

**COUNTY OF ULSTER,  
NEW YORK**

**Analysis and Review  
of the  
Proposed 2013 Budget**

November 5, 2012

The Honorable Terry Bernardo,  
Chairperson 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 Chairperson 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 2013 is \$360.0 million, a decrease of \$3.6 million (1% decrease) as compared to the adopted budget for 2012. The budget as proposed contains a decrease in the property tax levy of \$130,000. Sales tax increased \$4.9 million, or 5.7% as compared to the adopted budget for 2012. Of course, since the County shares a portion of sales taxes with the City of Kingston and its Towns, an adjustment increasing the sales tax distribution has also been incorporated as a result of projected increased estimates in County collections. As of the date of the latest sales tax payment, 2012 collections have increased by 3.48% over 2011 collections. The County is anticipating this increase to continue through the end of 2012, and increase an additional 2% in 2013.

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The 2013 budget funded 1,666 benefitted positions while the 2012 budget funds 1,756 benefitted positions, including the Golden Hill Health Care Center. The proposed budget eliminates 90 positions; 18 positions that opted for the early retirement incentive, 44 vacant positions and 28 occupied positions. There is an amount budgeted in 2013 for salary increases and retroactive salary increases for the expected arbitration settlement with the Policeman Benevolent Association. As of December 31, 2012, only the CSEA, the County's largest Union has negotiated a contract settlement.

The proposed budget provides increased appropriations for the Golden Hill Health Care facility of \$1.1 million and \$2.7 million for the State Retirement as well as reductions for Mental Health \$2.9 million, Hospital and Medical Benefits \$1.4 million, Debt Service (BANS) \$1.95 million and the elimination of \$1.4 million contribution to the Ulster County Resource Recovery Agency.

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:

	<u>2013</u>	<u>2012</u>
General Fund	\$ 10,000,000	\$ 10,850,000
County Road Fund	900,000	-
Debt Service Fund	<u>2,350,000</u>	<u>650,000</u>
	<u>\$ 13,250,000</u>	<u>\$ 11,500,000</u>

As provided in the comparison of the proposed budget to the adopted budget, there is less reliance upon the use of fund balance in the General Fund, \$850,000 to help finance the proposed spending plan. The \$10 million of appropriated fund balance in the General Fund represents 13% of the tax levy for 2013. The County's 2011

Comprehensive Annual Financial Report indicates that \$17.5 million of unassigned fund balance is available for use in years subsequent to 2011. The amount appropriated for use in the proposed budget, \$10 millions, leaves a balance from the 2011 year of \$9.5 million. In addition the proposed budget relies on the use of \$2.476 million of restricted\assigned fund balance to fund specific programs.

The 2013 proposed budget also includes a number of new initiatives including providing relief to the Cities and Towns within Ulster according to the Executives budget message. A brief description of these initiatives follows:

- Implementation of Flow Control Programs – proposed budgetary savings of \$1.4 million
- Golden Hill Health Care Center sale proposal – proposed budgetary revenue of \$1.15 million (net of expenses)
- Mental Health program reductions – proposed savings of \$1.5 million
- Implementation of an Auto Use Tax – proposed revenue of \$915,000
- A 3 year takeover of the local share of the Safety Net Program – proposed cost \$1.7 million
- Sale of surplus buildings – proposed revenue of \$1.5 million

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 2013 are compared to fiscal year 2012 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,

*O'Connor Davies, LLP*

**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 2012 to be \$88.3 million, which is approximately \$3.1 million more than the 2012 adopted budget of \$85.2 million. The Administration projects \$87.9 million. As of October 19, 2012, the date of the latest sales tax payment, year to date collections from New York State are up an average of 3.48% from 2012. Although the 3rd quarter experienced no growth in collections from 2011 to 2012. Our 2012 projection through the remainder of the year assumes that payments in the fourth quarter will approximate the 2011 actual amounts.

The County anticipates \$90.1 million from sales tax revenues in the 2013 budget. In deriving this estimate, the County projected a growth rate of approximately 2.5% above its 2012 projection of \$87.9 million, for a total of \$90.1 million.

In deriving our estimate for next year we applied the County's estimated growth of 2.5% to our projection for 2012. This results in an estimate of \$90.6 million which is \$500,000 more than the estimate proposed for County purposes.

Included in the 2012 adopted budget and 2013 proposed budget is a "gross-up" is to be shared with the various municipalities is offset by an expenditure included in the budget. Based on our 2012 revenue projection of \$88.3 million, we have projected the expenditure for the portion due to the various municipalities to be \$15.0 million, which is \$500,000 more than the adopted budget of \$14.5 million. Based on our 2013 revenue projection, we estimate the portion due to the local governments to be \$15.37 million, which is approximately \$80,000 more as a result of a higher estimate for gross sales tax collections of \$105.9 million in 2013 of which the County retains \$90.5 million.

## **Interest and Penalties on Real Property Taxes**

The 2013 budget includes an estimate of \$4.2 million for interest and penalties on real property taxes, which is \$250,000 greater than the amount budgeted in 2012 of \$3.95 million. Revenues earned through September 30, 2012, are \$4.0 million. Based on year to date collections we anticipate that the County will collect \$4.9 million in 2012, which is approximately \$900,000 more than the amount contained in the adopted budget.

In deriving our 2013 estimate, we held our 2012 projection of \$4.9 million at the same amount due to the economy and the slow tax collections. Based on this method, we believe that 2013 estimated collections of \$4.9 million will exceed the proposed estimate of \$4.2 million by \$700,000. We therefore recommend an increase of \$700,000 to the 2013 budget.

## **Hotel/Motel Occupancy Tax**

The hotel occupancy tax represents 2% of eligible income from all 274 hotel registrants within the County. The 2013 budget includes an estimate of \$1 million for hotel taxes, which is unchanged from the 2012 budget. Based on nine months of collections, we project total revenues to be approximately \$1.1 million during 2012, which is \$100,000 greater than the 2012 adopted budget.

In deriving our estimate for the 2013 year, we utilized our 2012 projection and anticipated no growth. Based on this methodology we estimate the County's collections will be \$1.1 million. Therefore we recommend an increase of \$100,000 to the 2013 proposed budget for hotel/motel occupancy tax.

## **Gain on Sale of Tax Acquired Property**

The 2013 budget includes a \$650,000 estimate for Gain on Sale of Tax Acquired Property, which is \$50,000 greater than the amount budgeted in 2012. Revenues

realized for 2011 were \$980,000, which were \$500,000 more than in 2010. Moreover, revenues earned in the current year through September 30<sup>th</sup> are \$834,000, or \$230,000 greater than the 2012 adopted budget. As indicated by historical figures, substantially all revenues are earned by September 30<sup>th</sup>, 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 30<sup>th</sup> we believe that the County will receive \$200,000 more than the proposed estimate, but we do not recommend an increase 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 2012 and 2013 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. Our review of the taxes receivable County wide as of September 30, 2012 reveal that the tax collections have decreased compared to the prior year. We therefore project a shortfall of \$600,000 for 2012. This projected shortfall is net of the \$750,000 provided in the 2012 budget.

We anticipate that 2013 collections will remain similar to that in 2012, and therefore we recommend that the County include a greater tax overlay in the 2013 budget. This is of particular importance since the current practice of relying upon fund balance accumulated from prior years will serve to deplete the amount of undesignated fund

balance rather quickly in this economic downturn. We suggest that the County budget an additional tax overlay of \$600,000.

### **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 2012 adopted budget for the County Clerk fees in the recording division are \$1.7 million which is \$250,000 less than the 2011 budget. Our projected 2012 revenues of \$2.0 million are based on nine months of collections which were then annualized, resulting in an amount that is \$300,000 more than the adopted budget. Our 2013 projection is based on the 2012 projection with no growth, which results in \$200,000 more than the 2013 proposed budget of \$1.8 million. We therefore recommend a \$200,000 increase to the proposed County Clerk fees for the recording division.

The 2012 adopted budget for the County Clerk fees in the motor vehicle division is \$880,000 which is \$30,000 less than the 2011 budget. Our 2012 projection is \$1 million based on the amount collected as of September 30<sup>th</sup> which is \$100,000 more than the 2012 adopted budget. Our 2013 projection is based on the 2012 projection with no growth which is \$50,000 more than the 2013 proposed budget of \$940,000. We therefore recommend a \$50,000 increase to the proposed County Clerk fees for the motor vehicle division for 2013.

### **Public Safety Administration - Emergency "911"**

The County implements 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.

These charges provide revenue of \$1.96 million in 2013, appropriations to operate the Emergency Communications Division – 911 are estimated at \$3.3 million without fringe benefit costs. The difference between revenues and appropriations of \$1.446 million has been appropriated from Restricted Fund Balance. (See discussion that follows).

### **Appropriation from Reserves**

The 2013 proposed budget includes the following appropriation from restricted fund balances (reserves):

E-911	\$ 1,446,000
Probation	620,000
Jail (telephone commissions)	260,000
Tourism	<u>150,000</u>
Total	<u>\$ 2,476,000</u>

The 2013 budget anticipates utilizing substantially all of the available reserves as one time revenue sources. 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 2013, an increase in the property tax levy of \$2,476,000, or 3.1% would have been required.

### **Golden Hill Health Care Center**

In 2012 the County proposed and budgeted for the sale of Golden Hill Healthcare Center (“GHHCC”). Revenues of \$9.37 million and transition expenses of \$1.37 million were included in the 2012 adopted budget.

The County established Golden Hill Local Development Corporation (“LDC”) on October 7, 2011 to facilitate the transfer of GHHCC assets prior to the final sale. The Legislature by adopting resolution 266-11 on December 5, 2011 authorized the transfer of GHHCC assets to the LDC thus beginning the process of selling the facility. The original



transition plan included the issuance of approximately \$8 million of Bond Anticipation Notes and the transferring of these proceeds to the County estimated as a revenue in the 2012 Adopted budget. Our interpretation of Government Accounting Standards Board ("GASB") Statement 48, revenues cannot be recorded until the transaction is finalized, and all of the terms and conditions of the sales agreement are fulfilled by a third party other than the LDC.

Therefore, based on the above facts we are recommending the revenue associated with the sale of GHHCC assets, of approximately \$9.37 million, not be recorded in the 2012 fiscal year. Additionally, we are projecting a savings of \$1.35 million in the expenses budgeted for the transition of the facility due to the fact that the sale has not yet been finalized in 2012.

The 2013 proposed budget includes additional revenue of \$1.95 million and expenses of \$813,000 related to the sale of GHHCC by the newly created LDC. We are recommending no change to these amounts, but we want to bring to your attention the issues regarding the timing of this transaction. It is our understanding that it could take approximately 12-18 months before the New York State Department of Health approves the transfer of the operating certificate to the new owner. If the sale of the facility is conditioned upon this transfer occurring, the revenue recognized from this sale may not be available to the County until 2014.

As part of this process the administration should provide an analysis of the impact of this entire transaction on the General Fund fund balance. Upon the finalization of the sale the Enterprise Fund will no longer be a fund within the County. It will be consolidated with the General Fund therefore any surplus\deficit will enhance\reduce the unassigned fund balance available for use in and beyond fiscal year 2014.

### **Mental Health**

During 2012 the County began reducing out-patient clinical services it provides by transferring certain clients to available private and not for profit providers. The 2013

proposed budget continues this approach by eliminating children's mental health out-patient services from the proposed budget.

Approximately 290 clients were using these services and they accounted for over 10,000 visits annually. The County has arranged for Astor Services for Children & Families to provide these services this year and into the future. Based on the information provided by the administration the savings included in the 2013 proposed budget is approximately \$1.5 million. To achieve this savings the administration is proposing the elimination of 52 positions, of which 21 are currently vacant, 3 will take the Early Retirement Incentive and 28 employees will be laid off.

### **Automobile Use Tax**

The 2013 proposed budget contains a new revenue source in the amount of \$915,000 from a tax on motor vehicle use. In deriving this estimate, the County utilized the five year average of annual vehicle registrations in the County. This number was then multiplied by the proposed fee of \$10 (\$5 per year) for passenger vehicles and \$20 (\$10 per year) for commercial vehicles. This revenue would amount to \$915,000 over a twelve-month period. The estimate contained in the 2013 proposed budget assumes the tax would go into effect as of January 1, 2013. Management has indicated that this tax has to be approved by the County Legislature. Assuming there is lead time required of several months in order for New York State to properly reflect this tax on the registration bills, we suggest budgeting only 3 quarters of this amount, or approximately \$700,000. Therefore, we recommend a decrease to this revenue line in the amount of \$200,000.

### **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 2010 and 2011 net service fees were \$1.382 million and \$1.366 million,

respectively. The 2012 net service fee, as determined by the 2013 Agency budget, will be \$2.5 million. This amount is in excess of the 2012 adopted budget of \$1.4 million in the amount of \$1.1 million.

The 2013 proposed budget anticipates eliminating the net service fee. In order to successfully realize the elimination of the net service fee, the County will need to enact flow control. Flow control will require all solid waste within the County to be delivered to the Agency, thereby eliminating private and out-of-county competition and allowing the Agency to set more favorable pricing structures. The Agency has provided estimates of various rate structures ranging from \$85 to \$109 per ton and tonnage of 143,725 that would eliminate the need for a net service fee. These estimates appear reasonable based on current known financial data and the assumption that flow control will provide the Agency with the ability to set prices as necessary to cover costs. Assuming that the County successfully passes the flow control law, we feel the elimination of the net service fee is reasonable and we propose no changes to the 2013 budget.

The chart below indicates the Revenues generated from tipping fees based upon the three scenarios provided to us by management:

	Estimated Tonnage	Current Rates	Proposed Rates		
			#1	#2	#3
Towns	11,999	\$90/Ton	\$101/Ton	\$95/Ton	\$100/Ton
City of Kingston	7,875	\$80/Ton	\$101/Ton	\$85/Ton	\$90/Ton
Other	123,851	\$95/Ton	\$101/Ton	\$109/Ton	\$108/Ton
		Current Cost	Proposed Cost		
			#1	#2	#3
Towns		\$ 1,079,910	\$ 1,211,899	\$ 1,139,905	\$ 1,199,900
City of Kingston		630,000	795,375	669,375	708,750
Other		11,765,845	12,508,951	13,499,759	13,375,908
		<u>\$ 13,475,755</u>	<u>\$ 14,516,225</u>	<u>\$ 15,309,039</u>	<u>\$ 15,284,558</u>

**EXPENDITURES**

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## EXPENDITURES

### Personal Services

The primary purpose of government is the delivery of mandated and discretionary services. Many of the services provided are furnished directly by County employees. Personal service costs, inclusive of salaries and overtime, in the year 2013, to fund 1,666 benefited positions, are budgeted at a cost of \$90.1 million, which is inclusive of \$14.8 million for the Golden Hill Health Care Center. The 2012 adopted budget totaled \$93.6 million to fund 1,756 benefited positions, which is inclusive of \$15.3 million for the Golden Hill Health Care Center. Salary costs, inclusive of overtime approximate 25.07% of the 2013 proposed budget. The inclusion of fringe benefits, which are directly related to personal service expenditures, increases this percentage to approximately 40.92%. The personal service categories provide County management with the greatest opportunity for flexibility. This flexibility results from the timing and control of filling vacant positions and retirement incentives. Savings created from the personal service categories generate savings in the employee benefit categories, as well.

The first step in our approach to analyzing personal services is directed at determining additional savings. To accomplish this objective, we analyzed total personal service costs through the latest available payroll register and annualized this amount to project total personal service costs for the year. We compared the 2012 projected amount to the 2012 adopted budget to estimate the gross variance between projected actual salaries and the adopted budget for salaries for the year. 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 2013 proposed budget is net savings of \$700,000 from an early retirement separation Incentive, effective during the fourth quarter of 2012. Approximately 18 eligible County employees are electing the early retirement incentive whereby they receive a payment of \$12,500 each for a total cost of \$225,000 in 2012. All of these employees have given their notice and will officially retire

as of November 30<sup>th</sup> 2012. In addition to the separation incentive, the elimination of 44 vacant positions and 28 currently occupied positions will also result in additional savings.

In summary, our analysis indicates that total salaries, less overtime and excluding the possible settlement of expired labor contracts for 2012, will aggregate approximately \$72 million, exclusive of our projection for the Golden Hill Health Care Center of \$14.5 million. Our projection for total salaries for 2012 exclusive of overtime and Golden Hill Health Care Center is approximately \$3.9 million less than the 2012 adopted budget. In 2012 Golden Hill Health Care Center is also projected to generate a surplus of approximately \$800,000 due to vacant positions not being filled. Our projected expense in 2012 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 2012 projected salaries, plus or minus any adjustments for step increases, positions not funded, etc., to the County's 2013 proposed budget. The 2013 budget for salaries, less overtime and budgeted amounts for the settlement of labor agreements is \$72.1 million, exclusive of the Golden Hill Health Care Center of \$14.8 million. This is approximately \$100,000 more than our 2012 projected expense of \$72 million.

The final step in our approach is to compare the 2013 proposed budget to our 2013 projected salaries. The 2013 projected salaries less overtime is \$70.4 million, exclusive of the Golden Hill Health Care Center of \$14.7 million and the settlement of expired labor contracts. This is approximately \$1.7 million less than the 2013 proposed budget. Our projection for 2013 does not include an estimated figure for the settlement of the expired labor contracts.

The possible closure of Golden Hill Health Care Center complicates the outlook for the 2013 budget. The County has included \$1.942 million for separation pay based on accumulated vacation buyouts along with an additional \$2 million in contracted per diem services due to the possibility of employees seeking other employment. Given that the

County has budgeted the salaries for all existing employees of Golden Hill Health Care Center and the funding of per diem employees, we are projecting a savings of \$600,000. This is based on the assumption that as positions become vacant they will be filled by per diem employees as opposed to full-time permanent employees.

In summary, our analysis indicates that savings from salaries in 2013 exclusive of Golden Hill Health Care Center and net of any consideration for any labor contract settlements will be approximately \$800,000.

### **Overtime**

The actual 2012 overtime of \$1.8 million through the latest pay period, annualized for the whole fiscal year results in a total of \$2.3 million. This 2012 projection has been compared with the 2012 adopted budget total of \$2.3 million resulting in no variance.

The 2013 budget provides for overtime of \$2.25 million, a net decrease of approximately \$50,000 over the adopted budget for 2012. The County has reduced the number of employees from the prior year, however, the departments effected do not appear to require much greater additional overtime as a result of the eliminations. In summary, our projected 2013 overtime salaries is approximately \$100,000 more than the 2013 proposed budget for overtime of \$2.25 million.

### **Labor Contracts**

Effective January 1, 2013 the following labor contracts will be expired:

Staff Association	12/31/10
Sheriff's Association	12/31/09
Police Benevolent Association	12/31/07
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 budget where \$1 million has been 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 \$1 million (inclusive of Fringe Benefits) for the years 2012 and prior, with an additional \$725,000 (inclusive of Fringe Benefits) for 2013. The County recently settled the contract with the Civil Service Employees Association ("CSEA") which included 0% for 2011, 0% for 2012 and 1.75% for 2013.

**Jail**

The average prisoner census for the nine months during the current year has averaged 359 prisoners as compared to 331 for the same period last year. During the current year the monthly average has been ranging from a low of 322 prisoners to a high of 383 prisoners.

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

Average Monthly Prisoner Population			
	2011	2012	
January	329	322	
February	352	338	
March	333	342	
April	332	374	
May	324	365	
June	335	367	
July	342	372	
August	340	383	
September	330	362	
October	326	360	estimated
November	320	360	estimated
December	311	360	estimated
Average	331	359	

### *Food Costs*

The proposed 2013 budget includes an appropriation of \$640,000 to provide food for the inmates and correction officers on each respective tour. The jail has contracted with Aramark to provide food services and has two County kitchen employees. The appropriation for food services in 2012 is based on a contracted per meal charge for inmates of \$1.403 and a per meal charge for staff of \$2.25. We based our 2012 projection on a monthly jail population of 359 inmates and a cost per meal for inmates of \$1.403 and a cost per meal for staff of \$2.25 therefore we project 2012 food expenditures to amount to approximately \$600,000, which approximates the 2012 budget. Our 2013 projection of \$650,000 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 \$1.403 and a per meal charge for staff of \$2.35. Cost per meal is based on number of inmates, and as the number of inmates' increases, cost per meal decreases. Our 2013 projected food expenditures are comparable with the 2013 proposed budget and therefore, do not recommend a change.

### *Jail – Inmate Board-Ins*

The County receives funds from surrounding Counties and the U.S. Marshalls for housing inmates in its facility. In 2012 and 2013 Ulster has been receiving \$102 a day from the U.S. Marshalls and \$85 a day for surrounding Counties board-in revenues.

The County's monthly average board-in population for 2012 is approximately 45 inmates (yielding total days of 10,519); the U.S. Marshalls average 6 inmates and surrounding Counties average 39 inmates. Based on our calculation of average board-in inmates at their daily rates we project approximately \$875,000 in revenues, which is about \$200,000 more than the 2012 adopted budget of \$682,550. The 2013 proposed budget of \$915,000 is comparable to our 2012 projection. Our 2013 projection of \$900,000 is based on the 2012 projection of approximately \$875,000 which is consistent with the County's assumptions. We are not recommending a budget change for 2013.

## *Personal Services*

The 2013 budget for personal services, including overtime, is \$90.1 million, a decrease of \$3.5 Million over the 2012 adopted budget. The decrease is primarily due to the layoffs of 28 employees, the elimination of 44 vacant positions, and 18 positions opting for the local early retirement incentive. The Department has not requested any additional correction officer positions in their 2013 departmental request.

We project total salary costs at the Jail to be \$10.3 million for 2012, which is \$400,000 less than the 2012 adopted budget. This savings has been accounted for in the "Personal Services" section discussed earlier in the report. We are projecting that in 2013 approximately \$10.45 million will be expensed compared to the 2013 adopted budget of \$10.9 million. We are proposing approximately a \$450,000 favorable variance.

Actual overtime cost was \$963,983 for 2011 and, through nineteen pay periods in 2012, the Department has expended approximately \$560,000 for overtime. We project that total overtime costs for 2012 will approximate \$760,000, which is \$30,000 more than the adopted budget. The 2013 proposed budget for overtime is approximately \$665,000. Based on available information, we do not recommend a change to the 2013 proposed budget.

## **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, 2013 the rates range from 10.1% to 28.9% of covered salaries, with an effective rate of 19.0%. These rates apply to the final nine months of the 2012 year. For the plan year ending March 31, 2014, rates range from 11.5% to 32.7%, with an estimated effective rate of 21.0%.

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 reasonable and consistently applied, it fails to account for wage base calculation estimate made by the pension system. The effect is that pension costs do not always match the fiscal year in which they pertain to. Generally Accepted Accounting Principles require that the calculation of retirement expense be based on current year's salaries and the appropriate rate as published by the New York State Retirement System.

Based on the analysis of estimated payroll costs for 2012 and applying a two year average rate, we project 2012 expenditures to be \$16.9 million. This is approximately \$200,000 greater than the 2012 budget of \$16.7 million.

Based on the analysis of estimated payroll costs for 2013 and applying the rates above for the respective periods, we project 2013 expenditures to be \$19.5 million which approximates the 2013 proposed budget.

The 2012 adopted and 2013 proposed budgets do not anticipate utilizing the pension system's "contribution stabilization program". New York State developed this program to enable expenditure relief and allow municipalities to defer fast rising pension costs. This program allows 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 15<sup>th</sup> 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, 2014 is estimated by NYS to be \$7.7 million. If the County elected to participate, the savings to the 2013 budget would be 75% of this amount, or \$5.8 million. This election would require an annual amortization payment, including interest, over the next ten years.

## **Health, Dental and Vision Benefits**

Our approach in analyzing appropriations for employee benefits in the 2013 budget was to analyze both financial and participant information. Utilizing this information, we projected costs for the 2012 year and reviewed assumptions made in preparation of the 2013 budget.

### *Health Insurance*

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. The 2012 projected claim payments, net of employee reimbursements aggregates to \$15.7 million. The adopted budget for 2012 of \$17.8 million compared to the projected expense of \$15.7 million results in a projected positive budget variance of \$2.1 million. Projected drug costs for 2012 are \$4.1 million, or \$500,000 less than the adopted budget of \$4.6 million.

The 2013 proposed budget for medical claims is \$17.8 million, which includes actual claims, administrative fees, stop-loss insurance and is reduced by employee reimbursements. The methodology applied to arrive at this figure is to reduce the 2012 projected expense by 2.89%, which is an estimate of the reduced costs for the headcount elimination and assuming a growth rate of 10%. The 2013 proposed budget for drug costs is \$4.6 million inclusive of employee reimbursements. The methodology applied to arrive at this figure is to reduce the 2012 projected expense by 2.89% and

assuming a growth rate of 6%. Because the County is self insured, actual expenses can vary greatly from these budgeted amounts. In summary, the 2013 proposed budget for health and drug claims appears reasonable and we propose no changes. Due to the erratic nature of these expenses, we recommend that the County monitor the expenses closely, as any budget shortfalls will need to be addressed with the reduction of other appropriations within the budget.

### **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 2013 of 7.65%. This is the same rate as in 2012. For 2013, the Social Security rate of 6.2% will be applied to a maximum of \$113,700 of wages, while the Medicare rate of 1.45% has no taxable base limitation.

We anticipate that the 2012 expenses for social security and Medicare will be \$6.6 million which is approximately \$500,000 less than the adopted budget of \$7.1 million.

The County's total budgeted Social Security and Medicare costs for 2013 are \$7.0 million. Based upon the amounts budgeted for personal services in 2013, along with the rates which will be in effect for 2013, we calculate the social security and Medicare costs to be approximately \$6.8 million, which is \$200,000 less than the 2013 proposed budget. This variance is derived by applying a conservative estimate of the amount of pre-tax contributions to health insurance and wages over the social security cap of \$113,700. Therefore, we recommend a reduction to social security and medicare tax in the amount of \$200,000.

## 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 \$10,500. Unemployment costs are projected to be approximately \$200,000 for 2012, which is \$350,000 less than the 2012 adopted budget of \$550,000. The County has assumed the following in the 2013 budget:

	Number of unemployed assumed	Amount per week	Number of weeks assumed	Total costs
County-wide	29	405.00	26	\$ 305,000
Golden Hill benefited employees	77.25	333.65	26	670,000
Golden Hill unbenefited employees	39.6	149.77	26	154,000
Mental health	23.8	405.00	26	<u>251,000</u>
				<u><u>\$ 1,380,000</u></u>

County-wide costs are projected to be \$100,000 greater than the 2012 projection of \$200,000, or approximately 10 unemployed people. The assumptions for Golden Hill benefited employees is that 25% of the current workforce will utilize County unemployment benefits and that 60% of un-benefited employees will utilize unemployment benefits. The aggregate cost estimate for Golden Hill is approximately \$800,000. The County has also assumed that 85% of the Mental Health department layoffs will utilize unemployment benefits at an aggregate cost of \$250,000. We feel that these projections are conservative especially considering that Golden Hill Health Care Center has annual salaries budgeted in full. Therefore, we are projecting a savings of \$400,000 since any reduction of the workforce would be phased in and, as stated above, the salaries are budgeted in full.

## **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 2013 proposed budgeted expenditures of \$115.7 million for DSS is 32.2% of the total proposed County budgeted expenditures as compared to \$115.2 (31.8%) for 2012. New York State mandates define the majority of the services provided. The County Taxation necessary to fund these mandates for the 2013 proposed budget is \$52.34 million, an increase of \$3.12 million over the 2012 adopted budget of \$49.22 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 2013 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.



## 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

<u>Type</u>	<u>2011 Actual</u>	<u>2012 Original Budget</u>	<u>2013 Proposed Budget</u>
Federal	\$ 31,159	\$ 29,938	\$ 30,508
State	22,182	24,590	22,697
Other	9,937	11,477	10,171
County Taxation	41,820	49,218	52,342
Total	<u>\$ 105,098</u>	<u>\$ 115,223</u>	<u>\$ 115,717</u>

### Percentage

<u>Type</u>	<u>2011 Actual</u>	<u>2012 Original Budget</u>	<u>2013 Proposed Budget</u>
Federal	29.65%	25.98%	26.36%
State	21.11%	21.34%	19.61%
Other	9.45%	9.96%	8.79%
County Taxation	39.79%	42.72%	45.23%
Total	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>

## Expenditures

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

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Proposed</u>
DSS Administration	\$ 20,473	\$ 21,122	\$ 21,154
Purchase of Services - Day Care Program	3,594	3,200	3,200
Services for Recipients	1,081	1,325	1,250
Medical Assistance	487	400	300
MMIS - Medicaid	34,713	39,378	39,573
Special Needs Program	-	3	0
Family Assistance	11,572	12,000	13,500
Children's Services	24,922	27,950	27,250
Juvenile Delinquent Care	269	400	400
State Training School	113	400	300
Safety Net	7,655	8,700	8,500
Home energy Assistance Program (HEAP)	86	165	110
Emergency Aid For Adults	133	180	180
Total	<u>\$ 105,098</u>	<u>\$ 115,223</u>	<u>\$ 115,717</u>

### *Day Care*

The Child Day Care 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 2012 Adopted budget contained appropriations of \$3.2 million and the projected expenditure is \$4.0 million leaving this account \$800,000 overexpended. The 2013 proposed budget includes the same amount \$3.2 million. 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, \$39.9 million of medical assistance expenditures represent 34.5% 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 with calendar year 2006, New York State inaugurated a new methodology for charging the local share of Medicaid. Counties will be charged a level weekly amount based on expenses incurred in calendar year 2005. The final calculation of the County's base expenditure for 2005 by New York State totaled \$29,791,186. This cap will be increased by 3.5% in 2006, 3.25% in 2007, and 3% each fiscal year thereafter. This growth rate is applied in a non-compounded manner. Should actual expenditures for any of these years total less than the capped amount, New York State will reimburse the County for the difference.

The payments to New York State for MMIS weekly shares will total approximately \$36.3 million in 2012. In addition to the expenditures included in the cap are expenditures for the County's share of Intergovernmental Transfers ("IGT") totaling \$2.4 million for total MMIS expenditures of approximately \$38.7 million, \$700,000 less than the adopted budget.

The MMIS base will be increased by 3.00% in 2013, not compounded. Fiscal Year 2013 also includes an extra weekly share, for a total of 53 payments, due to the date the first payment is due. This will not reoccur in Fiscal Year 2014. This will result in capped expenditures of \$37.7 million. With estimated Intergovernmental Transfers ("IGT") of \$1.9 million, total expenditures for MMIS in 2013 are expected to total \$39.6 million, which approximates the proposed budget. We therefore propose no change to the 2013 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. By 2011 the number of cases has increased by approximately 40% over the 2008 level. Based on the number of cases as of September 30, 2012 and the County's average cost per case we have projected 2012 expenditures for this program to be \$13.8 million, which is \$2.1 million greater than 2011, and \$1.8 million over the 2012 adopted budget of \$12 million. The net increase to the County's local share would be \$700,000.

The 2013 proposed budget of \$13.5 million reflects a 12.5% increase over the 2012 adopted budget. Based on the County's projected 2012 usage we project program expenditures of \$14.25 million which is approximately \$750,000 greater than the proposed budget, for a net shortfall to the County of \$300,000.

### *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 is proposing a change in the structure of this program. 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 will absorb 1/3 of the local share thus giving relief to the Cities and Towns. In 2014 and 2015 the County will assume another 1/3 of the cost each year whereby the entire program becomes the responsibility of the County. 2009 saw total expenditures increase by 32% and are projected to remain at this increased level until the downturn in the economy subsides. If the number of recipients continues to remain steady we project expenditures of \$7.8 million in 2012, which is \$900,000 less than the adopted budget. The 2013 proposed budget includes \$8.5 million which is \$200,000 less than the 2012 adopted budget. Based on the proposed modifications to the reimbursements to the Cities and Towns, the County's share of the program is \$1.7 million greater than the previous year. We are recommending no change to the 2013 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.

#### *Child Care Program*

Expenditures in 2011 were \$6.1 million which was an increase of 3.5% from 2010 and less than the 2011 adopted budget by \$500,000. The 2012 adopted budget is \$7 million, a 6% increase from 2011 adopted budget. Based on expenditures through July 31, 2012, we project 2012 expenditures to be \$7.9 million, an overexpenditure of

approximately \$900,000 and a net cost to the County of approximately \$250,000. We anticipate enrollment for 2013 to remain relatively flat and using the County's average rate per enrollee we project expenditures to approximate \$8 million an amount equal to the 2013 proposed budget. We therefore propose no change to the 2013 proposed budget.

#### *Handicapped Children Program*

This program includes the charges by school districts for the expenses of the committees on special education for handicapped children. Charges in 2011 amounted to \$4.1 million which exceeded the 2012 adopted budget by \$350,000. The 2012 adopted budget is \$3.75 million, an amount consistent with 2011. Based on the charges through July 31, 2012, we anticipate charges will amount to \$3.9 million. This projection results in an overexpenditure of \$250,000 and a net cost of \$150,000. Our projections for 2013 indicate that expenditures will approximate \$4.25 million an amount consistent with the 2013 proposed budget. We therefore propose no change to the 2013 proposed budget.

#### *Early Intervention Program*

The Early Intervention Program serves children with developmental disabilities from birth through two years of age and provides remedial services in the child's natural environment, either at home or in a daycare center.

As part of our review of this Department, we looked at the cost trends in this Program. Our projection for 2012 approximates \$2.4 million or \$350,000 more than the amount included in the 2012 adopted budget.

Based on our evaluation we project that expenditures for 2013 will total \$2.5 million which approximates the budget. We therefore propose no change to the 2013 proposed budget.

## *Handicapped Preschool Program*

The preschool program serves handicapped children ranging in age from three to five years. The State has recommended that children be treated in the least restrictive environment as appropriate, beginning with services provided in the home or in daycare centers, then in integrated programs serving both handicapped and non-handicapped children, and finally in self-contained classrooms serving only handicapped children.

When a child requires transportation to a treatment location, the County must provide the resources. Nearly half the children in the preschool program are served at treatment centers and are transported by bus. In addition to those who receive center-based therapy, approximately half of the children served are treated by itinerant therapists who go to the child's home or daycare center to provide services. An evaluation is required for each child within the program, and progress is monitored by a service coordinator throughout the year.

As part of our analysis, we examined expenditures relating to the center-based programs, as well as itinerant services, costs of evaluations and one-to-one aides, all of which are included in our projections. Tuition rates charged by center-based programs are difficult to predict because New York State has not approved the final rates on a timely basis. Year to date expenditures have been recorded on the basis of approved rates. We have analyzed expenditures as of July 31, 2012 and projected program costs of \$11.1 million, which is \$4.1 million less than the 2012 adopted budget of \$15.2 million resulting in a net savings of \$1.6 million. For 2013 we project these costs to be \$11.75 million, based on estimated enrollment and costs increases of 4%, which is \$750,000 less than the 2013 budget of \$12.5 million. Our projection would result in a net savings to the County of approximately \$350,000.

## **Debt Service**

The executive budget for 2013 reflects a budgetary provision of \$9.85 million for interest and principal payments on serial bonds. Included in this amount are principal payments of \$6.2 million and interest payments of \$3.4 million on serial bonds which are currently outstanding and estimated principal, payments of \$175,000 and interest payments of \$85,000 on serial bonds to be issued in November 2012. The November 2012 borrowing has not occurred at the time of our analysis. The amount in the 2013 executive budget was estimated by the County based on similar debt issued in prior years. Municipal Finance Law permits principal payments on newly issued bonds to be extended up to 24 months from the date of issuance. If the County availed itself of this provision, the principal portion in the amount of \$175,000 can be reduced from the 2013 appropriation. There is no need to adjust the interest budget due to the fact that the change is minimal.

The 2012 adopted budget provided for \$400,000 of interest expense on \$24.68 million of Bond Anticipation Notes ("BANs") currently outstanding. Based upon the stated interest rate of 1.25%, our calculations yield interest expense of approximately \$300,000 or \$100,000 less than the 2012 adopted budget.

The County has, in addition to the payments on the serial bond indebtedness, included \$425,000 in the 2013 proposed budget for principal and interest payments for BANs currently outstanding in the amount of \$24.68 million less anticipated principal payments of approximately \$6 million in 2012. The majority of the BANs currently outstanding are expected to be converted into long-term debt at the end of 2013. Per discussion with management the anticipated conversion of BANs currently outstanding will result in no principal pay downs in 2013. The anticipated issuance of the serial bonds will not affect debt service payments until 2014. Our calculation of the interest payments at an expected rate of 1.25% yields annual interest expense of \$235,000, which is less than the 2013 budget by \$100,000. Therefore, we recommend decreasing the 2013 budget by this amount.



## **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 2013 recommended budget for Buildings and Grounds includes provisions for electricity/gas in the aggregate amount of \$1,210,057, which is a decrease of approximately \$317,000 from the 2012 adopted budget. Our projection of 2012 expenditures through year-end is approximately \$1,000,000, which is approximately \$525,000 less than the adopted budget.

We anticipate 2013 electricity/gas expenditures to approximate \$1 million. This estimate was derived based on the expected rates to stay the same. This is \$200,000 lower than the 2013 adopted budget. We are therefore recommending a \$200,000 decrease in the 2013 budget which will create a savings for the County.

#### *Heating Fuel*

The 2012 adopted budget for heating fuel in the Law Enforcement Division is \$262,500. Actual expenditures for heating fuel as of September 30, 2012 are \$204,154, an amount comparable to the same time period in 2011. Assuming relative stability in prices for the last quarter, we project that 2012 cumulative expenditures will be \$312,500, an amount which is approximately \$50,000 greater than the adopted budget.

The proposed 2013 budget for heating fuel in the Law Enforcement Division is \$262,500, the same amount as in the 2012 adopted budget. Assuming the usage and the per gallon price of heating fuel remains relatively stable in 2013 the proposed budget seems reasonable on the basis of an overall average from prior years.

## **Highways and Bridges**

### *Salt and Chloride*

Current year to date actual expenditures as of September 30, total \$627,000. The County has expended all of its funds for salt and chloride and is at full capacity, with no projected expenditures remaining for 2012. Therefore, the 2012 expenditures are going to have a favorable variance of \$350,000.

The 2013 proposed budget contains a provision of \$700,000 to be used to purchase salt for the purpose of snow removal. This year DPW has decided that they will no longer be purchasing sand, but only salt. This decision has led the County to cut the Budget by \$300,000 and increase the contingency fund by a similar amount. Since it is difficult to predict the severity of weather in the upcoming winter, and the 2013 proposed budget is consistent with historical average usages, we are proposing no adjustments.

### **Community College Tuition**

The proposed budget provides for payments of tuition for County residents attending community colleges other than Ulster Community College. The average expenditures for 2010 and 2011 were \$3 million. The adopted budget for 2012 is \$3.3 million. Through nine months, the County has expenditures totaling \$1.5 million. Based on the past two years of activity through nine months, the expenditures incurred approximate 52% of the total expenditures for the year. Based on this trend, we anticipate the 2012 expenditures to approximate \$2.9 million, an amount that is \$400,000 lower than the adopted budget. The 2013 proposed budget is \$3.1 million, an amount which is \$200,000 greater than our current year expenditure projection. Recently released information from the New York State Education Department indicates that for 2013 there will be a substantial increase in chargeback rates. An example is Dutchess Community College, where a large portion of Ulster students attend, this rate increased \$620 per semester from \$1,130 to \$1,750. Based upon information received from the

Budget Department, subsequent to the issuance of our draft report and taking into account the increase in tuition rates we anticipate the 2013 expenditures to be \$3.6 million, which is approximately \$500,000 more than 2013 proposed budget. Therefore, we recommend the Counties proposed Community College Tuition be increased by \$500,000.

**CONTINGENCY**

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## CONTINGENCY

The 2012 adopted budget and the 2012 revised budget appropriated \$1.35 million and \$1.11 million, respectively for contingency funds. At the time of our analysis, approximately \$237,000 from the adopted budget was transferred to various budget lines. The balance of \$1.10 million remains unexpended. Per our discussion with management, there is no additional anticipated use of these funds.

The General Fund executive budget for 2013 provides for a contingency appropriation of \$1,200,000. Of this amount, \$900,000 has been earmarked for general contingency and the balance of \$300,000 is earmarked for the anticipated implementation of a new salt and chloride program in the Department of Public Works.

We believe that it is prudent for the County to have funds available for unforeseen needs that may arise throughout the year. The amount for contingency purposes in the 2013 executive budget represents less than 1% of total appropriations. We, therefore, do not recommend a change to the budgeted amount.

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**CONCLUSION AND  
RECOMMENDATIONS**



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## CONCLUSION AND RECOMMENDATIONS

The Executive's proposed budget contains a new recurring revenue source a vehicle registration fee, the use of \$2.5 million of restricted\assigned fund balance, \$2.35 million of Debt Service fund balance and \$10 million of General Fund fund balance. In addition the proposed budget reduces the property tax levy, therefore staying under the newly imposed 2% tax cap.

Our projection of the current years, 2012, operating results indicate that the County will generate a budgetary surplus of approximately \$6.4 million. This will leave the County with approximately \$23.9 million of unassigned fund balance available for use in this and future budgets. The components of this budgetary surplus can be found in our Summary of Findings on page 40 of the report.

The budget surplus is primarily comprised of savings generated in the personal services accounts throughout the County due to unfilled vacancies along with the associated fringe benefits and sales tax revenues coming in above the budgeted amount. Our largest finding involves the proposed sale of Golden Hill Health Care Center. The 2012 adopted budget contained \$9.4 million of revenue and \$1.35 million of expenses related to sale of the facility. As of this date the sale has not been finalized therefore no revenue from this sale should be recorded. Once all of the terms and conditions of the sale have been met then and only then can the revenues be recognized.

The Executive's 2013 proposed budget relies on the implementation of initiatives that need passage of local resolutions and or local laws, greater use of restricted\assigned fund balance and non-recurring revenue sources. This budget also continues the downsizing of children's out-patient mental health services and the offering of a local retirement incentive to reduce costs.

The proposed budget utilizes \$10 million of unassigned fund balance and \$2.5 million of restricted\assigned fund balance to offset the need for an increase in the property tax

levy. If a similar amount is not available to offset property taxes in the 2014 budget then the property tax levy may have to be increased substantially. There are also some non-recurring revenues in the proposed budget such as \$1.95 of additional revenue based on the sale of Golden Hill Health Care Center, \$1.5 million for the sale of surplus buildings and \$2.35 million of Debt Service fund balance from the closure of a public safety project. These revenues total \$5.8 million of non-recurring revenues which means that your 2014 budget needs to make up the loss of these revenues from another source, most likely property tax.

Our Summary of Findings shows a favorable variance with the Executives proposed budget of \$2.5 million. Again, the largest component of this finding is related to personal services where we see savings of \$1 million. In order to achieve this savings the County will have to monitor vacancies as they occur and determine in order of priority which if any can be filled based on the delivery of County services. In addition the County has multiple collective bargaining contracts either expiring or expired as of December 31, 2012. If the amount provided for in the 2013 proposed budget is not sufficient to meet with the actual final settlements of these contracts the difference will have to come from the unassigned fund balance.

Ulster County, like every local government is facing challenges due to the protracted recession. Demands for services remain at high levels while available funding streams are diminishing or gone. Our Firm and its partners stand ready to assist the County in evaluating any modification in policy in helping to determine its fiscal impact upon the budget.

**SUMMARY OF  
FINDINGS**

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**Ulster County  
SUMMARY OF FINDINGS**

	2013		2012	
	Unfavorable Increase in County Share	Favorable Decrease in County Share	Favorable Variance	Unfavorable Variance
<b>Revenues</b>				
Sales and Use Tax	A \$ -	\$ 500,000	\$ 3,100,000	\$ -
Sales and Use Tax - Sharing	80,000	-	-	500,000
Interest and Penalties on Property Taxes	-	700,000	900,000	-
Gain on Sale of Tax Acquired Property	-	-	230,000	-
Deferred Taxes/Tax Overlay	B 600,000	-	-	600,000
Hotel Tax	-	100,000	100,000	-
Auto Use Tax	200,000	-	-	-
County Clerk Fees:				
Recording division	-	200,000	300,000	-
Motor vehicle division	-	50,000	100,000	-
Jail - Inmate Board-Ins	-	-	200,000	-
Sale of Golden Hill Health Care Center	C -	-	-	9,400,000
Sale of CHHA/ LTHHCP licenses	-	-	400,000	-
<b>Total Revenues</b>	<b>\$ 880,000</b>	<b>\$ 1,550,000</b>	<b>\$ 5,330,000</b>	<b>\$ 10,500,000</b>
<b>Expenditures</b>				
Personal Services:				
Salaries (excluding GHCC)	\$ -	\$ 800,000	\$ 3,900,000	\$ -
GHCC	-	600,000	800,000	-
Employee Benefits:				
Retirement Costs	-	-	-	200,000
Health Insurance	-	-	2,100,000	-
Prescription Drugs	-	-	500,000	-
Social Security	-	200,000	500,000	-
Unemployment	-	400,000	350,000	-
Department of Social Services, Net:				
Day Care	-	-	-	800,000
MMIS	-	-	700,000	-
Family Assistance	300,000	-	-	700,000
Child Care Division:				
Child Care Program	-	-	-	250,000
Handicapped Children Program	-	-	-	150,000
Early Intervention Program	-	-	-	350,000
Handicapped Preschool Program	-	350,000	1,600,000	-
Safety Net	-	-	900,000	-
Debt Service	-	100,000	100,000	-
Law - Golden Hill Health Care Center	-	-	1,350,000	-
Community College Tuition	500,000	-	400,000	-
Resource Recovery Agency	-	-	-	1,100,000
Department of Public Works:				
Electricity and Gas	-	200,000	525,000	-
Salt and Chloride	-	-	350,000	-
Heating Fuel	-	-	-	50,000
Contingency	-	-	1,100,000	-
<b>Total Expenditures</b>	<b>800,000</b>	<b>2,650,000</b>	<b>15,175,000</b>	<b>3,600,000</b>
<b>Total Revenues and Expenditures</b>	<b>1,680,000</b>	<b>4,200,000</b>	<b>20,505,000</b>	<b>14,100,000</b>
<b>Net Impact to County Taxation</b>	<b>\$ -</b>	<b>\$ 2,520,000</b>	<b>\$ 6,405,000</b>	<b>\$ -</b>

A - Amount assumes 2% growth over 2012 projections:

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

C - Revenue will be recognized when the sale is closed and transfer of the operating certificate is approved by NYS Department of Health

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# EXHIBITS



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**BUDGET SUMMARY FOR 2013**

	<b>2012 Adopted Budget</b>	<b>2013 Proposed Budget</b>	<b>Increase (Decrease)</b>	<b>Percentage</b>
Total Appropriations	<u>\$ 363,596,647</u>	<u>\$ 360,004,735</u>	<u>\$ (3,591,912)</u>	<u>-0.99%</u>
Revenues:				
State Aid	\$ 41,883,066	\$ 41,477,536	\$ (405,530)	-0.97%
Federal Aid	37,336,638	37,759,201	422,563	1.13%
Property Taxes	78,860,389	78,730,408	(129,981)	-0.16%
Sales Tax	85,215,842	90,101,099	4,885,257	5.73%
Appropriated Surplus-General	10,850,000	10,000,000	(850,000)	-7.83%
Appropriated Surplus Other:				
Debt Service Fund	650,000	2,350,000	1,700,000	261.54%
County Road	-	900,000	900,000	100.00%
Other	<u>108,800,712</u>	<u>98,686,491</u>	<u>(10,114,221)</u>	<u>-9.30%</u>
	<u>\$ 363,596,647</u>	<u>\$ 360,004,735</u>	<u>\$ (3,591,912)</u>	<u>-0.99%</u>

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

	2012 Adopted Budget	2013 Proposed Budget	Increase (Decrease)	
			Amount	Percentage
<b>COUNTY OPERATING DEPARTMENTS:</b>				
1010 Legislature	\$ 276,500	\$ 276,500	\$ -	0.00%
1040 Clerk of Legislature	608,280	607,122	(1,158)	-0.19%
1110 Court Security	65,010	35,000	(30,010)	-46.16%
1162 Unified Court	11,000	14,500	3,500	31.82%
1165 District Attorney	2,438,552	2,592,714	154,162	6.32%
1170 Public Defender	1,284,733	1,250,762	(33,971)	-2.64%
1185 Medical Examiner	289,257	311,115	21,858	7.56%
1230 Executive	789,382	668,037	(121,345)	-15.37%
1310 Finance	2,953,640	3,044,242	90,602	3.07%
1315 Comptroller	737,686	570,456	(167,230)	-22.67%
1340 Budget	246,189	246,189	-	0.00%
1345 Purchasing	1,107,308	1,031,348	(75,960)	-6.86%
1355 Real Property	416,923	302,957	(113,966)	-27.34%
1410 County Clerk	2,587,522	2,520,000	(67,522)	-2.61%
1420 County Attorney	2,260,317	1,678,973	(581,344)	-25.72%
1430 Personnel	960,497	979,478	18,981	1.98%
1450 Board of Elections	2,013,064	1,509,088	(503,976)	-25.04%
1490 Public Works Admin	452,576	420,117	(32,459)	-7.17%
1620 Buildings	6,600,987	6,363,105	(237,882)	-3.60%
1680 Information Services	7,392,407	6,352,952	(1,039,455)	-14.06%
1910 Unallocated Insurance	3,968,564	4,621,611	653,047	16.46%
1920 Municipal Dues	31,313	31,313	-	0.00%
1985 Distribution of Sales Tax	14,451,810	15,280,303	828,493	5.73%
1990 Contingent	1,347,454	1,200,000	(147,454)	-10.94%
2490 Comm College Tuition	3,300,000	3,100,000	(200,000)	-6.06%
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.	3,148,929	3,324,144	175,215	5.56%
3110 Sheriff	5,997,238	10,664,886	4,667,648	77.83%
3140 Probation	3,699,012	4,090,219	391,207	10.58%
3150 Jail	14,746,607	21,823,983	7,077,376	47.99%
3155 Rehab Svcs	102,278	114,172	11,894	11.63%

Revenues - 2013 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2013	2012		
\$ -	\$ -	\$ -	\$ 276,500	\$ (85,819,342)	\$ 86,095,842	-100.32%
-	-	-	607,122	608,280	(1,158)	-0.19%
35,000	-	-	-	-	-	0.00%
-	-	-	14,500	11,000	3,500	31.82%
363,681	-	224,000	2,005,033	1,997,299	7,734	0.39%
23,400	-	1,000	1,226,362	1,269,333	(42,971)	-3.39%
-	-	500	310,615	284,257	26,358	9.27%
-	-	-	668,037	789,382	(121,345)	-15.37%
293,695	-	6,864,000	(4,113,453)	(3,795,903)	(317,550)	8.37%
-	-	-	570,456	737,686	(167,230)	-22.67%
-	-	-	246,189	246,189	-	0.00%
-	-	766,500	264,848	984,308	(719,460)	-73.09%
2,700	-	16,500	283,757	400,423	(116,666)	-29.14%
5,500	-	2,807,794	(293,294)	(241,281)	(52,013)	21.56%
-	-	2,025,000	(346,027)	(7,184,683)	6,838,656	-95.18%
-	-	25,600	953,878	916,897	36,981	4.03%
168,343	-	683,447	657,298	681,641	(24,343)	-3.57%
-	-	915,000	(494,883)	452,576	(947,459)	-209.35%
355,000	-	2,350,362	3,657,743	5,427,142	(1,769,399)	-32.60%
-	-	731,000	5,621,952	6,427,907	(805,955)	-12.54%
-	-	1,410,100	3,211,511	2,868,464	343,047	11.96%
-	-	-	31,313	31,313	-	0.00%
-	-	105,381,402	(90,101,099)	-	(90,101,099)	0.00%
-	-	-	1,200,000	1,347,454	(147,454)	-10.94%
-	-	75,000	3,025,000	3,245,000	(220,000)	-6.78%
-	-	-	6,280,863	6,280,863	-	0.00%
-	-	10,000	-	-	-	0.00%
92,000	1,084,237	2,221,304	(73,397)	315,686	(389,083)	-123.25%
77,000	58,250	982,837	9,546,799	5,018,256	4,528,543	90.24%
678,188	223,462	1,378,478	1,810,091	2,544,070	(733,979)	-28.85%
51,000	15,000	1,460,970	20,297,013	13,738,057	6,558,956	47.74%
38,250	-	22,300	53,622	38,906	14,716	37.82%

(Continued)

COUNTY OF ULSTER, NEW YORK

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

EXHIBIT 1A

	2012 Adopted Budget	2013 Proposed Budget	Increase (Decrease)	
			Amount	Percentage
3189 Drug Investigations	\$ 239,570	\$ 125,200	\$ (114,370)	-47.74%
3310 Traffic Control	26,228	21,150	(5,078)	-19.36%
3315 STOP DWI	558,707	-	(558,707)	-100.00%
3410 Fire Fighting	79,338	75,101	(4,237)	-5.34%
3411 Arson Task Force	63,410	48,860	(14,550)	-22.95%
3620 Safety Inspections	280,999	278,115	(2,884)	-1.03%
4010 Public Health	4,340,935	3,766,800	(574,135)	-13.23%
4082 WIC	483,412	516,167	32,755	6.78%
4230 Cont.Narc. Add'l Cent Serv.	1,065,182	1,015,182	(50,000)	-4.69%
4310 Mental Health Admin	2,159,766	1,680,762	(479,004)	-22.18%
4320 Mental Health Support	5,318,402	2,524,844	(2,793,558)	-52.53%
4322 MH Contracted Svcs-OMH & OMRDD Svcs	5,710,634	6,099,330	388,696	6.81%
4390 Psychiatric-Criminal Actions	100,000	100,000	-	0.00%
5630 Bus Operations	5,980,987	5,987,151	6,164	0.10%
5650 Off-Street Parking	57,653	51,129	(6,524)	-11.32%
6010 Social Services	21,121,502	21,154,301	32,799	0.16%
6055 Day Care Block Grant	3,200,000	3,200,000	-	0.00%
6070 Services for Recipients	1,325,000	1,250,000	(75,000)	-5.66%
6101 Medical Assistance	400,000	300,000	(100,000)	-25.00%
6102 Medical Assistance-MMIS	39,378,385	39,572,996	194,611	0.49%
6106 Special Needs Programs	2,500	-	(2,500)	-100.00%
6109 Family Assistance	12,000,000	13,500,000	1,500,000	12.50%
6119 Child Care	27,950,000	27,250,000	(700,000)	-2.50%
6123 Juvenile Delinquent	400,000	400,000	-	0.00%
6129 State Training School	400,000	300,000	(100,000)	-25.00%
6140 Safety Net	8,700,000	8,500,000	(200,000)	-2.30%
6141 Home Energy Assistance	165,000	110,000	(55,000)	-33.33%
6142 Emergency Aid for Adults	180,000	180,000	-	0.00%
6410 Tourism	808,599	828,360	19,761	2.44%
6420 Promotion of Industry-UCDC	400,000	-	(400,000)	-100.00%
6510 Veterans Services	448,392	500,161	51,769	11.55%
6610 Weights & Measures	118,773	118,748	(25)	-0.02%
6772 Office for the Aging	2,503,933	2,879,639	375,706	15.00%
6989 Other Eco.Opp & Development-Community Action	11,250	11,250	-	100.00%
7110 Parks	357,933	296,624	(61,309)	-17.13%
7310 Youth Programs	314,225	314,990	765	0.24%

Revenues - 2013 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2013	2012		
\$ -	\$ -	\$ 95,500	\$ 29,700	\$ (99,095)	\$ 128,795	-129.97%
-	-	500	20,650	24,728	(4,078)	-16.49%
-	-	-	-	-	-	0.00%
-	-	-	75,101	79,338	(4,237)	-5.34%
-	-	-	48,860	63,410	(14,550)	-22.95%
-	-	6,000	272,115	272,999	(884)	-0.32%
1,592,991	425,688	861,052	887,069	1,259,928	(372,859)	-29.59%
-	724,765	-	(208,598)	(187,667)	(20,931)	0.00%
905,542	-	-	109,640	159,640	(50,000)	-31.32%
296,402	-	-	1,384,360	1,862,404	(478,044)	-25.67%
191,128	141,500	1,213,625	978,591	(311,149)	1,289,740	-414.51%
-	-	5,542,768	556,562	515,317	41,245	8.00%
-	-	-	100,000	100,000	-	0.00%
3,097,200	1,336,202	816,729	737,020	584,466	152,554	26.10%
-	-	47,000	4,129	10,653	(6,524)	-61.24%
7,842,982	16,270,624	108,900	(3,068,205)	(3,232,822)	164,617	-5.09%
350,413	2,631,231	10,000	208,356	208,356	-	0.00%
354,493	675,237	3,000	217,270	238,288	(21,018)	-8.82%
-	-	-	300,000	400,000	(100,000)	-25.00%
-	-	2,175,000	37,397,996	36,572,592	825,404	2.26%
-	-	-	-	-	-	0.00%
1,075,480	7,460,000	437,410	4,527,110	3,663,754	863,356	23.56%
12,174,321	3,276,880	1,802,000	9,996,799	9,731,798	265,001	2.72%
76,310	6,500	7,500	309,690	317,500	(7,810)	-2.46%
-	-	-	300,000	400,000	(100,000)	-25.00%
2,105,980	77,180	4,253,622	2,063,218	827,593	1,235,625	149.30%
-	-	110,000	-	-	-	0.00%
90,000	-	-	90,000	90,000	-	0.00%
45,000	-	204,000	579,360	731,403	(152,043)	-20.79%
-	-	-	-	400,000	(400,000)	-100.00%
12,982	-	-	487,179	435,410	51,769	11.89%
9,810	-	95,000	13,938	13,963	(25)	-0.18%
1,030,148	809,270	111,880	928,341	584,423	343,918	58.85%
-	-	-	11,250	11,250	-	100.00%
-	-	118,225	178,399	249,708	(71,309)	-28.56%
154,207	-	17,482	143,301	145,833	(2,532)	-1.74%

(Continued)

COUNTY OF ULSTER, NEW YORK

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

EXHIBIT 1A

	2012 Adopted Budget	2013 Proposed Budget	Increase (Decrease)	
			Amount	Percentage
7410 Libraries	\$ 67,500	\$ 67,500	\$ -	1
7450 Museums	-	-	-	-
7510 Historian	5,000	5,000	-	-
7560 Other Performing Arts	60,000	60,000	-	1
8020 Planning	999,485	1,320,756	321,271	0
8040 Human Rights	18,724	17,559	(1,165)	(0)
8090 Environmental Controls	178,679	158,432	(20,247)	(0)
8160 Solid Waste Mgmt-RRA	1,366,153	-	(1,366,153)	(1)
8710 Conservation	391,975	391,975	-	-
8989 Other Home & Community	30,000	30,000	-	1
9010 State Retirement	16,755,382	14,803,131	(1,952,251)	(0)
9030 Social Security	5,389,418	3,579,450	(1,809,968)	(0)
9050 Unemployment Insurance	552,825	1,380,325	827,500	1
9055 Disability Insurance	218,400	218,550	150	0
9060 Hospital & Medical	24,674,129	19,392,163	(5,281,966)	(0)
9089 Other Employee Benefits	3,154,350	3,070,228	(84,122)	(0)
9730 BANS	2,350,000	425,000	(1,925,000)	(1)
Appropriated Fund Balance				
Deferred Property Tax	750,000	750,000	-	-
<b>A - GENERAL FUND</b>	<b>294,188,633</b>	<b>289,943,078</b>	<b>(4,245,555)</b>	<b>(0)</b>
<b>B - COMMUNITY DEVELOPMENT</b>	<b>1,712,258</b>	<b>1,973,623</b>	<b>261,365</b>	<b>15.26%</b>
<b>C - ENTERPRISE FUND</b>	<b>31,598,052</b>	<b>32,735,305</b>	<b>1,137,253</b>	<b>3.60%</b>
<b>D - COUNTY ROAD FUND</b>	<b>13,138,977</b>	<b>12,951,075</b>	<b>(187,902)</b>	<b>-1.43%</b>
<b>E - ROAD MACHINERY FUND</b>	<b>3,406,038</b>	<b>3,410,598</b>	<b>4,560</b>	<b>0.13%</b>
<b>S - WORKERS COMP FUND</b>	<b>9,286,239</b>	<b>9,138,021</b>	<b>(148,218)</b>	<b>-1.60%</b>
<b>V - DEBT SERVICE FUND</b>	<b>10,266,450</b>	<b>9,853,035</b>	<b>(413,415)</b>	<b>-4.03%</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 363,596,647</b>	<b>\$ 360,004,735</b>	<b>\$ (3,591,912)</b>	<b>\$ -0.99%</b>

Revenues - 2013 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2013	2012		
\$ -	\$ -	\$ -	\$ 67,500	\$ 67,500	\$ -	100.00%
-	-	-	-	-	-	100.00%
-	-	-	5,000	5,000	-	0.00%
-	-	-	60,000	60,000	-	100.00%
202,671	457,460	150	660,475	501,607	158,868	31.67%
-	-	-	17,559	18,724	(1,165)	-6.22%
-	-	-	158,432	157,679	753	0.48%
-	-	-	-	1,366,153	(1,366,153)	-100.00%
-	-	-	391,975	391,975	-	0.00%
-	-	-	30,000	30,000	-	100.00%
-	-	4,048,359	10,754,772	13,157,901	(2,403,129)	-18.26%
-	-	-	3,579,450	5,380,944	(1,801,494)	-33.48%
-	-	-	1,380,325	552,825	827,500	149.69%
-	-	100,000	118,550	105,400	13,150	12.48%
-	-	4,755,086	14,637,077	20,301,893	(5,664,816)	-27.90%
-	-	10,000	3,060,228	3,154,350	(94,122)	-2.98%
-	-	-	425,000	2,350,000	(1,925,000)	-81.91%
-	-	10,000,000	(10,000,000)	(10,850,000)	850,000	-7.83%
-	-	-	750,000	750,000	-	0.00%
33,791,817	35,673,486	167,303,882	53,173,893	53,247,152	(73,259)	-0.14%
-	1,967,923	5,700	-	-	-	0.00%
-	-	23,870,737	8,864,568	5,559,033	3,305,535	37.29%
2,553,261	-	1,352,500	9,045,314	10,288,216	(1,242,902)	-13.74%
-	-	3,257,000	153,598	169,538	(15,940)	-10.38%
-	-	9,138,021	-	-	-	0.00%
-	-	2,360,000	7,493,035	9,596,450	(2,103,415)	-28.07%
<u>\$ 36,345,078</u>	<u>\$ 37,641,409</u>	<u>\$ 207,287,840</u>	<u>\$ 78,730,408</u>	<u>\$ 78,860,389</u>	<u>\$ (129,981)</u>	<u>100.00%</u>



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

**EXHIBIT IB**

	2012 Adopted Budget	2013 Executive Budget	Increase (Decrease)	
			Amount	Percentage
<b><u>Legislature:</u></b>				
1010 Legislative Board	\$ 276,500	\$ 276,500	\$ -	0.00%
1040 Clerk of Legislative Board	608,280	607,122	(1,158)	-0.19%
	<u>884,780</u>	<u>883,622</u>	<u>(1,158)</u>	<u>-0.13%</u>
<b><u>Judicial:</u></b>				
1110 Court Security	65,010	35,000	(30,010)	-46.16%
1162 Unified Court	11,000	14,500	3,500	31.82%
1165 District Attorney	2,438,552	2,592,714	154,162	6.32%
1170 Public Defender	1,284,733	1,250,762	(33,971)	-2.64%
1185 Medical Examiner	289,257	311,115	21,858	7.56%
	<u>4,088,552</u>	<u>4,204,091</u>	<u>115,539</u>	<u>2.83%</u>
<b><u>County Executive:</u></b>				
1230 County Executive	<u>789,382</u>	<u>668,037</u>	<u>(121,345)</u>	<u>-15.37%</u>
<b><u>Finance:</u></b>				
1310 Finance	2,953,640	3,044,242	90,602	3.07%
1315 Comptroller	737,686	570,456	(167,230)	-22.67%
1340 Department of Budget	246,189	246,189	-	0.00%
1345 Purchasing	1,107,308	1,031,348	(75,960)	-6.86%
1355 Assessment	416,923	302,957	(113,966)	-27.34%
	<u>5,461,746</u>	<u>5,195,192</u>	<u>(266,554)</u>	<u>-4.88%</u>
<b><u>Staff:</u></b>				
1410 County Clerk	2,587,522	2,520,000	(67,522)	-2.61%
1420 Department of Law	2,260,317	1,678,973	(581,344)	-25.72%
1430 Department of Personnel	960,497	979,478	18,981	1.98%
1450 Elections	2,013,064	1,509,088	(503,976)	-25.04%
1490 Public Works Admin	452,576	420,117	(32,459)	-7.17%
	<u>8,273,976</u>	<u>7,107,656</u>	<u>(1,166,320)</u>	<u>-14.10%</u>

Revenues - 2013 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2013	2012		
\$ -	\$ -	\$ -	\$ 276,500	\$ (85,819,342)	\$ 86,095,842	-100.32%
-	-	-	607,122	608,280	(1,158)	-0.19%
-	-	-	883,622	(85,211,062)	86,094,684	-101.04%
35,000	-	-	-	-	-	0.00%
-	-	-	14,500	11,000	3,500	31.82%
363,681	-	224,000	2,005,033	1,997,299	7,734	0.39%
23,400	-	1,000	1,226,362	1,269,333	(42,971)	-3.39%
-	-	500	310,615	284,257	26,358	9.27%
422,081	-	225,500	3,556,510	3,561,889	(5,379)	-0.15%
-	-	-	668,037	789,382	(121,345)	-15.37%
293,695	-	6,864,000	(4,113,453)	(3,795,903)	(317,550)	8.37%
-	-	-	570,456	737,686	(167,230)	-22.67%
-	-	-	246,189	246,189	-	0.00%
-	-	766,500	264,848	984,308	(719,460)	-73.09%
2,700	-	16,500	283,757	400,423	(116,666)	-29.14%
296,395	-	7,647,000	(2,748,203)	(1,427,297)	(1,320,906)	92.55%
5,500	-	2,807,794	(293,294)	(241,281)	(52,013)	21.56%
-	-	2,025,000	(346,027)	(7,184,683)	6,838,656	-95.18%
-	-	25,600	953,878	916,897	36,981	4.03%
168,343	-	683,447	657,298	681,641	(24,343)	-3.57%
-	-	915,000	(494,883)	452,576	(947,459)	-209.35%
173,843	-	6,456,841	476,972	(5,374,850)	5,851,822	-108.87%

(Continued)

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

**EXHIBIT 1B**

	2012 Adopted Budget	2013 Executive Budget	Increase (Decrease)	
			Amount	Percentage
<b>General Services:</b>				
1620 Buildings	\$ 6,600,987	\$ 6,363,105	\$ (237,882)	-3.60%
1680 Information Services	7,392,407	6,352,952	(1,039,455)	-14.06%
	<u>13,993,394</u>	<u>12,716,057</u>	<u>(1,277,337)</u>	<u>-9.13%</u>
<b>Special Items:</b>				
1910 Unallocated Insurance	3,968,564	4,621,611	653,047	16.46%
1920 Municipal Association Dues	31,313	31,313	-	0.00%
1985 Distribution of Sales Tax	14,451,810	15,280,303	828,493	0.00%
1990 Contingent Account	1,347,454	1,200,000	(147,454)	-10.94%
	<u>19,799,141</u>	<u>21,133,227</u>	<u>1,334,086</u>	<u>6.74%</u>
<b>Education:</b>				
2490 Community College - Out of Cnty	3,300,000	3,100,000	(200,000)	-6.06%
2495 Contribution To Community Coll	6,280,863	6,280,863	-	0.00%
2989 Other Education	10,000	10,000	-	0.00%
	<u>9,590,863</u>	<u>9,390,863</u>	<u>(200,000)</u>	<u>-2.09%</u>
<b>Public Safety:</b>				
3020 Public Safety Communication Sys	3,148,929	3,324,144	175,215	5.56%
3110 Sheriff	5,997,238	10,664,886	4,667,648	77.83%
3140 Probation	3,699,012	4,090,219	391,207	10.58%
3150 Jail	14,746,607	21,823,983	7,077,376	100.00%
3155 Rehabilitation Services	102,278	114,172	11,894	11.63%
3189 Drug Investigations	239,570	125,200	(114,370)	-47.74%
3310 Traffic Control	26,228	21,150	(5,078)	-19.36%
3315 STOP DWI	558,707	-	(558,707)	-100.00%
3410 Fire Fighting	79,338	75,101	(4,237)	-5.34%
3411 Arson Task Force	63,410	48,860	(14,550)	-22.95%
3620 Safety Inspections	280,999	278,115	(2,884)	-1.03%
	<u>28,942,316</u>	<u>40,565,830</u>	<u>11,623,514</u>	<u>40.16%</u>

Revenues - 2013 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2013	2012		
\$ 355,000	\$ -	\$ 2,350,362	\$ 3,657,743	\$ 5,427,142	\$ (1,769,399)	-32.60%
-	-	731,000	5,621,952	6,427,907	(805,955)	-12.54%
355,000	-	3,081,362	9,279,695	11,855,049	(2,575,354)	-21.72%
-	-	1,410,100	3,211,511	2,868,464	343,047	11.96%
-	-	-	31,313	31,313	-	0.00%
-	-	105,381,402	(90,101,099)	-	(90,101,099)	0.00%
-	-	-	1,200,000	1,347,454	(147,454)	-10.94%
-	-	106,791,502	(85,658,275)	4,247,231	(89,905,506)	-2116.80%
-	-	75,000	3,025,000	3,245,000	(220,000)	-6.78%
-	-	-	6,280,863	6,280,863	-	0.00%
-	-	10,000	-	-	-	0.00%
-	-	85,000	9,305,863	9,525,863	(220,000)	-2.31%
92,000	1,084,237	2,221,304	(73,397)	315,686	(389,083)	-123.25%
77,000	58,250	982,837	9,546,799	5,018,256	4,528,543	90.24%
678,188	223,462	1,378,478	1,810,091	2,544,070	(733,979)	-28.85%
51,000	15,000	1,460,970	20,297,013	13,738,057	6,558,956	47.74%
38,250	-	22,300	53,622	38,906	14,716	37.82%
-	-	95,500	29,700	(99,095)	128,795	-129.97%
-	-	500	20,650	24,728	(4,078)	-16.49%
-	-	-	-	-	-	0.00%
-	-	-	75,101	79,338	(4,237)	-5.34%
-	-	-	48,860	63,410	(14,550)	-22.95%
-	-	6,000	272,115	272,999	(884)	-0.32%
936,438	1,380,949	6,167,889	32,080,554	21,996,355	10,084,199	45.84%

(Continued)

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

EXHIBIT IB

	2012 Adopted Budget	2013 Executive Budget	Increase (Decrease)	
			Amount	Percentage
<b>Health</b>				
4010 Public Health	\$ 4,340,935	\$ 3,766,800	\$ (574,135)	-13.23%
4082 WIC	483,412	516,167	32,755	6.78%
4230 Cont.Narc. Add'l Cent Serv.	1,065,182	1,015,182	(50,000)	-4.69%
4310 Mental Health Admin	2,159,766	1,680,762	(479,004)	-22.18%
4320 Mental Health Support	5,318,402	2,524,844	(2,793,558)	-52.53%
4322 MH Contracted Svcs-OMH & OMRDD Svcs	5,710,634	6,099,330	388,696	6.81%
4390 Psychiatric-Criminal Actions	100,000	100,000	-	0.00%
	<u>\$ 19,178,331</u>	<u>\$ 15,703,085</u>	<u>\$ (3,475,246)</u>	<u>-18.12%</u>

Revenues - 2013 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2013	2012		
\$ 1,592,991	\$ 425,688	\$ 861,052	\$ 887,069	\$ 1,259,928	\$ (372,859)	-29.59%
-	724,765	-	(208,598)	(187,667)	(20,931)	11.15%
905,542	-	-	109,640	159,640	(50,000)	-31.32%
296,402	-	-	1,384,360	1,862,404	(478,044)	-25.67%
191,128	141,500	1,213,625	978,591	(311,149)	1,289,740	-414.51%
-	-	5,542,768	556,562	515,317	41,245	8.00%
-	-	-	100,000	100,000	-	0.00%
<u>\$ 2,986,063</u>	<u>\$ 1,291,953</u>	<u>\$ 7,617,445</u>	<u>\$ 3,807,624</u>	<u>\$ 3,398,473</u>	<u>\$ 409,151</u>	<u>12.04%</u>

(Continued)

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

**EXHIBIT IB**

	2012 Adopted Budget	2013 Executive Budget	Increase (Decrease)	
			Amount	Percentage
<b><u>Transportation:</u></b>				
5630 Bus Operations	\$ 5,980,987	\$ 5,987,151	\$ 6,164	0.10%
5650 Offstreet Parking	57,653	51,129	(6,524)	-11.32%
	<u>6,038,640</u>	<u>6,038,280</u>	<u>(360)</u>	<u>-0.01%</u>
<b><u>Department of Social Services:</u></b>				
6010 Social Services Administration	21,121,502	21,154,301	32,799	0.16%
6055 Day Care Block Grant	3,200,000	3,200,000	-	0.00%
6070 Services For Recipients	1,325,000	1,250,000	(75,000)	-5.66%
6101 Medical Assistance	400,000	300,000	(100,000)	-25.00%
6102 Medical Assistance - MMIS	39,378,385	39,572,996	194,611	0.49%
6106 Special Needs Assistance	2,500	-	(2,500)	-100.00%
6109 Family Assistance	12,000,000	13,500,000	1,500,000	12.50%
6119 Children's Services	27,950,000	27,250,000	(700,000)	-2.50%
6123 Juvenile Delinquent Care	400,000	400,000	-	0.00%
6129 State Training School	400,000	300,000	-	0.00%
6140 Home Relief -Safety Net	8,700,000	8,500,000	(200,000)	-2.30%
6141 Home Energy Assistance	165,000	110,000	(55,000)	-33.33%
6142 Emergency Aid for Adults	180,000	180,000	-	0.00%
	<u>115,222,387</u>	<u>115,717,297</u>	<u>594,910</u>	<u>0.52%</u>
<b><u>Economic Assistance and Opportunity:</u></b>				
6410 Tourism	808,599	828,360	19,761	2.44%
6420 Promotion of Industry	400,000	-	(400,000)	-100.00%
6510 Veterans Service	448,392	500,161	51,769	11.55%
6610 Weights and Measures	118,773	118,748	(25)	-0.02%
6772 Office for the Aging	2,503,933	2,879,639	375,706	15.00%
6989 Other Economic Opportunities 7 Develop.	11,250	11,250	-	0.00%
	<u>4,290,947</u>	<u>4,338,158</u>	<u>47,211</u>	<u>1.10%</u>
<b><u>Culture and Recreation</u></b>				
7110 Parks	357,933	296,624	(61,309)	-17.13%
7310 Youth Programs	314,225	314,990	765	0.24%
7410 Libraries	67,500	67,500	-	0.00%
7510 County Historian	5,000	5,000	-	0.00%
7560 Other Performing Arts	60,000	60,000	-	0.00%
	<u>804,658</u>	<u>744,114</u>	<u>(60,544)</u>	<u>-7.52%</u>

Revenues - 2013 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2013	2012		
\$ 3,097,200	\$ 1,336,202	\$ 816,729	\$ 737,020	\$ 584,466	\$ 152,554	26.10%
-	-	47,000	4,129	10,653	(6,524)	-61.24%
<u>3,097,200</u>	<u>1,336,202</u>	<u>863,729</u>	<u>741,149</u>	<u>595,119</u>	<u>146,030</u>	<u>24.54%</u>
7,842,982	16,270,624	108,900	(3,068,205)	(3,232,822)	164,617	-5.09%
350,413	2,631,231	10,000	208,356	208,356	-	0.00%
354,493	675,237	3,000	217,270	238,288	(21,018)	-8.82%
-	-	-	300,000	400,000	(100,000)	-25.00%
-	-	2,175,000	37,397,996	36,572,592	825,404	2.26%
-	-	-	-	-	-	0.00%
1,075,480	7,460,000	437,410	4,527,110	3,663,754	863,356	23.56%
12,174,321	3,276,880	1,802,000	9,996,799	9,731,798	265,001	2.72%
76,310	6,500	7,500	309,690	317,500	(7,810)	-2.46%
-	-	-	300,000	400,000	(100,000)	-25.00%
2,105,980	77,180	4,253,622	2,063,218	827,593	1,235,625	149.30%
-	-	110,000	-	-	-	0.00%
<u>90,000</u>	<u>-</u>	<u>-</u>	<u>90,000</u>	<u>90,000</u>	<u>-</u>	<u>0.00%</u>
<u>24,069,979</u>	<u>30,397,652</u>	<u>8,907,432</u>	<u>52,342,234</u>	<u>49,217,059</u>	<u>3,125,175</u>	<u>6.35%</u>
45,000	-	204,000	579,360	731,403	(152,043)	-20.79%
-	-	-	-	400,000	(400,000)	-100.00%
12,982	-	-	487,179	435,410	51,769	11.89%
9,810	-	95,000	13,938	13,963	(25)	-0.18%
1,030,148	809,270	111,880	928,341	584,423	343,918	58.85%
-	-	-	11,250	11,250	-	0.00%
<u>1,097,940</u>	<u>809,270</u>	<u>410,880</u>	<u>2,020,068</u>	<u>2,176,449</u>	<u>(156,381)</u>	<u>-7.19%</u>
-	-	118,225	178,399	249,708	(71,309)	-28.56%
154,207	-	17,482	143,301	145,833	(2,532)	-1.74%
-	-	-	67,500	67,500	-	0.00%
-	-	-	5,000	5,000	-	0.00%
-	-	-	60,000	60,000	-	0.00%
<u>154,207</u>	<u>-</u>	<u>135,707</u>	<u>454,200</u>	<u>528,041</u>	<u>(73,841)</u>	<u>-13.98%</u>

(Continued)



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

EXHIBIT IB

	2012 Adopted Budget	2013 Executive Budget	Increase (Decrease)	
			Amount	Percentage
<b>Home &amp; Community Services:</b>				
8020 Department of Planning	\$ 999,485	\$ 1,320,756	\$ 321,271	32.14%
8040 Human Rights Commission	18,724	17,559	(1,165)	-6.22%
8090 Environmental Control	178,679	158,432	(20,247)	-11.33%
8160 Solid Waste Management	1,366,153	-	(1,366,153)	-100.00%
8710 Conservation	391,975	391,975	-	0.00%
8989 Other Home and Community	30,000	30,000	-	100.00%
	<u>2,985,016</u>	<u>1,918,722</u>	<u>(1,066,294)</u>	<u>-35.72%</u>
<b>Employee Benefits:</b>				
9010 State Retirement	16,755,382	14,803,131	(1,952,251)	-11.65%
9030 Social Security	5,389,418	3,579,450	(1,809,968)	-33.58%
9050 Unemployment Insurance	552,825	1,380,325	827,500	149.69%
9055 Disability Insurance	218,400	218,550	150	0.07%
9060 Hospital & Medical	24,674,129	19,392,163	(5,281,966)	-21.41%
9089 Other Employee Benefits	3,154,350	3,070,228	(84,122)	-2.67%
	<u>50,744,504</u>	<u>42,443,847</u>	<u>(8,300,657)</u>	<u>-16.36%</u>
<b>Interfund Transfers &amp; Debt Service:</b>				
9730 Bond Anticipation Notes - Interest	2,350,000	425,000	(1,925,000)	-81.91%
	<u>293,438,633</u>	<u>289,193,078</u>	<u>(4,245,555)</u>	<u>-1.45%</u>
<b>Adjustments:</b>				
Appropriated Fund Balance	-	-	-	0.00%
Deferred Property Tax	750,000	750,000	-	0.00%
	<u>\$ 294,188,633</u>	<u>\$ 289,943,078</u>	<u>\$ (4,245,555)</u>	<u>-1.44%</u>

Revenues - 2013 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2013	2012		
\$ 202,671	\$ 457,460	\$ 150	\$ 660,475	\$ 501,607	\$ 158,868	31.67%
-	-	-	17,559	18,724	(1,165)	-6.22%
-	-	-	158,432	157,679	753	0.48%
-	-	-	-	1,366,153	(1,366,153)	-100.00%
-	-	-	391,975	391,975	-	0.00%
-	-	-	30,000	30,000	-	0.00%
<u>202,671</u>	<u>457,460</u>	<u>150</u>	<u>1,258,441</u>	<u>2,466,138</u>	<u>(1,207,697)</u>	<u>-48.97%</u>
-	-	4,048,359	10,754,772	13,157,901	(2,403,129)	-18.26%
-	-	-	3,579,450	5,380,944	(1,801,494)	-33.48%
-	-	-	1,380,325	552,825	827,500	149.69%
-	-	100,000	118,550	105,400	13,150	12.48%
-	-	4,755,086	14,637,077	20,301,893	(5,664,816)	-27.90%
-	-	10,000	3,060,228	3,154,350	(94,122)	-2.98%
-	-	<u>8,913,445</u>	<u>33,530,402</u>	<u>42,653,313</u>	<u>(9,122,911)</u>	<u>-21.39%</u>
-	-	-	425,000	2,350,000	(1,925,000)	-81.91%
<u>33,791,817</u>	<u>35,673,486</u>	<u>157,303,882</u>	<u>62,423,893</u>	<u>63,347,152</u>	<u>(923,259)</u>	<u>-1.46%</u>
-	-	10,000,000	(10,000,000)	(10,850,000)	850,000	7.83%
-	-	-	750,000	750,000	-	0.00%
<u>\$ 33,791,817</u>	<u>\$ 35,673,486</u>	<u>\$ 167,303,882</u>	<u>\$ 53,173,893</u>	<u>\$ 53,247,152</u>	<u>\$ (73,259)</u>	<u>-0.14%</u>

(Continued)

COUNTY OF ULSTER, NEW YORK

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

EXHIBIT IB

	2012 Adopted Budget	2013 Executive Budget	Increase (Decrease)	
			Amount	Percentage
<b>Community Development:</b>				
6290 Office Of Employment & Training	\$ 746,323	\$ 770,641	\$ 24,318	3.26%
6291 Participant Support	5,000	5,000	-	0.00%
6292 Job Training and Services	649,535	692,282	42,747	6.58%
8668 Rehabilitation Loans & Grants	230,400	500,400	270,000	117.19%
9789 Other Long Term Debt, HUD Loans	81,000	5,300	(75,700)	-93.46%
	<u>1,712,258</u>	<u>1,973,623</u>	<u>261,365</u>	<u>15.26%</u>
<b>Enterprise Fund:</b>				
6020 Golden Hill Health Care Center	31,598,052	32,735,305	1,137,253	3.60%
Appropriated Fund Balance	-	-	-	0.00%
	<u>31,598,052</u>	<u>32,735,305</u>	<u>1,137,253</u>	<u>3.60%</u>
<b>County Road Fund:</b>				
D5010 Highway Administration	613,649	606,979	(6,670)	-1.09%
D5020 Engineering	379,671	388,414	8,743	2.30%
D5110 Maintenance of Roads- Bridges	5,814,154	5,948,474	134,320	2.31%
D5112 Permanent Improvements	2,553,261	2,553,261	-	0.00%
D5142 Snow Removal	3,778,242	3,453,947	(324,295)	-8.58%
Appropriated Fund Balance	-	-	-	0.00%
	<u>13,138,977</u>	<u>12,951,075</u>	<u>(187,902)</u>	<u>-1.43%</u>
<b>Road Machinery Fund:</b>				
E5130 Road Machinery	2,736,038	2,695,598	(40,440)	-1.48%
E5190 Stockpile	670,000	715,000	45,000	6.72%
Appropriated Fund Balance	-	-	-	0.00%
	<u>3,406,038</u>	<u>3,410,598</u>	<u>4,560</u>	<u>0.13%</u>

Revenues - 2013 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2013	2012		
\$ -	\$ 770,641	\$ -	\$ -	\$ (12,451)	\$ 12,451	0.00%
-	5,000	-	-	-	-	0.00%
-	692,282	-	-	12,451	(12,451)	0.00%
-	500,000	5,700	(5,300)	(81,000)	75,700	-93.46%
-	-	-	5,300	81,000	(75,700)	-93.46%
-	1,967,923	5,700	-	-	-	#DIV/0!
-	-	23,870,737	8,864,568	5,559,033	3,305,535	59.46%
-	-	-	-	-	-	0.00%
-	-	23,870,737	8,864,568	5,559,033	3,305,535	59.46%
-	-	-	606,979	613,649	(6,670)	-1.09%
-	-	-	388,414	379,671	8,743	2.30%
-	-	192,500	5,755,974	5,776,654	(20,680)	-0.36%
2,553,261	-	-	-	-	-	0.00%
-	-	260,000	3,193,947	3,518,242	(324,295)	-9.22%
-	-	900,000	(900,000)	-	(900,000)	0.00%
2,553,261	-	1,352,500	9,045,314	10,288,216	(1,242,902)	-12.08%
-	-	2,527,000	168,598	229,538	(60,940)	-26.55%
-	-	730,000	(15,000)	(60,000)	45,000	0.00%
-	-	-	-	-	-	0.00%
-	-	3,257,000	153,598	169,538	(15,940)	-9.40%

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

	2012 Adopted Budget	2013 Executive Budget	Increase (Decrease)	
			Amount	Percentage
<b>Workers Compensation Fund:</b>				
S1710 Workers' Compensation	\$ 3,085,239	\$ 3,087,021	\$ 1,782	0.06%
S1720 Benefits and Awards	6,201,000	6,051,000	(150,000)	-2.42%
	<u>9,286,239</u>	<u>9,138,021</u>	<u>(148,218)</u>	<u>-1.60%</u>
<b>Debt Service:</b>				
V9710 Serial Bonds	10,266,450	9,853,035	(413,415)	-4.03%
Appropriated Fund Balance	-	-	-	0.00%
	<u>10,266,450</u>	<u>9,853,035</u>	<u>(413,415)</u>	<u>-4.03%</u>
Total - All Funds	<u>\$ 363,596,647</u>	<u>\$ 360,004,735</u>	<u>\$ (3,591,912)</u>	<u>-0.99%</u>

Revenues - 2013 Proposed Budget			County Taxation		Increase (Decrease) Amount	Percentage
State	Federal	Other	2013	2012		
\$ -	\$ -	\$ 6,000	\$ 3,081,021	\$ 3,084,239	\$ (3,218)	-0.10%
-	-	9,132,021	(3,081,021)	(3,084,239)	3,218	-0.10%
-	-	9,138,021	-	-	-	#DIV/0!
-	-	10,000	9,843,035	10,246,450	(403,415)	-3.94%
-	-	2,350,000	(2,350,000)	(650,000)	(1,700,000)	261.54%
-	-	2,360,000	7,493,035	9,596,450	(2,103,415)	-21.92%
<u>\$ 36,345,078</u>	<u>\$ 37,641,409</u>	<u>\$ 207,287,840</u>	<u>\$ 78,730,408</u>	<u>\$ 78,860,389</u>	<u>\$ (129,981)</u>	<u>-0.16%</u>

**SCHEDULE OF ADOPTED PROPERTY TAX LEVIES  
2000 THROUGH 2013**

<u>Year</u>	<u>Adopted Tax Levies</u>	<u>\$ Increase (Decrease)</u>	<u>% Increase (Decrease)</u>
2000	\$ 30,819,472		
2001	31,306,420	\$ 486,948	1.58%
2002	32,524,240	1,217,820	3.89%
2003	38,929,103	6,404,863	19.69%
2004	42,117,397	3,188,294	8.19%
2005	46,759,959	4,642,562	11.02%
2006	64,973,736	18,213,777	38.95%
2007	69,858,781	4,885,045	7.52%
2008	72,410,702	2,551,921	3.65%
2009	74,350,140	1,939,438	2.68%
2010	76,944,960	2,594,820	3.49%
2011	76,944,960	-	0.00%
2012	78,860,389	1,915,429	2.49%
2013	* 78,730,408	(129,981)	-0.16%

\* Proposed

**SCHEDULE OF TAXABLE ASSESSMENTS  
2000 THROUGH 2013**

<u>Year</u>	<u>Full Value of Taxable Assessments</u>	<u>\$ Increase (Decrease)</u>	<u>% Increase (Decrease)</u>
2000	\$ 6,059,699,148		
2001	5,997,778,094	\$ (61,921,054)	-1.02%
2002	6,772,998,611	775,220,517	12.93%
2003	7,152,964,604	379,965,993	5.61%
2004	8,064,234,908	911,270,304	12.74%
2005	9,130,079,000	1,065,844,092	13.22%
2006	13,220,089,341	4,090,010,341	44.80%
2007	13,599,852,966	379,763,625	2.87%
2008	14,041,462,461	441,609,495	3.25%
2009	16,341,240,966	2,299,778,505	16.38%
2010	16,246,087,904	(95,153,062)	-0.58%
2011	16,335,543,665	89,455,761	0.55%
2012	* 18,281,381,938	1,945,838,273	11.91%
2013	* 18,052,652,524	(228,729,414)	-1.25%

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



