
6141 Home Energy Assistance	110,000	95,000	(15,000)	-13.64%
6142 Emergency Aid for Adults	180,000	180,000	-	0.00%
6410 Tourism	828,360	947,636	119,276	14.40%
6510 Veterans Services	500,161	828,359	328,198	65.62%
6610 Weights & Measures	118,748	190,448	71,700	60.38%
6772 Office for the Aging	2,879,639	2,803,327	(76,312)	-2.65%
6989 Other Eco.Opp & Development-Community Action	16,750	-	(16,750)	100.00%
7110 Parks	296,624	-	(296,624)	-100.00%
7310 Youth Programs	314,990	358,162	43,172	13.71%

Revenues - 2014 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2014	2013		
\$ 14,500	\$ -	\$ 146,500	\$ 730,265	\$ 44,903	\$ 685,362	1526.32%
-	8,816	-	93,010	75,101	17,909	23.85%
-	-	-	68,111	48,860	19,251	39.40%
-	-	6,000	428,307	273,890	154,417	56.38%
1,973,692	314,061	621,210	2,601,281	887,069	1,714,212	193.24%
-	724,900	-	102,341	(208,598)	310,939	-149.06%
905,542	-	-	109,640	109,640	-	0.00%
423,434	149,300	12,428	2,023,480	1,384,360	639,120	46.17%
-	-	16,500	1,683,308	978,591	704,717	72.01%
5,651,813	-	-	654,562	568,562	86,000	15.13%
-	-	-	100,000	100,000	-	0.00%
3,265,190	1,246,000	571,500	1,332,143	737,020	595,123	80.75%
-	-	47,000	6,306	4,129	2,177	52.72%
9,257,382	16,325,495	112,900	5,554,872	(3,068,205)	8,623,077	-281.05%
350,413	2,691,231	15,000	93,356	208,356	(115,000)	-55.19%
378,165	590,057	1,000	180,778	217,270	(36,492)	-16.80%
-	-	-	200,000	300,000	(100,000)	-33.33%
-	-	2,659,794	36,498,139	37,397,996	(899,857)	-2.41%
192,148	8,599,131	1,155,480	4,553,241	4,527,110	26,131	0.58%
12,993,928	2,397,735	2,381,600	9,255,913	9,996,799	(740,886)	-7.41%
63,000	5,250	10,500	271,250	309,690	(38,440)	-12.41%
-	-	-	300,000	300,000	-	0.00%
2,397,630	104,525	2,889,353	4,108,492	2,063,218	2,045,274	99.13%
-	95,000	-	-	-	-	0.00%
90,000	-	-	90,000	90,000	-	0.00%
62,905	-	54,000	830,731	579,360	251,371	43.39%
12,982	-	-	815,377	487,179	328,198	67.37%
9,810	-	95,000	85,638	13,938	71,700	514.42%
999,328	783,868	111,958	908,173	928,341	(20,168)	-2.17%
-	-	-	-	16,750	(16,750)	100.00%
-	-	-	-	178,399	(178,399)	-100.00%
189,738	-	-	168,424	143,301	25,123	17.53%

(Continued)

COUNTY OF ULSTER, NEW YORK

BUDGET INCREASES (DECREASES) WITH
GROSS BUDGET AND COUNTY TAXATION BY DEPARTMENT (Continued)

EXHIBIT 1A

	2013 Adopted Budget	2014 Proposed Budget	Increase (Decrease)	
			Amount	Percentage
7410 Libraries	\$ 74,250	\$ -	\$ (74,250)	-100.00%
7510 Historian	5,000	3,000	(2,000)	-40.00%
7560 Other Performing Arts	64,750	-	(64,750)	-100.00%
8020 Planning	1,320,756	1,935,050	614,294	46.51%
8040 Human Rights	17,559	21,454	3,895	22.18%
8090 Environmental Controls	179,432	372,485	193,053	107.59%
8710 Conservation	406,975	3,000	(403,975)	-99.26%
8989 Other Home & Community	35,000	-	(35,000)	-100.00%
9010 State Retirement	14,803,131	1,211,591	(13,591,540)	-91.82%
9030 Social Security	3,579,450	-	(3,579,450)	-100.00%
9050 Unemployment Insurance	1,380,325	700,000	(680,325)	-49.29%
9055 Disability Insurance	218,550	133,550	(85,000)	-38.89%
9060 Hospital & Medical	19,392,163	4,877,143	(14,515,020)	-74.85%
9089 Other Employee Benefits	3,067,228	1,562,100	(1,505,128)	-49.07%
9730 BANS	425,000	425,000	-	0.00%
Appropriated Fund Balance	-	-	-	-
Deferred Property Tax	-	-	-	-
A - GENERAL FUND	289,974,742	284,699,555	(5,275,187)	-1.82%
B - COMMUNITY DEVELOPMENT	1,973,623	2,353,312	379,689	19.24%
C - ENTERPRISE FUND	32,735,305	4,429,587	(28,305,718)	-86.47%
D - COUNTY ROAD FUND	12,951,075	19,660,158	6,709,083	51.80%
E - ROAD MACHINERY FUND	3,410,598	5,951,000	2,540,402	74.49%
S - WORKERS COMP FUND	9,138,021	9,150,739	12,718	0.14%
V - DEBT SERVICE FUND	9,853,035	10,128,763	275,728	2.80%
TOTAL ALL FUNDS	\$ 360,036,399	\$ 336,373,114	\$ (23,663,285)	\$ -6.57%

Revenues - 2014 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2014	2013		
\$ -	\$ -	\$ -	\$ -	\$ 74,250	\$ (74,250)	100.00%
-	-	-	3,000	5,000	(2,000)	-40.00%
-	-	-	-	64,750	(64,750)	100.00%
202,671	574,922	100	1,157,357	660,475	496,882	75.23%
-	-	-	21,454	17,559	3,895	22.18%
-	-	98,123	274,362	158,432	115,930	73.17%
-	-	-	3,000	406,975	(403,975)	-99.26%
-	-	-	-	35,000	(35,000)	100.00%
-	-	734,530	477,061	10,754,772	(10,277,711)	-95.56%
-	-	-	-	3,579,450	(3,579,450)	-100.00%
-	-	-	700,000	1,380,325	(680,325)	-49.29%
-	-	52,500	81,050	118,550	(37,500)	-31.63%
-	-	325,000	4,552,143	14,637,077	(10,084,934)	-68.90%
-	-	10,000	1,552,100	3,057,228	(1,505,128)	-49.23%
-	-	-	425,000	425,000	-	0.00%
-	-	13,200,000	(13,200,000)	(10,000,000)	(3,200,000)	32.00%
-	-	(750,000)	750,000	750,000	-	0.00%
41,340,414	35,042,626	150,123,643	58,192,872	53,173,893	5,018,979	8.62%
-	2,349,812	3,500	-	-	-	0.00%
-	-	4,429,587	-	8,864,568	(8,864,568)	100.00%
3,011,864	-	5,404,521	11,243,773	9,045,314	2,198,459	19.55%
-	-	5,951,000	-	153,598	(153,598)	100.00%
-	-	9,150,739	-	-	-	0.00%
-	-	835,000	9,293,763	7,493,035	1,800,728	19.38%
<u>\$ 44,352,278</u>	<u>\$ 37,392,438</u>	<u>\$ 175,897,990</u>	<u>\$ 78,730,408</u>	<u>\$ 78,730,408</u>	<u>\$ -</u>	<u>100.00%</u>

BUDGET INCREASES (DECREASES) WITH GROSS
BUDGET AND COUNTY TAXATION BY FUNCTION

EXHIBIT IB

	2013 Adopted Budget	2014 Executive Budget	Increase (Decrease)	
			Amount	Percentage
Legislature:				
1010 Legislative Board	\$ 280,500	\$ 549,482	\$ 268,982	95.89%
1040 Clerk of Legislative Board	607,122	809,993	202,871	33.42%
	<u>887,622</u>	<u>1,359,475</u>	<u>471,853</u>	<u>53.16%</u>
Judicial:				
1110 Court Security	35,000	37,678	2,678	7.65%
1162 Unified Court	14,500	14,500	-	0.00%
1165 District Attorney	2,592,714	3,970,250	1,377,536	53.13%
1170 Public Defender	1,250,762	2,193,274	942,512	75.36%
1185 Medical Examiner	311,115	375,292	64,177	20.63%
	<u>4,204,091</u>	<u>6,590,994</u>	<u>2,386,903</u>	<u>56.78%</u>
County Executive:				
1230 County Executive	<u>668,037</u>	<u>979,776</u>	<u>311,739</u>	<u>46.66%</u>
Finance:				
1310 Finance	2,986,326	4,365,413	1,379,087	46.18%
1315 Comptroller	628,372	919,545	291,173	46.34%
1340 Department of Budget	246,189	391,296	145,107	58.94%
1345 Purchasing	1,031,348	1,339,162	307,814	29.85%
1355 Assessment	327,957	574,470	246,513	75.17%
	<u>5,220,192</u>	<u>7,589,886</u>	<u>2,369,694</u>	<u>45.39%</u>
Staff:				
1410 County Clerk	2,523,900	3,865,603	1,341,703	53.16%
1420 Department of Law	1,678,973	1,219,580	(459,393)	-27.36%
1430 Department of Personnel	979,478	1,308,462	328,984	33.59%
1450 Elections	1,512,088	2,070,182	558,094	36.91%
1490 Public Works Admin	420,117	706,303	286,186	68.12%
	<u>7,114,556</u>	<u>9,170,130</u>	<u>2,055,574</u>	<u>28.89%</u>

Revenues - 2014 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2014	2013		
\$ -	\$ -	\$ -	\$ 549,482	\$ 280,500	\$ 268,982	95.89%
-	-	-	809,993	607,122	202,871	33.42%
-	-	-	1,359,475	887,622	471,853	53.16%
35,000	-	-	2,678	-	2,678	100.00%
-	-	-	14,500	14,500	-	0.00%
290,500	65,681	229,000	3,385,069	2,005,033	1,380,036	68.83%
172,621	-	-	2,020,653	1,226,362	794,291	64.77%
-	-	255	375,037	310,615	64,422	20.74%
498,121	65,681	229,255	5,797,937	3,556,510	2,241,427	63.02%
-	-	-	979,776	668,037	311,739	46.66%
146,848	-	9,852,744	(5,634,179)	(4,790,669)	(843,510)	17.61%
-	-	-	919,545	628,372	291,173	46.34%
-	-	-	391,296	246,189	145,107	58.94%
-	-	111,500	1,227,662	264,848	962,814	363.53%
2,700	-	15,500	556,270	308,757	247,513	80.16%
149,548	-	9,979,744	(2,539,406)	(3,342,503)	803,097	-24.03%
14,695	-	2,697,159	1,153,749	(289,394)	1,443,143	-498.68%
-	58,000	-	1,161,580	(346,027)	1,507,607	-435.69%
-	-	25,800	1,282,662	953,878	328,784	34.47%
205,985	7,792	728,150	1,128,255	654,298	473,957	72.44%
-	-	1,225,200	(518,897)	(498,783)	(20,114)	4.03%
220,680	65,792	4,676,309	4,207,349	473,972	3,733,377	787.68%

(Continued)

**BUDGET INCREASES (DECREASES) WITH GROSS
BUDGET AND COUNTY TAXATION BY FUNCTION (Continued)**

EXHIBIT 1B

	2013 Adopted Budget	2014 Executive Budget	Increase (Decrease)	
			Amount	Percentage
General Services:				
1620 Buildings	\$ 6,386,616	8,343,173	\$ 1,956,557	30.64%
1640 Central Garage	-	792,555	792,555	100.00%
1680 Central Data Processing	6,352,952	7,286,625	933,673	14.70%
	<u>12,739,568</u>	<u>16,422,353</u>	<u>3,682,785</u>	<u>28.91%</u>
Special Items:				
1910 Unallocated Insurance	4,621,611	4,774,744	153,133	3.31%
1920 Municipal Association Dues	31,313	-	(31,313)	-100.00%
1985 Distribution of Sales Tax	15,287,087	15,088,613	(198,474)	-1.30%
1990 Contingent Account	1,196,000	3,141,317	1,945,317	162.65%
	<u>21,136,011</u>	<u>23,004,674</u>	<u>1,868,663</u>	<u>8.84%</u>
Education:				
2490 Community College - Out of Cnty	3,624,907	3,856,285	231,378	6.38%
2495 Contribution To Community Coll	6,280,863	6,280,863	-	0.00%
2989 Other Education	10,000	10,000	-	0.00%
	<u>9,915,770</u>	<u>10,147,148</u>	<u>231,378</u>	<u>2.33%</u>
Public Safety:				
3020 Public Safety Communication Sys	3,324,144	3,137,095	(187,049)	-5.63%
3110 Sheriff	10,672,930	9,888,563	(784,367)	-7.35%
3140 Probation	4,090,219	5,739,995	1,649,776	40.33%
3150 Jail	21,947,173	21,220,868	(726,305)	-3.31%
3155 Rehabilitation Services	114,172	182,395	68,223	59.75%
3189 Drug Investigations	140,403	891,265	750,862	534.79%
3410 Fire Fighting	75,101	101,826	26,725	35.59%
3411 Arson Task Force	48,860	68,111	19,251	39.40%
3620 Safety Inspections	280,390	434,307	153,917	54.89%
	<u>40,693,392</u>	<u>41,664,425</u>	<u>971,033</u>	<u>2.39%</u>

Revenues - 2014 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2014	2013		
\$ 247,544	\$ -	\$ 774,785	\$ 7,320,844	\$ 3,654,574	\$ 3,666,270	100.32%
-	-	267,729	524,826	-	524,826	100.00%
-	-	634,500	6,652,125	5,621,952	1,030,173	18.32%
247,544	-	1,677,014	14,497,795	9,276,526	5,221,269	56.28%
-	-	850,100	3,924,644	3,211,511	713,133	22.21%
-	-	-	-	31,313	(31,313)	-100.00%
-	-	104,059,402	(88,970,789)	(90,141,099)	1,170,310	-1.30%
-	-	-	3,141,317	1,196,000	1,945,317	162.65%
-	-	104,909,502	(81,904,828)	(85,702,275)	3,797,447	-4.43%
-	-	75,000	3,781,285	3,549,907	231,378	6.52%
-	-	-	6,280,863	6,280,863	-	0.00%
-	-	10,000	-	-	-	0.00%
-	-	85,000	10,062,148	9,830,770	231,378	2.35%
-	-	916,304	2,220,791	(73,397)	2,294,188	-3125.72%
48,500	13,200	1,076,625	8,750,238	9,554,843	(804,605)	-8.42%
661,500	263,662	738,800	4,076,033	1,810,091	2,265,942	125.18%
42,000	24,000	1,232,814	19,922,054	20,362,203	(440,149)	-2.16%
38,250	-	24,300	119,845	53,622	66,223	123.50%
14,500	-	146,500	730,265	44,903	685,362	1526.32%
-	8,816	-	93,010	75,101	17,909	23.85%
-	-	-	68,111	48,860	19,251	39.40%
-	-	6,000	428,307	273,890	154,417	56.38%
804,750	309,678	4,141,343	36,408,654	32,150,116	4,258,538	13.25%

(Continued)

**BUDGET INCREASES (DECREASES) WITH GROSS
BUDGET AND COUNTY TAXATION BY FUNCTION (Continued)**

	2013 Adopted Budget	2014 Executive Budget	Increase (Decrease)	
			Amount	Percentage
Health				
4010 Public Health	\$ 3,766,800	\$ 5,510,244	\$ 1,743,444	46.28%
4082 WIC	516,167	827,241	311,074	60.27%
4230 Cont.Narc. Add'l Cent Serv.	1,015,182	1,015,182	-	0.00%
4310 Mental Health Admin	1,680,762	2,608,642	927,880	55.21%
4320 Mental Health Support	2,524,844	1,699,808	(825,036)	-32.68%
4322 MH Contracted Svcs-OMH & OMRDD Svcs	6,111,330	6,306,375	195,045	3.19%
4390 Psychiatric-Criminal Actions	100,000	100,000	-	0.00%
	<u>\$ 15,715,085</u>	<u>\$ 18,067,492</u>	<u>\$ 2,352,407</u>	<u>14.97%</u>

Revenues - 2014 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2014	2013		
\$ 1,973,692	\$ 314,061	\$ 621,210	\$ 2,601,281	\$ 887,069	\$ 1,714,212	193.24%
-	724,900	-	102,341	(208,598)	310,939	-149.06%
905,542	-	-	109,640	109,640	-	0.00%
423,434	149,300	12,428	2,023,480	1,384,360	639,120	46.17%
-	-	16,500	1,683,308	978,591	704,717	72.01%
5,651,813	-	-	654,562	568,562	86,000	15.13%
-	-	-	100,000	100,000	-	0.00%
<u>\$ 8,954,481</u>	<u>\$ 1,188,261</u>	<u>\$ 650,138</u>	<u>\$ 7,274,612</u>	<u>\$ 3,819,624</u>	<u>\$ 3,454,988</u>	<u>90.45%</u>

(Continued)

**BUDGET INCREASES (DECREASES) WITH GROSS
BUDGET AND COUNTY TAXATION BY FUNCTION (Continued)**

EXHIBIT 1B

	2013 Adopted Budget	2014 Executive Budget	Increase (Decrease)	
			Amount	Percentage
<u>Transportation:</u>				
5630 Bus Operations	\$ 5,987,151	6,414,833	\$ 427,682	7.14%
5650 Offstreet Parking	51,129	53,306	2,177	4.26%
	<u>6,038,280</u>	<u>6,468,139</u>	<u>429,859</u>	<u>7.12%</u>
<u>Department of Social Services:</u>				
6010 Social Services Administration	21,154,301	31,250,649	10,096,348	47.73%
6055 Day Care Block Grant	3,200,000	3,150,000	(50,000)	-1.56%
6070 Services For Recipients	1,250,000	1,150,000	(100,000)	-8.00%
6101 Medical Assistance	300,000	200,000	(100,000)	-33.33%
6102 Medical Assistance - MMIS	39,572,996	39,157,933	(415,063)	-1.05%
6109 Family Assistance	13,500,000	14,500,000	1,000,000	7.41%
6119 Children's Services	27,250,000	27,029,176	(220,824)	-0.81%
6123 Juvenile Delinquent Care	400,000	350,000	(50,000)	-12.50%
6129 State Training School	300,000	300,000	-	0.00%
6140 Home Relief -Safety Net	8,500,000	9,500,000	1,000,000	11.76%
6141 Home Energy Assistance	110,000	95,000	(15,000)	-13.64%
6142 Emergency Aid for Adults	180,000	180,000	-	0.00%
	<u>115,717,297</u>	<u>126,862,758</u>	<u>11,145,461</u>	<u>9.63%</u>
<u>Economic Assistance and Opportunity:</u>				
6410 Tourism	828,360	947,636	119,276	14.40%
6510 Veterans Service	500,161	828,359	328,198	65.62%
6610 Weights and Measures	118,748	190,448	71,700	60.38%
6772 Office for the Aging	2,879,639	2,803,327	(76,312)	-2.65%
6989 Other Economic Opportunities 7 Develop.	16,750	-	(16,750)	-100.00%
	<u>4,343,658</u>	<u>4,769,770</u>	<u>426,112</u>	<u>9.81%</u>
<u>Culture and Recreation</u>				
7110 Parks	296,624	-	(296,624)	-100.00%
7310 Youth Programs	314,990	358,162	43,172	13.71%
7410 Libraries	74,250	-	(74,250)	-100.00%
7510 County Historian	5,000	3,000	(2,000)	-40.00%
7560 Other Performing Arts	64,750	-	(64,750)	-100.00%
	<u>755,614</u>	<u>361,162</u>	<u>(394,452)</u>	<u>-52.20%</u>

Revenues - 2014 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2014	2013		
\$ 3,265,190	1,246,000	\$ 571,500	\$ 1,332,143	\$ 737,020	\$ 595,123	80.75%
-	-	47,000	6,306	4,129	2,177	52.72%
<u>3,265,190</u>	<u>1,246,000</u>	<u>618,500</u>	<u>1,338,449</u>	<u>741,149</u>	<u>597,300</u>	<u>80.59%</u>
9,257,382	16,325,495	112,900	5,554,872	(3,068,205)	8,623,077	-281.05%
350,413	2,691,231	15,000	93,356	208,356	(115,000)	-55.19%
378,165	590,057	1,000	180,778	217,270	(36,492)	-16.80%
-	-	-	200,000	300,000	(100,000)	-33.33%
-	-	2,659,794	36,498,139	37,397,996	(899,857)	-2.41%
192,148	8,599,131	1,155,480	4,553,241	4,527,110	26,131	0.58%
12,993,928	2,397,735	2,381,600	9,255,913	9,996,799	(740,886)	-7.41%
63,000	5,250	10,500	271,250	309,690	(38,440)	-12.41%
-	-	-	300,000	300,000	-	0.00%
2,397,630	104,525	2,889,353	4,108,492	2,063,218	2,045,274	99.13%
-	95,000	-	-	-	-	0.00%
90,000	-	-	90,000	90,000	-	0.00%
<u>25,722,666</u>	<u>30,808,424</u>	<u>9,225,627</u>	<u>61,106,041</u>	<u>52,342,234</u>	<u>8,763,807</u>	<u>16.74%</u>
62,905	-	54,000	830,731	579,360	251,371	43.39%
12,982	-	-	815,377	487,179	328,198	67.37%
9,810	-	95,000	85,638	13,938	71,700	514.42%
999,328	783,868	111,958	908,173	928,341	(20,168)	-2.17%
-	-	-	-	16,750	(16,750)	-100.00%
<u>1,085,025</u>	<u>783,868</u>	<u>260,958</u>	<u>2,639,919</u>	<u>2,025,568</u>	<u>614,351</u>	<u>30.33%</u>
-	-	-	-	178,399	(178,399)	-100.00%
189,738	-	-	168,424	143,301	25,123	17.53%
-	-	-	-	74,250	(74,250)	-100.00%
-	-	-	3,000	5,000	(2,000)	-40.00%
-	-	-	-	64,750	(64,750)	-100.00%
<u>189,738</u>	<u>-</u>	<u>-</u>	<u>171,424</u>	<u>465,700</u>	<u>(294,276)</u>	<u>-63.19%</u>

(Continued)

**BUDGET INCREASES (DECREASES) WITH GROSS
BUDGET AND COUNTY TAXATION BY FUNCTION (Continued)**

EXHIBIT IB

	2013 Adopted Budget	2014 Executive Budget	Increase (Decrease)	
			Amount	Percentage
Home & Community Services:				
8020 Department of Planning	\$ 1,320,756	1,935,050	\$ 614,294	46.51%
8040 Human Rights Commission	17,559	21,454	3,895	22.18%
8090 Environmental Control	179,432	372,485	193,053	107.59%
8710 Conservation	406,975	3,000	(403,975)	-99.26%
8989 Other Home and Community	35,000	-	(35,000)	100.00%
	<u>1,959,722</u>	<u>2,331,989</u>	<u>372,267</u>	<u>19.00%</u>
Employee Benefits:				
9010 State Retirement	14,803,131	1,211,591	(13,591,540)	-91.82%
9030 Social Security	3,579,450	-	(3,579,450)	-100.00%
9050 Unemployment Insurance	1,380,325	700,000	(680,325)	-49.29%
9055 Disability Insurance	218,550	133,550	(85,000)	-38.89%
9060 Hospital & Medical	19,392,163	4,877,143	(14,515,020)	-74.85%
9089 Other Employee Benefits	3,067,228	1,562,100	(1,505,128)	-49.07%
	<u>42,440,847</u>	<u>8,484,384</u>	<u>(33,956,463)</u>	<u>-80.01%</u>
Interfund Transfers & Debt Service:				
9730 Bond Anticipation Notes - Interest	425,000	425,000	-	0.00%
	<u>425,000</u>	<u>425,000</u>	<u>-</u>	<u>0.00%</u>
Total General Fund - Unadjusted	<u>289,974,742</u>	<u>284,699,555</u>	<u>(5,275,187)</u>	<u>-1.82%</u>
Adjustments:				
Appropriated Fund Balance	-	-	-	-
Deferred Property Tax	-	-	-	-
Total General Fund - Adjusted	<u>\$ 289,974,742</u>	<u>\$ 284,699,555</u>	<u>\$ (5,275,187)</u>	<u>-1.82%</u>

Revenues - 2014 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2014	2013		
\$ 202,671	574,922	\$ 100	1,157,357	\$ 660,475	\$ 496,882	75.23%
-	-	-	21,454	17,559	3,895	22.18%
-	-	98,123	274,362	158,432	115,930	73.17%
-	-	-	3,000	406,975	(403,975)	-99.26%
-	-	-	-	35,000	(35,000)	-100.00%
<u>202,671</u>	<u>574,922</u>	<u>98,223</u>	<u>1,456,173</u>	<u>1,278,441</u>	<u>177,732</u>	<u>13.90%</u>
-	-	734,530	477,061	10,754,772	(10,277,711)	-95.56%
-	-	-	-	3,579,450	(3,579,450)	-100.00%
-	-	-	700,000	1,380,325	(680,325)	-49.29%
-	-	52,500	81,050	118,550	(37,500)	-31.63%
-	-	325,000	4,552,143	14,637,077	(10,084,934)	-68.90%
-	-	10,000	1,552,100	3,057,228	(1,505,128)	-49.23%
-	-	1,122,030	7,362,354	33,527,402	(26,165,048)	-78.04%
-	-	-	425,000	425,000	-	0.00%
<u>41,340,414</u>	<u>35,042,626</u>	<u>137,673,643</u>	<u>70,642,872</u>	<u>62,423,893</u>	<u>8,218,979</u>	<u>13.17%</u>
-	-	13,200,000	(13,200,000)	(10,000,000)	(3,200,000)	-32.00%
-	-	(750,000)	750,000	750,000	-	0.00%
<u>\$ 41,340,414</u>	<u>\$ 35,042,626</u>	<u>\$ 150,123,643</u>	<u>\$ 58,192,872</u>	<u>\$ 53,173,893</u>	<u>\$ 5,018,979</u>	<u>9.44%</u>

(Continued)

**BUDGET INCREASES (DECREASES) WITH GROSS
BUDGET AND COUNTY TAXATION BY FUNCTION (Continued)**

EXHIBIT IB

	2013 Adopted Budget	2014 Executive Budget	Increase (Decrease)	
			Amount	Percentage
Community Development:				
6290 Office Of Employment & Training	\$ 770,641	788,435	\$ 17,794	2.31%
6291 Participant Support	5,000	6,000	1,000	20.00%
6292 Job Training and Services	692,282	805,377	113,095	16.34%
8668 Rehabilitation Loans & Grants	500,400	690,200	189,800	37.93%
9789 Other Long Term Debt, HUD Loans	5,300	63,300	58,000	1094.34%
	<u>1,973,623</u>	<u>2,353,312</u>	<u>379,689</u>	<u>19.24%</u>
Enterprise Fund:				
6020 Golden Hill Health Care Center	32,735,305	4,429,587	(28,305,718)	-86.47%
Appropriated Fund Balance	-	-	-	-
	<u>32,735,305</u>	<u>4,429,587</u>	<u>(28,305,718)</u>	<u>-86.47%</u>
County Road Fund:				
D5010 Highway Administration	606,979	3,650,879	3,043,900	501.48%
D5020 Engineering	388,414	431,564	43,150	11.11%
D5110 Maintenance of Roads- Bridges	5,948,474	9,003,392	3,054,918	51.36%
D5112 Permanent Improvements	2,553,261	3,011,864	458,603	17.96%
D5142 Snow Removal	3,453,947	3,562,459	108,512	3.14%
Appropriated Fund Balance	-	-	-	-
	<u>12,951,075</u>	<u>19,660,158</u>	<u>6,709,083</u>	<u>51.80%</u>
Road Machinery Fund:				
E5130 Road Machinery	2,695,598	3,418,979	723,381	26.84%
E5190 Stockpile	715,000	285,000	(430,000)	-60.14%
E9901 Transfers to other funds	-	2,247,021	2,247,021	100.00%
Appropriated Fund Balance	-	-	-	-
	<u>3,410,598</u>	<u>5,951,000</u>	<u>2,540,402</u>	<u>74.49%</u>

Revenues - 2014 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2014	2013		
\$ -	\$ 788,435	\$ -	\$ -	\$ -	\$ -	-
-	6,000	-	-	-	-	-
-	805,377	-	-	-	-	-
-	750,000	3,500	(63,300)	(5,300)	(58,000)	1094.34%
-	-	-	63,300	5,300	58,000	1094.34%
-	2,349,812	3,500	-	-	-	-
-	-	4,429,587	-	8,864,568	(8,864,568)	-100.00%
-	-	-	-	-	-	-
-	-	4,429,587	-	8,864,568	(8,864,568)	-100.00%
-	-	-	3,650,879	606,979	3,043,900	501.48%
-	-	-	431,564	388,414	43,150	11.11%
-	-	2,459,521	6,543,871	5,755,974	787,897	13.69%
3,011,864	-	-	-	-	-	-
-	-	260,000	3,302,459	3,193,947	108,512	3.40%
-	-	2,685,000	(2,685,000)	(900,000)	(1,785,000)	198.33%
3,011,864	-	5,404,521	11,243,773	9,045,314	2,198,459	24.30%
-	-	5,515,000	(2,096,021)	168,598	(2,264,619)	-1343.21%
-	-	436,000	(151,000)	(15,000)	(136,000)	906.67%
-	-	-	2,247,021	-	2,247,021	100.00%
-	-	-	-	-	-	-
-	-	5,951,000	-	153,598	(153,598)	-100.00%

**BUDGET INCREASES (DECREASES) WITH GROSS
BUDGET AND COUNTY TAXATION BY FUNCTION (Continued)**

	2013 Adopted Budget	2014 Executive Budget	Increase (Decrease)	
			Amount	Percentage
Workers Compensation Fund:				
S1710 Workers' Compensation	\$ 3,087,021	2,630,739	\$ (456,282)	-14.78%
S1720 Benefits and Awards	6,051,000	6,520,000	469,000	7.75%
	<u>9,138,021</u>	<u>9,150,739</u>	<u>12,718</u>	<u>0.14%</u>
Debt Service:				
V9710 Serial Bonds	9,853,035	10,128,763	275,728	2.80%
Appropriated Fund Balance	-	-	-	0.00%
	<u>9,853,035</u>	<u>10,128,763</u>	<u>275,728</u>	<u>2.80%</u>
Total - All Funds	<u>\$ 360,036,399</u>	<u>\$ 336,373,114</u>	<u>\$ (23,663,285)</u>	<u>-6.57%</u>

Revenues - 2014 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2014	2013		
\$ -	\$ -	\$ 7,000	\$ 2,623,739	\$ 3,081,021	\$ (457,282)	-14.84%
-	-	9,143,739	(2,623,739)	(3,081,021)	457,282	-14.84%
-	-	9,150,739	-	-	-	0.00%
-	-	10,000	10,118,763	7,493,035	2,625,728	35.04%
-	-	825,000	(825,000)	-	(825,000)	-100.00%
-	-	835,000	9,293,763	7,493,035	1,800,728	24.03%
<u>\$ 44,352,278</u>	<u>\$ 37,392,438</u>	<u>\$ 175,897,990</u>	<u>\$ 78,730,408</u>	<u>\$ 78,730,408</u>	<u>\$ -</u>	<u>0.00%</u>

**SCHEDULE OF ADOPTED PROPERTY TAX LEVIES
LAST TEN FISCAL YEARS**

<u>Year</u>	<u>Adopted Tax Levies</u>	<u>\$ Increase (Decrease)</u>	<u>% Increase (Decrease)</u>
2005	46,759,959	18,213,777	38.95%
2006	64,973,736	4,885,045	7.52%
2007	69,858,781	2,551,921	3.65%
2008	72,410,702	1,939,438	2.68%
2009	74,350,140	2,594,820	3.49%
2010	76,944,960	-	0.00%
2011	76,944,960	1,915,429	2.49%
2012	78,860,389	(129,981)	-0.16%
2013	78,730,408	-	0.00%
2014	* 78,730,408	-	0.00%

* Proposed

**SCHEDULE OF TAXABLE ASSESSMENTS
LAST TEN FISCAL YEARS**

<u>Year</u>	<u>Full Value of Taxable Assessments</u>	<u>\$ Increase (Decrease)</u>	<u>% Increase (Decrease)</u>
2006	16,583,471,592		
		2,404,816,070	14.50%
2007	18,988,287,662		
		1,947,441,710	10.26%
2008	20,935,729,372		
		548,532,329	2.62%
2009	21,484,261,701		
		(539,114,075)	-2.51%
2010	20,945,147,626		
		(1,006,184,346)	-4.80%
2011	19,938,963,280		
		(1,081,738,671)	-5.43%
2012	18,857,224,609		
		(348,176,450)	-1.85%
2013	* 18,509,048,159		
		(564,580,345)	-3.05%
2014	* 17,944,467,814		

* Total Assessed valuation is from the Assessor's Report included with Executive Summary

