

NASSAU COUNTY
NEW YORK



EDWARD P. MANGANO
COUNTY EXECUTIVE

2015 PROPERTY TAX FREEZE CREDIT ADOPTED BUDGET

MULTI-YEAR FINANCIAL PLAN
FISCAL 2015-2018
OCTOBER 2014
RESOLUTION 213-14



NASSAU LEADS IN GOVERNMENT EFFICIENCIES

Over \$500 Million in Savings from Public-Private Partnerships:

- Wastewater Treatment Plants
- Bus Transportation
- Inmate Healthcare Costs
- Redevelopment of Nassau Veterans Memorial Coliseum
- New Twin Ice Rinks
- New Ball Fields at Mitchel Field
- NY Cosmos Practice Field

Additional Cost-Savings Initiatives:

- Hundreds of Millions in Reduced Labor Costs and
New Labor Contract Reforms
- Reduced Energy Costs
- Department Consolidations
- Photocopy Machine and Phone Line Reductions

OFFICE OF MANAGEMENT AND BUDGET

Deputy County Executive

Eric Naughton

Budget Director

Roseann D'Alleva

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John Quinlan
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Matthew Ronan
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TABLE OF CONTENTS

I.	EXECUTIVE SUMMARY	1
II.	FUND AND DEPARTMENTAL DETAIL	15
III.	APPENDICES	
	A. MULTI-YEAR FINANCIAL PLAN BASELINE INFLATORS	59
	B. BORROWING SCHEDULE	60
	C. DEBT SERVICE BASELINE	62
	D. NASSAU COMMUNITY COLLEGE FINANCIAL PLAN UPDATE	65
	E. NASSAU HEALTH CARE CORPORATION FINANCIAL PLAN UPDATE	67
	F. SEWER & STORM WATER RESOURCES DISTRICT FINANCIAL PLAN	68

EXECUTIVE SUMMARY



OVERVIEW

The Mangano Administration continues to right-size Nassau County government by managing the fiscal challenges resulting from decades of poor fiscal policies, while having a vision for the future that ensures structural reform and long-term success. The Administration has accomplished this by working with the Governor, the New York State Legislature, the Nassau County Legislature, the Nassau County Interim Finance Authority (NIFA), private businesses, and labor. The Multi-Year Financial Plan (MYP) guides decision-making and long-term planning. From day one, this Administration has understood that the status quo was unsustainable. The Mangano Administration continues to place emphasis on identifying cost-saving measures, practicing strict fiscal discipline, and implementing strategies that ensure long-term fiscal stability.

The adopted MYP demonstrates the County's commitment to be compliant with NIFA's accounting treatment of borrowings in 2018. The MYP, as modified in consultation with NIFA, outlines the steps that we will be taking to transition to compliance. The revised plan preserves the County's fiscal integrity and the delivery of essential services in light of current economic conditions, particularly the unusual and disproportionate decline in sales tax receipts.

With NIFA working as a partner, the County was successful in achieving historic assessment legislation that will greatly aid the County in achieving structural balance. The New York State Assembly and the New York State Senate passed historic assessment legislation, which the Governor signed on November 21, 2014, that will greatly aid the County in achieving structural balance. Simply put, this is the largest structural reform that Nassau County has ever achieved.

This legislation creates a Disputed Assessment Fund that will establish a manageable and fiscally-sound process to satisfy most commercial tax certiorari refunds and end the need to borrow to pay for tax refunds, which has been the practice of the County since the 1970s. The County's borrowing was made necessary by the County guaranty, which requires the County (unlike any other county in New York State) to fund the property tax refunds of the towns, special districts, and all but one of the school districts in the County. This legislation saves the County more than \$730 million in debt service payments over the next 20 years and Moody's Investors Service recognizes this as a credit positive that will provide recurring funding for successful tax challenges.

Establishing a Disputed Assessment Fund to satisfy commercial cases will also result in a more equitable allocation of taxes between residential and commercial property owners. Currently, all property owners bear the burden of paying tax certiorari refunds. This creates an inequity between residential and commercial property owners because commercial property owners generate a vast majority of the refunds. This legislation will address this unfair cost allocation by properly placing the burden of these refunds on commercial property owners.



The structural benefits from the commercial tax certiorari reform legislation will begin to be realized in 2017. The County is financing \$125 million of property tax refunds in 2014, and anticipates financing \$60 million in each of 2015, 2016, and 2017 to address these commercial claims, based on an agreement between the County Executive and the County Legislature. In addition, the MYP includes \$10 million of operating funds in 2016, \$15 million in 2017 and \$30 million in 2018. The combination of funds will allow the County to reduce the backlog through accelerated settlements and maintain our commitment to ensuring that residents are not forced to pay for a decade of waste in a single year through higher taxes or service cuts.

Public Private Partnerships (P3) have played a vital role in Nassau's finances. The re-development of Nassau Veterans Memorial Coliseum by Bruce Ratner's Nassau Events Center (NEC) team will be a centerpiece bolstering Nassau's economy. NEC will invest a minimum of \$229 million in renovating the Coliseum and building a 2,000-seat indoor theater, an outdoor amphitheater, restaurants, an ice-skating rink, and retail space. The newly re-developed Coliseum will generate \$334 million in rental income. Additional revenues, forecasted to be in excess of \$200 million, will be derived from projected sales and related economic activity including entertainment, sales and hotel taxes, parking, arena revenues (ticket fees, merchandising, rental/leasing, concessions) and plaza rental revenues.

On July 18, 2014, the Nassau County Legislature approved a twenty-year agreement for the operation and maintenance of the County sewer system with United Water. This contract will reduce the cost of sewer operations and will generate additional savings throughout the term of the contract. The County bases immediate savings on the contractual commitment of United Water to reduce County staffing costs by a minimum of \$10 million annually. In addition, the County plans to reassign sewer employees who do not continue to perform sewer work to other areas of the Public Works Department and other County departments. The County projects these reassignments to reduce County overtime spending in other operational areas.

Other P3 initiatives have successfully reduced costs, including the partnership with Transdev Services, Inc. (formerly Veolia Transportation, Inc.) to deliver bus service to Nassau residents at a cost that is \$33 million less than the amount Metropolitan Transportation Authority (MTA) would have charged the County, and the delivery of inmate healthcare services at the Nassau County Correctional Center through an initiative with Armor Correctional Health Services that saves \$7 million annually.

In 2014, the County reached agreements with its major labor unions thereby ending a three-year wage freeze. The agreements bring historic first-time savings in areas such as contributions to the cost of health insurance for new employees and pension contributions for new police hires. The County will achieve additional savings through work rule changes and adjustments to vacation and compensatory leave.

The labor agreements, which run through 2017, bring cost certainty to the labor situation and minimize litigation risk. Collective bargaining units have given up wage increases for fiscal

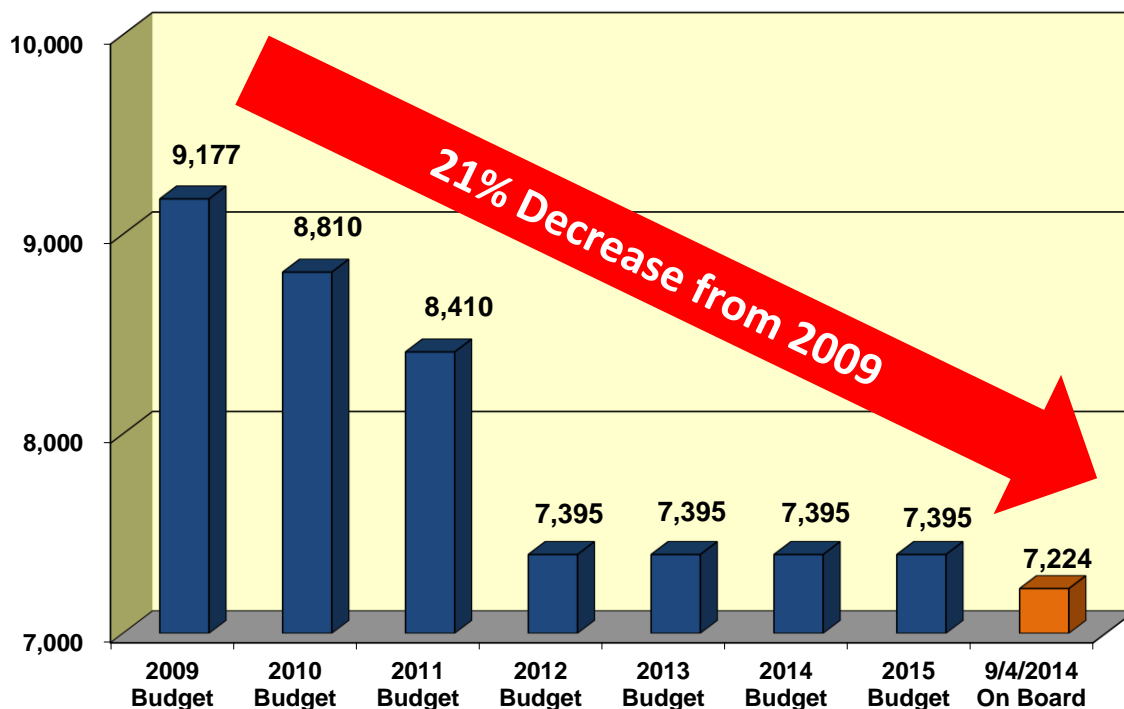


2013, which reduce the County’s potential liability from an adverse court decision with respect to retroactive increases to \$101 million from \$232 million.

Workforce management has been critical to maintaining the fiscal health of Nassau County. The MYP reflects the Administration’s continued control and reduction of expenditures. In 2009, the County’s budgeted workforce was 9,177 full-time employees. Due to strong management, the County’s budgeted workforce is 7,395 positions for 2015, and the County’s on-board positions total 7,224 as of September 4, 2014, a 21.3% reduction from 2009 authorized levels. The County successfully reduced its workforce in each year since 2009 through a combination of voluntary separation incentive programs, layoffs, and attrition.

The chart below illustrates the workforce reduction that has taken place since 2009.

Workforce Management



Going forward, the Mangano Administration will continue to optimize workforce levels while ensuring that the County provides essential services to all Nassau County residents.

The County’s sales tax revenues have been disappointing in 2014, with collections through the end of the third quarter down approximately 5.9% from the comparable period in 2013. Due to the unexplained drop in sales tax receipts in 2014, the County hired a leader in the industry, Moody’s Analytics, to assist the County in analyzing the data and developing the County’s sales



tax forecast. Moody's economic model predicts that sales tax revenues will begin to rebound over the latter part of 2014, narrowing the full year-over-year decline. Sales tax collections in 2015 will then normalize to a growth rate more consistent with historical periods of economic recovery according to the model. Much of that strength will come in the first quarter of 2015, which, when compared with the extraordinary weather effects in 2014, will look extremely strong.

Moody's Analytics' outlook for disposable personal income in Nassau County calls for much stronger growth in 2015, after an expected nominal increase of only 0.5% in 2014. In addition, the Administration believes that additional Superstorm Sandy stimulus totaling nearly \$1 billion will strengthen and support our local economy and positively affect sales tax collections in the years ahead. Furthermore, actions undertaken by the Mangano Administration have positively impacted our economy and will have positive effects for decades to come. The Administration's fiscal policies have created a favorable business climate and Nassau's unemployment rate for September (5.0%) is significantly favorable compared to both New York State (6.6%) and the nation (6.5%).

The growth of the television and film industry in Nassau County has produced blockbuster films such as *The Amazing Spider-Man 2* and *Man on a Ledge*, and the live television productions of *The Sound of Music* and *Peter Pan*. In addition, the Mangano Administration has attracted new employers including Hain Celestial, New York Vanity, Rbest Produce, and Supreme Screw Products; and has helped local employers expand their operations, including Arizona Iced Tea and Dealertrack Technologies. These actions demonstrate that businesses are willing to put their faith in Nassau County and improve the economic outlook here.

For continued success, employers need access to an educated workforce, which Nassau County has thanks to the investment taxpayers make in our local schools. However, young people have been leaving Long Island over the past two decades due to a lack of housing opportunities. Accordingly, the Mangano Administration has partnered with the private sector to create more than 1,000 new affordable housing opportunities for residents. In many cases, the County has incentivized local developers to create residences in downtown villages—known as transit-oriented communities—so that residents can easily take a train to Manhattan and shop in local villages. The Mangano Administration has also earmarked federal funds to study the conversion of empty office space into residences in Baldwin, Lynbrook, and Valley Stream.

The Mangano Administration has aggressively confronted and resolved fiscal challenges by making the tough decisions necessary to produce recurring savings, and it will continue to do this.

The tables below outline the County's current estimate of baseline gaps and initiatives to keep the budget in balance. Incorporated into the baseline assumptions are initiatives that are in the implementation phase. These items are listed in the table below. In addition, the MYP outlines contingencies that are available to the County that would further strengthen the financial outlook.



**Table 1: 2015-2018
Initiatives included in the Baseline
(\$ in millions)**

MYP 2015 - 2018			
	2016 Plan	2017 Plan	2018 Plan
<u>Expense/Revenue Actions</u>			
Health Insurance Cost Reduction	1.0	1.0	1.0
Workforce Management	10.4	10.8	11.2
United Water Synergy Savings	8.7	9.0	9.2
Advertising Revenue	6.0	8.0	8.0
Office Consolidation	2.0	3.0	4.0
Taxi Limousine Commission	2.0	2.0	2.0
Strategic Sourcing	2.0	2.0	2.0
BOE Reimbursement	2.0	2.0	2.0
ERP Implementation		2.0	2.0
<u>Financing Options/Asset Sales</u>			
Sale of Surplus County Property	5.0	5.0	5.0
Gap Closing Options	39.1	44.8	46.4

Discussion of Initiatives included in the Baseline

Workforce Management

Every year the Mangano Administration has proven its ability to manage operations with fewer positions than are in the budget. Going forward, the Mangano Administration will continue to optimize workforce levels while ensuring that the County provides essential services for all Nassau County residents. By analyzing the impact of each vacancy as they materialize, additional opportunities exist for savings. The savings can come from eliminating vacant positions, backfilling at lower salaries, and delayed hiring.

United Water Synergy Savings

The County has committed to ensuring that there will not be layoffs to its workforce due to its contract with United Water. The County has identified a number of areas of County operations where increased staffing can substantially reduce the use and cost of overtime. The County has also identified outsourced services that can be performed instead by County employees made available by the contractual agreement with United Water. Finally, the County has identified fee generating services, such as the issuance of permits that can generate additional revenues with the addition of personnel. The County has a plan to achieve these financial benefits through the reassignment of sewer employees. The precise magnitude of these financial benefits will be



confirmed when the agreement has been in effect for a period of time and the County knows the specific number of employees that left County service to work for United Water.

Advertising Revenue

The County has a contract in place that allows for the use of various assets such as roadways as media outlets for generating new revenue.

Office Consolidation

The County's dramatic workforce reduction has opened possibilities for centralization and downsizing of office space. The County will look to continue streamlining office space in 2015.

Taxi and Limousine Commission

Taxi and Limousine Commission (TLC) will strictly enforce laws and regulations relating to public safety, comfort and convenience, standards and conditions of service, the issuance, suspension, and revocation of licenses, and the development of a transportation policy relating to for-hire vehicles and taxicabs. The individuals and entities likely to be subject to the proposed rules are the owners and drivers of licensed taxicabs, for-hire vehicles, and commuter vans; the owners of bases dispatching for-hire vehicles and commuter vans, taxicab brokers, taxicab agents, livery passenger enhancement vendors, and taximeter businesses.

Strategic Sourcing

The County continues to pursue efficiencies and savings through strategic sourcing as recommended by Grant Thornton LLP in its NIFA-commissioned report. The County has selected a vendor and has already garnered savings.

BOE Reimbursement

New York State Election Law, Article 4, Section 4-136 states, "All expenses incurred under this chapter by the board of elections of a county outside the city of New York shall be a charge against the county... The expenses incurred by the board of elections of a county outside the city of New York may, pursuant to section 3-226 of this chapter, be apportioned among the cities and towns therein, or in the case of a village election held other than at the time of the fall primary or general election, apportioned to such villages therein."

County Law § 361-a and Election Law § 4-138 indicate that the Board of Elections must, each year, between October 1 and December 15, certify its total expenses for the preceding year to the Clerk of the County Legislature, and if the Legislature so directs, the Legislature certifies to the Clerk the amount to be charged back to cities and areas outside cities. The Clerk then notifies the local officials who must add the chargeback to their tax levies.



ERP Implementation

The new enterprise resource planning (ERP) system will streamline core business processes that will lead to efficiencies and savings. This initiative, recommended by Grant Thornton LLP in its NIFA-commissioned report, is currently underway.

Sale of Surplus County Property

Consistent with experience, the County will continue to realize revenue by selling surplus County property and will work through the Office of Real Estate to identify opportunities.

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



**Table 2: 2015-2018
Pre Gap Closing Plan (Major Funds)
(\$ in millions)**

MAJOR FUNDS					
EXP/REV	Object	2015 Adopted Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	851,144,909	867,501,597	893,473,312	899,240,590
	AB - FRINGE BENEFITS	496,065,443	508,837,893	526,329,382	546,418,442
	AC - WORKERS COMPENSATION	26,976,829	26,976,829	26,976,829	26,976,829
	BB - EQUIPMENT	2,274,166	2,308,278	2,342,903	2,378,046
	DD - GENERAL EXPENSES	35,342,289	35,582,777	35,946,132	36,382,357
	DE - CONTRACTUAL SERVICES	253,930,075	251,186,039	251,872,417	253,640,303
	DF - UTILITY COSTS	41,692,740	41,836,159	42,075,436	42,814,076
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	FF - INTEREST	98,129,845	112,072,868	120,879,642	128,799,404
	GA - LOCAL GOVT ASST PROGRAM	68,501,853	70,183,149	71,906,478	73,672,890
	GG - PRINCIPAL	76,340,000	88,285,002	102,645,000	114,749,999
	HC - NHC ASSN EXP	13,000,000	0	0	0
	HH - INTERFUND CHARGES	30,790,028	30,576,605	30,359,755	30,118,672
	MM - MASS TRANSPORTATION	43,371,263	44,553,496	45,770,014	47,021,811
	NA - NCIFA EXPENDITURES	1,900,000	1,950,000	2,000,000	1,925,000
	OO - OTHER EXPENSE	366,827,561	310,564,726	300,133,369	223,365,245
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	137,700,000	140,454,000	143,263,080
	SS - RECIPIENT GRANTS	60,550,000	61,761,000	62,996,220	62,996,220
	TT - PURCHASED SERVICES	68,402,576	69,770,628	71,166,040	72,589,361
	WW - EMERGENCY VENDOR PAYMENTS	52,755,000	51,699,900	51,182,901	51,182,901
	XX - MEDICAID	252,255,731	252,571,349	252,571,349	257,115,874
Expenses Excluding Interdepartmental Transfers		2,980,250,308	2,970,918,295	3,036,081,180	3,019,651,102
	Interdepartmental Transfers	422,367,239	432,028,841	436,453,091	440,075,201
Expenses Including Interdepartmental Transfers		3,402,617,547	3,402,947,136	3,472,534,271	3,459,726,303
REV	AA - FUND BALANCE	15,000,000	0	0	0
	BA - INT PENALTY ON TAX	29,100,000	29,100,000	29,100,000	29,100,000
	BC - PERMITS & LICENSES	16,274,987	17,274,987	18,274,987	17,274,987
	BD - FINES & FORFEITS	103,748,400	106,797,574	106,797,574	106,797,574
	BE - INVEST INCOME	2,118,700	2,118,700	2,118,700	2,118,700
	BF - RENTS & RECOVERIES	19,287,357	22,899,974	26,099,974	26,099,974
	BG - REVENUE OFFSET TO EXPENSE	11,412,000	11,412,000	11,412,000	11,412,000
	BH - DEPT REVENUES	170,826,359	182,826,359	184,826,359	184,826,359
	BO - PAYMENT IN LIEU OF TAXES	11,663,465	11,663,465	11,663,465	11,663,465
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	122,224,000	81,336,000	81,336,000	2,400,000
	BS - OTB PROFITS	9,000,000	22,000,000	25,000,000	25,000,000
	BW - INTERFUND CHARGES REVENUE	112,421,488	78,825,279	81,427,449	84,238,211
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	135,988,686	138,223,548	140,503,107	140,503,107
	SA - STATE AID REIMBURSEMENT OF EXPENSES	209,929,772	212,449,410	215,020,780	216,502,269
	TA - SALES TAX COUNTYWIDE	1,056,147,928	1,082,551,626	1,109,615,417	1,137,355,802
	TB - PART COUNTY SALES TAX	90,048,482	89,316,512	91,549,424	93,838,160
	TL - PROPERTY TAX	832,277,017	832,277,017	832,277,017	832,277,017
	TO - OTB 5% TAX	2,557,667	2,301,274	2,070,751	1,863,465
	TX - SPECIAL TAXES	30,224,000	29,224,000	30,224,000	30,224,000
Revenues Excluding Interdepartmental Transfers		2,980,250,308	2,952,597,725	2,999,317,004	2,953,495,090
	Interdepartmental Transfers	422,367,239	432,028,841	436,453,091	440,075,201
Revenues In Projected Surplus / (Gap)		3,402,617,547	3,384,626,566	3,435,770,095	3,393,570,291
Projected Surplus / (Gap)		0	(18,320,570)	(36,764,176)	(66,156,012)



**Table 3: 2015-2018
Gap Closing Plan (Major Funds)
(\$ in millions)**

MYP 2015 - 2018			
	2016 Plan	2017 Plan	2018 Plan
Current Baseline Surplus / (Gap)	(18.3)	(36.8)	(66.2)
Gap Closing Options			
<u>Expense/Revenue Actions</u>			
Suez Energy NA (TRIGEN)		10.0	24.0
Health Insurance Cost Reduction		9.9	10.3
Program/OTPS Reduction	5.0	5.0	20.0
<u>NYS Actions</u>			
Mandate Reform	10.0	10.0	10.0
LIE Surcharge	5.7	5.7	5.7
Gap Closing Options	20.7	40.6	70.0
Surplus/ (Deficit) After Gap Closing Actions	2.4	3.8	3.8

Discussion of Gap Closing Actions

Suez Energy NA (TRIGEN) Privatization

In 2016, the agreement between Nassau County and Suez Energy NA, the current operator of the 57 megawatt cogeneration plant in Uniondale, will expire. Today, this plant provides LIPA with safe, locally-produced electric power as well as thermal energy in the form of steam, chilled water, and high temperature hot water for cooling and heating purposes to several institutions and buildings in and around the Nassau Hub, including Nassau Community College, Nassau University Medical Center, the Nassau Veterans Memorial Coliseum, the Long Island Marriot Hotel, and the Nassau County Aquatic Center. When this agreement expires, Nassau County will have the opportunity to reimagine the use of the facility as an important clean and sustainable power resource and economic development tool. At this juncture, the County is exploring its options for this facility. Ultimately, the ideal use will enable economic growth; bring value to Nassau County residents and businesses; and continue to provide reliable, clean power to our local utility. There are several actions that could generate significant revenue (e.g., monetization, plant expansion) for the County, which could be used to pay down debt and fund other important County initiatives.



Health Insurance Cost Reduction

Employee benefits are a substantial expense for Nassau County. The Administration in 2014 was able to negotiate several concessions from the major labor unions including the 15% contribution to the cost of health insurance for new employees.

With the implementation of the Affordable Care Act, the County will be exploring various options to reduce future health premium costs.

Program/OTPS Reduction

The MYP is based on the Administration's best assumptions as to how much it will cost to provide the current level of services. The Administration continues to develop creative ways to reduce costs, often with better service. We will continue to explore public private partnerships, consolidating departments, and renegotiating contracts to achieve savings for taxpayers.

Mandate Reform

New York State has begun to realize the enormous burdens placed on local governments through State-mandated programs. Recent audits performed by the State Comptroller highlight skyrocketing costs and fraud within pre-school special education programs throughout New York State. The County believes that numerous cost containment opportunities exist within these programs and other State-mandated programs in areas such as public assistance and indigent legal services.

LIE Surcharge

The County will seek approval of State legislation providing reimbursement for the cost of patrolling New York State highways in Nassau County.



**Table 4: 2015-2018
After Gap Closing Plan (Major Funds)
(\$ in millions)**

MAJOR FUNDS					
EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	851,144,909	867,501,597	893,473,312	899,240,590
	AB - FRINGE BENEFITS	496,065,443	508,837,893	516,429,382	536,118,442
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	DD - GENERAL EXPENSES	35,342,289	35,582,777	35,946,132	36,382,357
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REV	AA - FUND BALANCE	15,000,000	0	0	0
	BA - INT PENALTY ON TAX	29,100,000	29,100,000	29,100,000	29,100,000
	BC - PERMITS & LICENSES	16,274,987	17,274,987	18,274,987	17,274,987
	BD - FINES & FORFEITS	103,748,400	112,497,574	112,497,574	112,497,574
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	TO - OTB 5% TAX	2,557,667	2,301,274	2,070,751	1,863,465
	TX - SPECIAL TAXES	30,224,000	29,224,000	30,224,000	30,224,000
Revenues Excluding Interdepartmental Transfers		2,980,250,308	2,958,297,725	3,015,017,004	2,983,195,090
Interdepartmental Transfers		422,367,239	432,028,841	436,453,091	440,075,201
Revenues In Projected Surplus / (Gap)		3,402,617,547	3,390,326,566	3,451,470,095	3,423,270,291
Projected Surplus / (Gap)		0	2,379,430	3,835,824	3,843,988



**Table 5: 2015-2018
Contingencies and Additional Opportunities
(\$ in millions)**

MYP 2015 - 2018			
	2016 Plan	2017 Plan	2018 Plan
Surplus/ (Deficit) After Gap Closing Actions	2.4	3.8	3.8
Contingency Gap Closing Options			
<u>Expense/Revenue Actions</u>			
Various Fee Increases	2.0	3.0	4.0
<u>Financing Options</u>			
Bond Premium	25.0	25.0	0.0
NIFA Restructuring	33.9	50.4	25.4
Gap Closing Options	60.9	78.4	29.4
Surplus/ (Deficit) After Contingency Actions	63.3	82.2	33.2
Use of surplus to fund Litigation Fund	20.0	20.0	20.0

Various Fee Adjustments

Annually, the County will review the various fees it charges for services to determine if they reflect increased costs.

Bond Premium

For several decades, Nassau County retained bond and note premium and used it to pay debt service in accordance with the New York State Local Finance Law. From 2008 through 2011, each of the County’s 12 new money tax-exempt bond issues and nine note issues generated premium, with the combined premium on these issues totaling \$64 million. In each of these instances, the County retained the premium rather than downsizing the bond or note. The County has since been precluded from doing this and believes that it should be allowed to retain the premiums. This would be consistent with other issuers such as the Town of North Hempstead, Suffolk County, New York City, and the MTA.

Debt Restructuring and Refunding

The case for pursuing a debt restructuring as part of the County’s MYP Update is supported by a number of factors including:



1. Borrowing at today's low rates through a highly-rated entity such as NIFA makes the restructuring affordable and the timing ideal.
2. A cooperative strategy between NIFA and the County towards improving the County's finances is both budgetary and credit rating positive.
3. A restructuring would generate present value savings, reduce swap and letter-of-credit risk exposure and improve liquidity. This would strengthen the overall credit profile of the County.
4. Historically, NIFA has judiciously used debt restructurings for the County's benefit.

Litigation Fund

As part of the County's commitment to be compliant with NIFA's accounting treatment of borrowings in 2018, the Administration has removed the financing of judgments and settlements in 2018. The County will create in 2015 a Litigation Fund to pay for future judgments and settlements. The revenue source for this fund will be from operating surpluses generated each year.

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



FUND AND DEPARTMENTAL DETAIL

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



MAJOR FUNDS					
EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	851,144,909	867,501,597	893,473,312	899,240,590
	AB - FRINGE BENEFITS	496,065,443	508,837,893	526,329,382	546,418,442
	AC - WORKERS COMPENSATION	26,976,829	26,976,829	26,976,829	26,976,829
	BB - EQUIPMENT	2,274,166	2,308,278	2,342,903	2,378,046
	DD - GENERAL EXPENSES	35,342,289	35,582,777	35,946,132	36,382,357
	DE - CONTRACTUAL SERVICES	253,930,075	251,186,039	251,872,417	253,640,303
	DF - UTILITY COSTS	41,692,740	41,836,159	42,075,436	42,814,076
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	FF - INTEREST	98,129,845	112,072,868	120,879,642	128,799,404
	GA - LOCAL GOVT ASST PROGRAM	68,501,853	70,183,149	71,906,478	73,672,890
	GG - PRINCIPAL	76,340,000	88,285,002	102,645,000	114,749,999
	HC - NHC ASSN EXP	13,000,000	0	0	0
	HD - DEBT SERVICE CHARGEBACKS	332,458,134	342,119,736	346,543,986	350,166,096
	HF - INTER DEPARTMENTAL CHARGES	89,909,105	89,909,105	89,909,105	89,909,105
	HH - INTERFUND CHARGES	30,790,028	30,576,605	30,359,755	30,118,672
	MM - MASS TRANSPORTATION	43,371,263	44,553,496	45,770,014	47,021,811
	NA - NCIFA EXPENDITURES	1,900,000	1,950,000	2,000,000	1,925,000
	OO - OTHER EXPENSE	366,827,561	310,564,726	300,133,369	223,365,245
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	137,700,000	140,454,000	143,263,080
	SS - RECIPIENT GRANTS	60,550,000	61,761,000	62,996,220	62,996,220
	TT - PURCHASED SERVICES	68,402,576	69,770,628	71,166,040	72,589,361
	WW - EMERGENCY VENDOR PAYMENTS	52,755,000	51,699,900	51,182,901	51,182,901
	XX - MEDICAID	252,255,731	252,571,349	252,571,349	257,115,874
EXP Total		3,402,617,547	3,402,947,136	3,472,534,271	3,459,726,303
REV	AA - FUND BALANCE	15,000,000	0	0	0
	BA - INT PENALTY ON TAX	29,100,000	29,100,000	29,100,000	29,100,000
	BC - PERMITS & LICENSES	16,274,987	17,274,987	18,274,987	17,274,987
	BD - FINES & FORFEITS	103,748,400	106,797,574	106,797,574	106,797,574
	BE - INVEST INCOME	2,118,700	2,118,700	2,118,700	2,118,700
	BF - RENTS & RECOVERIES	19,287,357	22,899,974	26,099,974	26,099,974
	BG - REVENUE OFFSET TO EXPENSE	11,412,000	11,412,000	11,412,000	11,412,000
	BH - DEPT REVENUES	170,826,359	182,826,359	184,826,359	184,826,359
	BJ - INTERDEPT REVENUES	89,909,105	89,909,105	89,909,105	89,909,105
	BO - PAYMENT IN LIEU OF TAXES	11,663,465	11,663,465	11,663,465	11,663,465
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	122,224,000	81,336,000	81,336,000	2,400,000
	BS - OTB PROFITS	9,000,000	22,000,000	25,000,000	25,000,000
	BV - DEBT SERVICE CHARGEBACK REVENUE	332,458,134	342,119,736	346,543,986	350,166,096
	BW - INTERFUND CHARGES REVENUE	112,421,488	78,825,279	81,427,449	84,238,211
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	135,988,686	138,223,548	140,503,107	140,503,107
	SA - STATE AID REIMBURSEMENT OF EXPENSES	209,929,772	212,449,410	215,020,780	216,502,269
	TA - SALES TAX COUNTYWIDE	1,056,147,928	1,082,551,626	1,109,615,417	1,137,355,802
	TB - PART COUNTY SALES TAX	90,048,482	89,316,512	91,549,424	93,838,160
	TL - PROPERTY TAX	832,277,017	832,277,017	832,277,017	832,277,017
	TO - OTB 5% TAX	2,557,667	2,301,274	2,070,751	1,863,465
	TX - SPECIAL TAXES	30,224,000	29,224,000	30,224,000	30,224,000
REV Total		3,402,617,547	3,384,626,566	3,435,770,095	3,393,570,291
Projected Surplus / (Gap)		0	(18,320,570)	(36,764,176)	(66,156,012)

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



GENERAL FUND					
EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	378,401,238	382,710,795	392,922,531	394,150,769
	AB - FRINGE BENEFITS	240,158,928	244,817,147	252,683,525	262,726,729
	AC - WORKERS COMPENSATION	16,187,850	16,187,850	16,187,850	16,187,850
	BB - EQUIPMENT	1,247,666	1,266,381	1,285,377	1,304,657
	DD - GENERAL EXPENSES	26,036,589	26,355,123	26,708,087	27,083,108
	DE - CONTRACTUAL SERVICES	236,211,283	233,201,465	233,618,075	235,112,146
	DF - UTILITY COSTS	36,986,176	37,033,803	37,174,517	37,794,664
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	GA - LOCAL GOVT ASST PROGRAM	68,501,853	70,183,149	71,906,478	73,672,890
	HC - NHC ASSN EXP	13,000,000	0	0	0
	HD - DEBT SERVICE CHARGEBACKS	315,299,990	324,442,298	329,220,149	332,949,183
	HF - INTER DEPARTMENTAL CHARGES	45,615,828	45,615,828	45,615,828	45,615,828
	HH - INTERFUND CHARGES	30,773,043	30,559,620	30,342,770	30,101,687
	MM - MASS TRANSPORTATION	43,371,263	44,553,496	45,770,014	47,021,811
	NA - NCIFA EXPENDITURES	1,900,000	1,950,000	2,000,000	1,925,000
	OO - OTHER EXPENSE	167,273,284	127,120,443	132,589,963	70,082,380
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	137,700,000	140,454,000	143,263,080
	SS - RECIPIENT GRANTS	60,550,000	61,761,000	62,996,220	62,996,220
	TT - PURCHASED SERVICES	68,402,576	69,770,628	71,166,040	72,589,361
	WW - EMERGENCY VENDOR PAYMENTS	52,755,000	51,699,900	51,182,901	51,182,901
	XX - MEDICAID	252,255,731	252,571,349	252,571,349	257,115,874
EXP Total		2,194,928,298	2,164,500,276	2,201,395,674	2,167,876,139
REV	AA - FUND BALANCE	10,000,000	0	0	0
	BA - INT PENALTY ON TAX	29,100,000	29,100,000	29,100,000	29,100,000
	BC - PERMITS & LICENSES	11,246,487	12,246,487	13,246,487	12,246,487
	BD - FINES & FORFEITS	101,998,400	105,047,574	105,047,574	105,047,574
	BE - INVEST INCOME	1,830,000	1,830,000	1,830,000	1,830,000
	BF - RENTS & RECOVERIES	19,221,217	22,833,834	26,033,834	26,033,834
	BG - REVENUE OFFSET TO EXPENSE	11,412,000	11,412,000	11,412,000	11,412,000
	BH - DEPT REVENUES	132,835,259	144,835,259	146,835,259	146,835,259
	BJ - INTERDEPT REVENUES	77,162,256	77,162,256	77,162,256	77,162,256
	BO - PAYMENT IN LIEU OF TAXES	11,663,465	11,663,465	11,663,465	11,663,465
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	118,000,000	78,000,000	78,000,000	0
	BS - OTB PROFITS	9,000,000	22,000,000	25,000,000	25,000,000
	BW - INTERFUND CHARGES REVENUE	60,673,046	46,097,408	45,883,558	45,642,475
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	130,132,537	132,367,399	134,646,958	134,646,958
	SA - STATE AID REIMBURSEMENT OF EXPENSES	209,195,772	211,715,410	214,286,780	215,768,269
	TA - SALES TAX COUNTYWIDE	1,056,147,928	1,082,551,626	1,109,615,417	1,137,355,802
	TB - PART COUNTY SALES TAX	90,048,482	89,316,512	91,549,424	93,838,160
	TL - PROPERTY TAX	106,380,782	106,380,782	106,380,782	106,380,782
	TO - OTB 5% TAX	2,557,667	2,301,274	2,070,751	1,863,465
	TX - SPECIAL TAXES	6,323,000	5,323,000	6,323,000	6,323,000
REV Total		2,194,928,298	2,192,184,286	2,236,087,545	2,188,149,786

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



FIRE COMMISSION FUND

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	10,947,125	11,322,221	11,655,212	11,796,074
	AB - FRINGE BENEFITS	5,150,492	5,464,277	5,621,291	5,838,905
	BB - EQUIPMENT	26,500	26,898	27,301	27,710
	DD - GENERAL EXPENSES	252,800	256,592	260,441	264,347
	DE - CONTRACTUAL SERVICES	4,925,995	4,999,885	5,074,883	5,151,006
	HD - DEBT SERVICE CHARGEBACKS	282,286	305,986	280,374	294,818
	HF - INTER DEPARTMENTAL CHARGES	2,328,298	2,328,298	2,328,298	2,328,298
EXP Total		23,913,496	24,704,156	25,247,800	25,701,160
REV	BH - DEPT REVENUES	7,725,600	7,725,600	7,725,600	7,725,600
	BW - INTERFUND CHARGES REVENUE	190,703	190,703	190,703	190,703
	SA - STATE AID REIMBURSEMENT OF EXPENSES	145,000	145,000	145,000	145,000
	TL - PROPERTY TAX	15,852,193	15,852,193	15,852,193	15,852,193
REV Total		23,913,496	23,913,496	23,913,496	23,913,496

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



POLICE DISTRICT FUND

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	231,406,838	238,457,064	248,600,056	253,481,611
	AB - FRINGE BENEFITS	117,993,102	123,220,356	127,967,058	132,722,600
	AC - WORKERS COMPENSATION	7,584,129	7,584,129	7,584,129	7,584,129
	BB - EQUIPMENT	600,000	609,000	618,135	627,407
	DD - GENERAL EXPENSES	5,100,000	5,037,300	5,030,974	5,056,954
	DE - CONTRACTUAL SERVICES	924,300	938,165	952,237	966,521
	DF - UTILITY COSTS	1,354,564	1,364,057	1,373,090	1,398,855
	HD - DEBT SERVICE CHARGEBACKS	2,237,043	2,254,319	2,244,344	2,246,935
	HF - INTER DEPARTMENTAL CHARGES	20,330,201	20,330,201	20,330,201	20,330,201
	OO - OTHER EXPENSE	5,750,000	768,750	787,969	807,668
EXP Total		393,280,177	400,563,340	415,488,193	425,222,831
REV	AA - FUND BALANCE	5,000,000	0	0	0
	BC - PERMITS & LICENSES	4,128,500	4,128,500	4,128,500	4,128,500
	BD - FINES & FORFEITS	1,750,000	1,750,000	1,750,000	1,750,000
	BE - INVEST INCOME	271,400	271,400	271,400	271,400
	BH - DEPT REVENUES	3,583,000	3,583,000	3,583,000	3,583,000
	BJ - INTERDEPT REVENUES	572,317	572,317	572,317	572,317
	BW - INTERFUND CHARGES REVENUE	10,000,000	0	0	0
	TL - PROPERTY TAX	367,974,960	367,974,960	367,974,960	367,974,960
REV Total		393,280,177	378,280,177	378,280,177	378,280,177

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



POLICE HEADQUARTER FUND

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	230,389,708	235,011,517	240,295,514	239,812,135
	AB - FRINGE BENEFITS	132,762,921	135,336,114	140,057,508	145,130,208
	AC - WORKERS COMPENSATION	3,204,850	3,204,850	3,204,850	3,204,850
	BB - EQUIPMENT	400,000	406,000	412,090	418,271
	DD - GENERAL EXPENSES	3,952,900	3,933,762	3,946,630	3,977,947
	DE - CONTRACTUAL SERVICES	11,868,497	12,046,524	12,227,222	12,410,631
	DF - UTILITY COSTS	3,352,000	3,438,299	3,527,829	3,620,557
	HD - DEBT SERVICE CHARGEBACKS	14,638,815	15,117,133	14,799,119	14,675,160
	HF - INTER DEPARTMENTAL CHARGES	21,634,778	21,634,778	21,634,778	21,634,778
	HH - INTERFUND CHARGES	16,985	16,985	16,985	16,985
	OO - OTHER EXPENSE	250,000	256,250	262,656	269,223
EXP Total		422,471,454	430,402,211	440,385,181	445,170,745
REV	BC - PERMITS & LICENSES	900,000	900,000	900,000	900,000
	BE - INVEST INCOME	17,300	17,300	17,300	17,300
	BF - RENTS & RECOVERIES	66,140	66,140	66,140	66,140
	BH - DEPT REVENUES	26,682,500	26,682,500	26,682,500	26,682,500
	BJ - INTERDEPT REVENUES	12,174,532	12,174,532	12,174,532	12,174,532
	BW - INTERFUND CHARGES REVENUE	15,007,300	7,300	7,300	7,300
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	1,064,600	1,064,600	1,064,600	1,064,600
	SA - STATE AID REIMBURSEMENT OF EXPENSES	589,000	589,000	589,000	589,000
	TL - PROPERTY TAX	342,069,082	342,069,082	342,069,082	342,069,082
	TX - SPECIAL TAXES	23,901,000	23,901,000	23,901,000	23,901,000
REV Total		422,471,454	407,471,454	407,471,454	407,471,454

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



DEBT SERVICE FUND

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	FF - INTEREST	98,129,845	112,072,868	120,879,642	128,799,404
	GG - PRINCIPAL	76,340,000	88,285,002	102,645,000	114,749,999
	OO - OTHER EXPENSE	193,554,277	182,419,283	166,492,781	152,205,975
EXP Total		368,024,122	382,777,153	390,017,423	395,755,378
REV	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	4,224,000	3,336,000	3,336,000	2,400,000
	BV - DEBT SERVICE CHARGEBACK REVENUE	332,458,134	342,119,736	346,543,986	350,166,096
	BW - INTERFUND CHARGES REVENUE	26,550,439	32,529,868	35,345,888	38,397,733
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	4,791,549	4,791,549	4,791,549	4,791,549
REV Total		368,024,122	382,777,153	390,017,423	395,755,378

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



AC - DEPARTMENT OF INVESTIGATIONS

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	DD - GENERAL EXPENSES	500	508	515	523
	DE - CONTRACTUAL SERVICES	5,000	5,075	5,151	5,228
EXP Total		5,500	5,583	5,666	5,751

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



AR - ASSESSMENT REVIEW COMMISSION

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	2,226,736	2,308,188	2,378,354	2,398,168
	DD - GENERAL EXPENSES	35,033	35,558	36,092	36,633
	DE - CONTRACTUAL SERVICES	12,500	12,688	12,878	13,071
EXP Total		2,274,269	2,356,434	2,427,324	2,447,872

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



AS - ASSESSMENT DEPARTMENT

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	9,441,592	9,831,355	10,167,197	10,262,446
	BB - EQUIPMENT	0	0	0	0
	DD - GENERAL EXPENSES	253,900	257,709	261,574	265,498
	DE - CONTRACTUAL SERVICES	39,000	39,585	40,179	40,781
	HF - INTER DEPARTMENTAL CHARGES	0	0	0	0
EXP Total		9,734,492	10,128,648	10,468,950	10,568,725
REV	BH - DEPT REVENUES	3,365,000	9,365,000	9,365,000	9,365,000
REV Total		3,365,000	9,365,000	9,365,000	9,365,000

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



AT - COUNTY ATTORNEY

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	7,995,875	8,085,945	8,163,937	8,187,873
	BB - EQUIPMENT	15,000	15,225	15,453	15,685
	DD - GENERAL EXPENSES	600,000	609,000	618,135	627,407
	DE - CONTRACTUAL SERVICES	5,350,000	5,430,250	5,511,704	5,594,379
EXP Total		13,960,875	14,140,420	14,309,230	14,425,345
REV	BD - FINES & FORFEITS	1,080,000	1,080,000	1,080,000	1,080,000
	BF - RENTS & RECOVERIES	1,235,000	1,235,000	1,235,000	1,235,000
	BH - DEPT REVENUES	130,000	130,000	130,000	130,000
	BJ - INTERDEPT REVENUES	502,269	502,269	502,269	502,269
	BW - INTERFUND CHARGES REVENUE	50,000	50,000	50,000	50,000
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	300,000	300,000	300,000	300,000
REV Total		3,297,269	3,297,269	3,297,269	3,297,269

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



BU - OFFICE OF MANAGEMENT AND BUDGET

E/R	CC AND NAME				
EXP	10 - OFFICE OF MANAGEMENT AND BUDGET				
	OBJECT AND NAME	2015 Adopted Budget	2016 Plan	2017 Plan	2018 Plan
	AA - SALARIES, WAGES & FEES	4,968,928	5,009,719	5,051,325	5,093,764
	AB - FRINGE BENEFITS	25,232,436	26,198,827	27,205,425	28,250,467
	AC - WORKERS COMPENSATION	8,688,986	8,688,986	8,688,986	8,688,986
	BB - EQUIPMENT	5,000	5,075	5,151	5,228
	DD - GENERAL EXPENSES	114,105	115,817	117,554	119,317
	DE - CONTRACTUAL SERVICES	2,909,566	2,953,209	2,997,508	3,042,470
	GA - LOCAL GOVT ASST PROGRAM	68,501,853	70,183,149	71,906,478	73,672,890
	HC - NHC ASSN EXP	13,000,000	0	0	0
	HD - DEBT SERVICE CHARGEBACKS	315,299,990	324,442,298	329,220,149	332,949,183
	HF - INTER DEPARTMENTAL CHARGES	3,255,676	3,255,676	3,255,676	3,255,676
	HH - INTERFUND CHARGES	27,914,544	27,701,121	27,484,271	27,243,188
	NA - NCIFA EXPENDITURES	1,900,000	1,950,000	2,000,000	1,925,000
	OO - OTHER EXPENSE	53,104,038	43,771,312	44,455,350	27,156,574
	10 - OFFICE OF MANAGEMENT AND BUDGET Total	524,895,122	514,275,190	522,387,872	511,402,744
	30 AA - SALARIES, WAGES & FEES	(1,139,497)	(10,989,497)	(12,819,497)	(13,619,497)
	DE - CONTRACTUAL SERVICES	0	(6,350,000)	(7,500,000)	(7,600,000)
	30 - FISCAL ANALYSIS Total	(1,139,497)	(17,339,497)	(20,319,497)	(21,219,497)
EXP Total		523,755,625	496,935,693	502,068,375	490,183,247
REV	10 - OFFICE OF MANAGEMENT AND BUDGET				
	OBJECT AND NAME				
	AA - FUND BALANCE	10,000,000	0	0	0
	BD - FINES & FORFEITS	1,190,000	1,190,000	1,190,000	1,190,000
	BF - RENTS & RECOVERIES	3,714,828	3,714,828	3,714,828	3,714,828
	BG - REVENUE OFFSET TO EXPENSE	10,812,000	10,812,000	10,812,000	10,812,000
	BH - DEPT REVENUES	620,000	620,000	620,000	620,000
	BJ - INTERDEPT REVENUES	48,213,690	48,213,690	48,213,690	48,213,690
	BO - PAYMENT IN LIEU OF TAXES	11,663,465	11,663,465	11,663,465	11,663,465
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	18,000,000	18,000,000	18,000,000	0
	BS - OTB PROFITS	9,000,000	22,000,000	25,000,000	25,000,000
	BW - INTERFUND CHARGES REVENUE	52,660,252	38,084,614	37,870,764	37,629,681
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	92,400	92,400	92,400	92,400
	IF - INTERFUND TRANSFERS	0	0	0	0
	SA - STATE AID REIMBURSEMENT OF EXPENSES	232,200	232,200	232,200	232,200
	TA - SALES TAX COUNTYWIDE	1,056,147,928	1,082,551,626	1,109,615,417	1,137,355,802
	TB - PART COUNTY SALES TAX	90,048,482	89,316,512	91,549,424	93,838,160
	TL - PROPERTY TAX	106,380,782	106,380,782	106,380,782	106,380,782
	TO - OTB 5% TAX	2,557,667	2,301,274	2,070,751	1,863,465
REV Total		1,421,333,694	1,435,173,391	1,467,025,721	1,478,606,473

Object	Explanation
EXP AA - SALARIES, WAGES & FEES	Decrease in Salaries in out years due to implementation of the following initiatives: Workforce Management, United Water Synergy, Office Consolidation. The implementation of the ERP project impacts 2017 & 2018.
DE - CONTRACTUAL SERVICES	Decrease in Contractual Services due to implementation of Strategic Sourcing and United Water Synergy. ERP implementation impacts 2017 & 2018.

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



CA - OFFICE OF CONSUMER AFFAIRS

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	1,703,556	1,767,357	1,822,573	1,839,375
	BB - EQUIPMENT	2,400	2,436	2,473	2,510
	DD - GENERAL EXPENSES	15,400	15,631	15,865	16,103
EXP Total		1,721,356	1,785,424	1,840,911	1,857,988
REV	BC - PERMITS & LICENSES	5,145,000	6,145,000	7,145,000	6,145,000
	BD - FINES & FORFEITS	600,000	600,000	600,000	600,000
	BH - DEPT REVENUES	200	200	200	200
	SA - STATE AID REIMBURSEMENT OF EXPENSES	45,000	45,000	45,000	45,000
REV Total		5,790,200	6,790,200	7,790,200	6,790,200

Object	Explanation
REV BC - PERMITS & LICENSES	Outyears reflect increase in Permits & Licenses due to the creation of the Taxi & Limousine Commission.

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



CC - NC SHERIFF/CORRECTIONAL CENTER

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	118,881,328	124,991,319	130,065,366	129,929,923
	AC - WORKERS COMPENSATION	5,905,420	5,905,420	5,905,420	5,905,420
	BB - EQUIPMENT	52,000	52,780	53,572	54,375
	DD - GENERAL EXPENSES	3,400,730	3,451,741	3,503,517	3,556,070
	DE - CONTRACTUAL SERVICES	16,560,645	16,963,662	17,376,590	17,799,673
	DF - UTILITY COSTS	2,833,883	2,867,666	2,857,540	2,905,792
EXP Total		147,634,006	154,232,588	159,762,004	160,151,253
REV	BD - FINES & FORFEITS	13,000	13,000	13,000	13,000
	BG - REVENUE OFFSET TO EXPENSE	300,000	300,000	300,000	300,000
	BH - DEPT REVENUES	2,450,000	2,450,000	2,450,000	2,450,000
	BJ - INTERDEPT REVENUES	150,000	150,000	150,000	150,000
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	4,909,000	4,909,000	4,909,000	4,909,000
	SA - STATE AID REIMBURSEMENT OF EXPENSES	55,000	55,000	55,000	55,000
REV Total		7,877,000	7,877,000	7,877,000	7,877,000

**CE - COUNTY EXECUTIVE**

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	1,908,129	1,912,568	1,917,096	1,921,715
	DD - GENERAL EXPENSES	80,000	81,200	82,418	83,654
	DE - CONTRACTUAL SERVICES	225,000	228,375	231,801	235,278
EXP Total		2,213,129	2,222,143	2,231,315	2,240,647

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



CF - OFFICE OF CONSTITUENT AFFAIRS

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	2,281,479	2,344,640	2,399,367	2,416,334
	DD - GENERAL EXPENSES	1,542,100	1,565,232	1,588,710	1,612,541
EXP Total		3,823,579	3,909,871	3,988,077	4,028,875
REV	BJ - INTERDEPT REVENUES	939,604	939,604	939,604	939,604
REV Total		939,604	939,604	939,604	939,604

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



CL - COUNTY CLERK

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	5,652,866	5,826,547	5,976,439	6,020,080
	BB - EQUIPMENT	50,000	50,750	51,511	52,284
	DD - GENERAL EXPENSES	305,000	309,575	314,219	318,932
	DE - CONTRACTUAL SERVICES	505,000	512,575	520,264	528,068
EXP Total		6,512,866	6,699,447	6,862,432	6,919,364
REV	BD - FINES & FORFEITS	100,000	100,000	100,000	100,000
	BH - DEPT REVENUES	31,528,000	31,528,000	31,528,000	31,528,000
REV Total		31,628,000	31,628,000	31,628,000	31,628,000

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



CO - COUNTY COMPTROLLER

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	7,399,027	7,655,327	7,876,596	7,941,367
	BB - EQUIPMENT	5,000	5,075	5,151	5,228
	DD - GENERAL EXPENSES	137,500	139,563	141,656	143,781
	DE - CONTRACTUAL SERVICES	790,300	802,155	814,187	826,400
EXP Total		8,331,827	8,602,119	8,837,590	8,916,775
REV	BF - RENTS & RECOVERIES	250,000	250,000	250,000	250,000
	BH - DEPT REVENUES	16,300	16,300	16,300	16,300
REV Total		266,300	266,300	266,300	266,300

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



CS - CIVIL SERVICE

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	4,857,725	5,029,063	5,176,775	5,219,034
	DD - GENERAL EXPENSES	336,335	341,380	346,501	351,698
	HH - INTERFUND CHARGES	10,000	10,000	10,000	10,000
EXP Total		5,204,060	5,380,443	5,533,276	5,580,733
REV	BF - RENTS & RECOVERIES	138,000	138,000	138,000	138,000
	BH - DEPT REVENUES	335,000	335,000	335,000	335,000
REV Total		473,000	473,000	473,000	473,000

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



CT - COURTS

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AB - FRINGE BENEFITS	1,518,003	1,580,818	1,646,258	1,714,435
EXP Total		1,518,003	1,580,818	1,646,258	1,714,435
REV	SA - STATE AID REIMBURSEMENT OF EXPENSES	1,487,033	1,548,539	1,612,614	1,679,367
REV Total		1,487,033	1,548,539	1,612,614	1,679,367

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



DA - DISTRICT ATTORNEY

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	32,135,883	32,527,044	32,871,812	33,006,210
	BB - EQUIPMENT	75,500	76,633	77,782	78,949
	DD - GENERAL EXPENSES	1,013,300	1,028,500	1,043,927	1,059,586
	DE - CONTRACTUAL SERVICES	1,407,679	1,428,794	1,450,226	1,471,979
EXP Total		34,632,362	35,060,970	35,443,747	35,616,724
REV	BH - DEPT REVENUES	12,000	12,000	12,000	12,000
	BJ - INTERDEPT REVENUES	270,033	270,033	270,033	270,033
	BW - INTERFUND CHARGES REVENUE	250,000	250,000	250,000	250,000
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	30,600	30,600	30,600	30,600
	SA - STATE AID REIMBURSEMENT OF EXPENSES	69,100	69,100	69,100	69,100
REV Total		631,733	631,733	631,733	631,733



EL - BOARD OF ELECTIONS

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	14,866,695	15,153,838	15,382,478	15,395,429
	BB - EQUIPMENT	112,500	114,188	115,900	117,639
	DD - GENERAL EXPENSES	2,371,403	2,406,974	2,443,079	2,479,725
	DE - CONTRACTUAL SERVICES	606,600	615,699	624,934	634,309
EXP Total		17,957,198	18,290,698	18,566,392	18,627,101
REV	BF - RENTS & RECOVERIES	120,000	2,120,000	2,120,000	2,120,000
	BH - DEPT REVENUES	35,000	35,000	35,000	35,000
REV Total		155,000	2,155,000	2,155,000	2,155,000

	Object	Explanation
REV	BF - RENTS & RECOVERIES	Outyears reflect revenue to be apportioned among the cities and towns, or in the case of a village election held other than at the time for the fall primary or general election.

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



EM - EMERGENCY MANAGEMENT

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	1,036,253	1,045,354	1,053,293	1,056,006
	DD - GENERAL EXPENSES	11,200	11,368	11,539	11,712
	HH - INTERFUND CHARGES	700,000	700,000	700,000	700,000
EXP Total		1,747,453	1,756,722	1,764,831	1,767,718
REV	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	726,080	726,080	726,080	726,080
REV Total		726,080	726,080	726,080	726,080

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



FB - FRINGE BENEFIT

EXP/REV	Object	2015 Adopted Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AB - FRINGE BENEFITS	213,408,489	217,037,502	223,831,843	232,761,827
EXP Total		213,408,489	217,037,502	223,831,843	232,761,827

Object	Explanation
EXP AB - FRINGE BENEFITS	Outyears includes savings for Workforce Management, United Water Synergy and Health Insurance Cost Reduction.

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



HE - HEALTH DEPARTMENT

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	14,760,236	15,359,672	15,878,670	16,037,666
	BB - EQUIPMENT	53,000	53,795	54,602	55,421
	DD - GENERAL EXPENSES	1,331,050	1,351,016	1,371,281	1,391,850
	DE - CONTRACTUAL SERVICES	392,330	398,215	404,188	410,251
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	HF - INTER DEPARTMENTAL CHARGES	6,620,845	6,620,845	6,620,845	6,620,845
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	137,700,000	140,454,000	143,263,080
EXP Total		163,157,461	166,483,543	169,783,586	172,779,113
REV	BC - PERMITS & LICENSES	5,480,087	5,480,087	5,480,087	5,480,087
	BD - FINES & FORFEITS	250,000	250,000	250,000	250,000
	BF - RENTS & RECOVERIES	470,000	470,000	470,000	470,000
	BH - DEPT REVENUES	1,413,700	1,413,700	1,413,700	1,413,700
	BW - INTERFUND CHARGES REVENUE	57,100	57,100	57,100	57,100
	SA - STATE AID REIMBURSEMENT OF EXPENSES	72,765,000	74,124,800	75,511,796	76,926,532
REV Total		80,435,887	81,795,687	83,182,683	84,597,419

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



HI -HOUSING & INTERGOVERNMENTAL AFFAIRS

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	819,500	819,500	819,500	819,500
	DD - GENERAL EXPENSES	2,000	2,030	2,060	2,091
	HF - INTER DEPARTMENTAL CHARGES	156,433	156,433	156,433	156,433
EXP Total		977,933	977,963	977,993	978,024
REV	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	370,750	370,750	370,750	370,750
	SA - STATE AID REIMBURSEMENT OF EXPENSES	111,225	111,225	111,225	111,225
REV Total		481,975	481,975	481,975	481,975

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



HR - COMMISSION ON HUMAN RIGHTS

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	577,668	594,583	609,149	613,237
	DD - GENERAL EXPENSES	5,450	5,532	5,615	5,699
	DE - CONTRACTUAL SERVICES	10,000	10,150	10,302	10,457
EXP Total		593,118	610,265	625,066	629,393

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



HS - DEPARTMENT OF HUMAN SERVICES

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	5,157,263	5,368,449	5,551,148	5,606,419
	BB - EQUIPMENT	30,000	30,450	30,907	31,370
	DD - GENERAL EXPENSES	1,069,864	1,085,912	1,102,201	1,118,734
	DE - CONTRACTUAL SERVICES	26,552,331	26,950,616	27,354,875	27,765,198
	HF - INTER DEPARTMENTAL CHARGES	3,774,107	3,774,107	3,774,107	3,774,107
EXP Total		36,583,565	37,209,534	37,813,237	38,295,829
REV	BD - FINES & FORFEITS	40,000	40,000	40,000	40,000
	BJ - INTERDEPT REVENUES	100,000	100,000	100,000	100,000
	BW - INTERFUND CHARGES REVENUE	125,000	125,000	125,000	125,000
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	5,577,024	5,577,024	5,577,024	5,577,024
	SA - STATE AID REIMBURSEMENT OF EXPENSES	10,614,824	10,614,824	10,614,824	10,614,824
REV Total		16,456,848	16,456,848	16,456,848	16,456,848

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



IT - INFORMATION TECHNOLOGY

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	7,175,062	7,492,188	7,767,028	7,852,496
	DD - GENERAL EXPENSES	336,200	341,243	346,362	351,557
	DE - CONTRACTUAL SERVICES	8,647,849	10,605,106	10,764,183	10,925,646
	DF - UTILITY COSTS	3,900,000	3,982,150	4,066,477	4,153,039
EXP Total		20,059,111	22,420,687	22,944,050	23,282,737
REV	BJ - INTERDEPT REVENUES	6,834,964	6,834,964	6,834,964	6,834,964
	BW - INTERFUND CHARGES REVENUE	488,511	488,511	488,511	488,511
REV Total		7,323,475	7,323,475	7,323,475	7,323,475

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



LE - COUNTY LEGISLATURE

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	6,304,544	6,313,991	6,322,603	6,327,279
	BB - EQUIPMENT	54,503	55,321	56,150	56,993
	DD - GENERAL EXPENSES	1,688,631	1,713,960	1,739,670	1,765,765
	DE - CONTRACTUAL SERVICES	1,044,700	1,060,371	1,076,276	1,092,420
EXP Total		9,092,378	9,143,643	9,194,699	9,242,457

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



LR - OFFICE OF LABOR RELATIONS

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	403,858	403,988	404,120	404,255
	DD - GENERAL EXPENSES	5,100	5,177	5,254	5,333
	DE - CONTRACTUAL SERVICES	400,000	406,000	412,090	418,271
EXP Total		808,958	815,164	821,464	827,860

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



MA - OFFICE OF MINORITY AFFAIRS

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	520,160	520,194	520,229	520,264
	DD - GENERAL EXPENSES	24,970	25,345	25,725	26,111
	DE - CONTRACTUAL SERVICES	31,000	31,465	31,937	32,416
EXP Total		576,130	577,004	577,890	578,791



ME - MEDICAL EXAMINER

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	7,289,637	7,568,610	7,809,529	7,880,412
	BB - EQUIPMENT	46,700	47,401	48,112	48,833
	DD - GENERAL EXPENSES	707,495	718,107	728,879	739,812
	DE - CONTRACTUAL SERVICES	100,199	101,702	103,228	104,776
EXP Total		8,144,031	8,435,820	8,689,747	8,773,833
REV	BH - DEPT REVENUES	25,000	25,000	25,000	25,000
REV Total		25,000	25,000	25,000	25,000

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



PA - PUBLIC ADMINISTRATOR

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	475,249	486,585	496,358	499,156
	DD - GENERAL EXPENSES	9,250	9,389	9,530	9,673
	DE - CONTRACTUAL SERVICES	7,300	7,410	7,521	7,633
EXP Total		491,799	503,383	513,408	516,462
REV	BH - DEPT REVENUES	500,000	500,000	500,000	500,000
REV Total		500,000	500,000	500,000	500,000

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



PB - PROBATION

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	17,226,241	17,924,284	18,529,461	18,718,659
	BB - EQUIPMENT	30,900	31,364	31,834	32,311
	DD - GENERAL EXPENSES	290,700	295,046	299,463	303,950
	DE - CONTRACTUAL SERVICES	503,325	510,875	518,538	526,316
	DF - UTILITY COSTS	500	506	502	510
	HF - INTER DEPARTMENTAL CHARGES	1,124,541	1,124,541	1,124,541	1,124,541
EXP Total		19,176,207	19,886,615	20,504,340	20,706,288
REV	BH - DEPT REVENUES	1,674,000	1,674,000	1,674,000	1,674,000
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	16,000	16,000	16,000	16,000
	SA - STATE AID REIMBURSEMENT OF EXPENSES	5,207,877	5,207,877	5,207,877	5,207,877
REV Total		6,897,877	6,897,877	6,897,877	6,897,877

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



PE - DEPARTMENT OF HUMAN RESOURCES

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	863,328	863,344	863,360	863,377
	DD - GENERAL EXPENSES	18,600	18,879	19,162	19,450
	DE - CONTRACTUAL SERVICES	12,500	12,688	12,878	13,071
EXP Total		894,428	894,911	895,400	895,898

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



PK - PARKS, RECREATION AND MUSEUMS

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	16,536,686	16,931,762	17,274,639	17,383,533
	BB - EQUIPMENT	558,500	566,878	575,381	584,011
	DD - GENERAL EXPENSES	1,871,250	1,899,319	1,927,809	1,956,726
	DE - CONTRACTUAL SERVICES	7,563,100	7,676,547	7,791,695	7,908,570
	HH - INTERFUND CHARGES	148,499	148,499	148,499	148,499
EXP Total		26,678,035	27,223,003	27,718,021	27,981,339
REV	BF - RENTS & RECOVERIES	1,616,800	1,616,800	1,616,800	1,616,800
	BH - DEPT REVENUES	21,137,320	27,137,320	29,137,320	29,137,320
	TX - SPECIAL TAXES	3,325,000	3,325,000	3,325,000	3,325,000
REV Total		26,079,120	32,079,120	34,079,120	34,079,120

Object	Explanation
REV BH - DEPT REVENUES	Outyears reflect revenue from the use of various assets such as roadways as media outlets.

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



PR - SHARED SERVICES

EXP/REV	Object	2015 Adopted Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	948,209	980,749	1,008,953	1,017,734
	DD - GENERAL EXPENSES	18,950	19,234	19,523	19,816
	DE - CONTRACTUAL SERVICES	37,100	37,657	38,221	38,795
EXP Total		1,004,259	1,037,640	1,066,697	1,076,345
REV	BF - RENTS & RECOVERIES	200,000	200,000	200,000	200,000
	BH - DEPT REVENUES	528,500	528,500	528,500	528,500
REV Total		728,500	728,500	728,500	728,500

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



PW - PUBLIC WORKS DEPARTMENT

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	31,173,048	32,505,061	33,668,186	34,071,026
	AC - WORKERS COMPENSATION	1,593,444	1,593,444	1,593,444	1,593,444
	BB - EQUIPMENT	109,763	111,409	113,081	114,777
	DD - GENERAL EXPENSES	6,867,531	6,898,544	6,959,668	7,038,467
	DE - CONTRACTUAL SERVICES	132,151,546	132,276,241	132,402,807	132,531,272
	DF - UTILITY COSTS	30,251,793	30,183,482	30,249,998	30,735,323
	HF - INTER DEPARTMENTAL CHARGES	12,626,675	12,626,675	12,626,675	12,626,675
	HH - INTERFUND CHARGES	2,000,000	2,000,000	2,000,000	2,000,000
	MM - MASS TRANSPORTATION	43,371,263	44,553,496	45,770,014	47,021,811
	OO - OTHER EXPENSE	14,169,246	13,349,131	13,134,614	12,925,806
EXP Total		274,314,309	276,097,484	278,518,486	280,658,602
REV	BC - PERMITS & LICENSES	621,400	621,400	621,400	621,400
	BD - FINES & FORFEITS	10,000	10,000	10,000	10,000
	BF - RENTS & RECOVERIES	9,521,589	11,134,206	14,334,206	14,334,206
	BG - REVENUE OFFSET TO EXPENSE	300,000	300,000	300,000	300,000
	BH - DEPT REVENUES	53,432,704	53,432,704	53,432,704	53,432,704
	BJ - INTERDEPT REVENUES	19,947,925	19,947,925	19,947,925	19,947,925
	BW - INTERFUND CHARGES REVENUE	7,042,183	7,042,183	7,042,183	7,042,183
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	6,367,595	6,367,595	6,367,595	6,367,595
	SA - STATE AID REIMBURSEMENT OF EXPENSES	63,659,000	63,659,000	63,659,000	63,659,000
REV Total		160,902,396	162,515,013	165,715,013	165,715,013

	Object	Explanation
EXP	OO - OTHER EXPENSE	Outyears reflect a reduction in rent due to centralization and downsizing of office space.
REV	BF - RENTS & RECOVERIES	Outyears reflect increase of revenue due to County's continued effort of identifying surplus of property.



RM - RECORDS MANAGEMENT

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	888,915	919,486	945,878	953,602
	BB - EQUIPMENT	5,000	5,075	5,151	5,228
	DD - GENERAL EXPENSES	160,500	162,908	165,351	167,831
	DE - CONTRACTUAL SERVICES	125,000	126,875	128,778	130,710
EXP Total		1,179,415	1,214,344	1,245,159	1,257,371

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



SA - COORD AGENCY FOR SPANISH AMERICANS

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	264,731	264,731	264,731	264,731
	DD - GENERAL EXPENSES	3,442	3,494	3,546	3,599
	DE - CONTRACTUAL SERVICES	12,500	12,688	12,878	13,071
EXP Total		280,673	280,912	281,155	281,401
REV	BH - DEPT REVENUES	18,615	18,615	18,615	18,615
REV Total		18,615	18,615	18,615	18,615

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



SS - SOCIAL SERVICES

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	45,865,399	47,759,970	49,397,184	49,883,998
	BB - EQUIPMENT	24,000	24,360	24,725	25,096
	DD - GENERAL EXPENSES	768,150	779,672	791,367	803,238
	DE - CONTRACTUAL SERVICES	7,944,143	8,063,305	8,184,255	8,307,019
	HF - INTER DEPARTMENTAL CHARGES	18,057,551	18,057,551	18,057,551	18,057,551
	SS - RECIPIENT GRANTS	60,550,000	61,761,000	62,996,220	62,996,220
	TT - PURCHASED SERVICES	68,402,576	69,770,628	71,166,040	72,589,361
	WW - EMERGENCY VENDOR PAYMENTS	52,755,000	51,699,900	51,182,901	51,182,901
	XX - MEDICAID	252,255,731	252,571,349	252,571,349	257,115,874
EXP Total		506,622,550	510,487,734	514,371,593	520,961,257
REV	BF - RENTS & RECOVERIES	1,900,000	1,900,000	1,900,000	1,900,000
	BH - DEPT REVENUES	14,988,920	14,988,920	14,988,920	14,988,920
	BJ - INTERDEPT REVENUES	203,771	203,771	203,771	203,771
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	111,743,088	113,977,950	116,257,509	116,257,509
	SA - STATE AID REIMBURSEMENT OF EXPENSES	54,916,614	56,014,946	57,135,245	57,135,245
REV Total		183,752,393	187,085,587	190,485,445	190,485,445

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



TR - COUNTY TREASURER

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	2,145,051	2,223,826	2,291,749	2,311,236
	BB - EQUIPMENT	8,800	8,932	9,066	9,202
	DD - GENERAL EXPENSES	393,300	399,200	405,187	411,265
	DE - CONTRACTUAL SERVICES	257,000	260,855	264,768	268,739
	OO - OTHER EXPENSE	100,000,000	70,000,000	75,000,000	30,000,000
EXP Total		102,804,151	72,892,812	77,970,771	33,000,443
REV	BA - INT PENALTY ON TAX	29,100,000	29,100,000	29,100,000	29,100,000
	BD - FINES & FORFEITS	17,000	17,000	17,000	17,000
	BE - INVEST INCOME	1,830,000	1,830,000	1,830,000	1,830,000
	BF - RENTS & RECOVERIES	20,000	20,000	20,000	20,000
	BH - DEPT REVENUES	625,000	625,000	625,000	625,000
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	100,000,000	60,000,000	60,000,000	0
	TX - SPECIAL TAXES	2,998,000	1,998,000	2,998,000	2,998,000
REV Total		134,590,000	93,590,000	94,590,000	34,590,000

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



TV - TRAFFIC & PARKING VIOLATIONS AGENCY

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	4,318,830	4,427,738	4,523,054	4,557,083
	BB - EQUIPMENT	9,100	9,237	9,375	9,516
	DD - GENERAL EXPENSES	231,450	234,922	238,446	242,022
	DE - CONTRACTUAL SERVICES	22,007,370	22,009,924	22,012,516	22,015,147
EXP Total		26,566,750	26,681,820	26,783,391	26,823,768
REV	BD - FINES & FORFEITS	98,698,400	101,747,574	101,747,574	101,747,574
	BF - RENTS & RECOVERIES	35,000	35,000	35,000	35,000
REV Total		98,733,400	101,782,574	101,782,574	101,782,574

FISCAL 2015–2018 MULTI-YEAR FINANCIAL PLAN



VS - VETERANS SERVICES AGENCY

EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	471,048	483,318	493,889	496,878
	DD - GENERAL EXPENSES	16,200	16,443	16,690	16,940
	DE - CONTRACTUAL SERVICES	700	711	721	732
EXP Total		487,948	500,472	511,300	514,550
REV	SA - STATE AID REIMBURSEMENT OF EXPENSES	32,899	32,899	32,899	32,899
REV Total		32,899	32,899	32,899	32,899

APPENDICES



APPENDIX A

MULTI-YEAR PLAN UPDATE BASELINE INFLATORS

The Administration’s financial plans have been based on conservative assumptions for all fiscal years.

Table A.1 below identifies the primary assumptions in the Fiscal 2015-2018 Multi-Year Financial Plan Update baseline.

Table A.1: MYP Update Baseline Inflat

Expense / Revenue Category	Baseline Inflat	Explanation
Wages		
Non-Police Pension Contribution	NYSERS,0%,4.62%	Estimates provided by the NYS Retirement System
Police Pension Contribution	NYSERS,3.27%,3.52%	Estimates provided by the NYS Retirement System
Health Insurance - Actives	4.46%,4.46%,4.46%	Highest average increase over last 3, 5, or 8 years
Health Insurance - Retirees	4.33%,4.33%,4.33%	Highest average increase over last 3, 5, or 8 years
Other-Than-Personal-Services	1.5%,1.5%,1.5%	
Utilities		
Light and Power	1.11%, -0.65%, 1.57%	EIA (DOE) 2014 Annual Energy Outlook Price Projection for Mid-Atlantic Region Commercial Customers (June 2014) (Base reference Case)
Brokered Gas	-4.33%, 1.41%, 1.76%	
Trigen	-2.03%, 1.82%, 2.05%	Blended (2/3 weighting for Natural Gas for Electric Power [EIA 2014 AEO] and 1/3 weighting for the ten-year average CPI [2.65%])
Fuel	-2.43%, -0.62%, 1.06%	EIA (DOE) 2014 Annual Energy Outlook Price Projection for Mid-Atlantic Region Commercial Customers (June 2014) (Base reference Case)
Water	3.18%, 3.18%, 3.18%	
Telephone	2.65%, 2.65%, 2.65%	Historical trend
Medicaid	Flat, Flat, Flat + 1 Week	Reflects most current caseload information
Social Services Entitlements	Variable	Reflects most current caseload information
Special Education Program	Variable	Reflects most current caseload information
State Aid	Variable	Variable based upon reimbursement formula
Federal Aid	Variable	Variable based upon reimbursement formula
Sales Tax	2.5%,2.5%,2.5%	



APPENDIX B: BORROWING SCHEDULE

APPENDIX B: BORROWING SCHEDULE

Nassau County
 2015 Budget and 2015-2018 Multi-Year Financial Plan
 Debt Service Assumptions
 November 13, 2014

MYP Assumptions ⁽¹⁾								
	Amount Issued 11/18/2014	Sale Date	First Interest Payment Date	First Principal Payment Date	Final Principal Payment Date	Weighted Average Life	Interest Rate Mode	Coupon
2014 Remaining								
<u>Capital Borrowings</u> ²								
Capital-General	85,000,000	10/01/14	04/01/15	04/01/15	04/01/34	11.63	Fixed	5.00%
Capital-SSWRD ³	38,000,000	10/01/14	04/01/15	04/01/15	04/01/34	11.63	Fixed	5.00%
Tax Certs	125,000,000	10/01/14	04/01/15	04/01/15	04/01/34	11.63	Fixed	5.00%
Sandy Tax Levy	0	10/01/14	04/01/15	04/01/15	04/01/24	5.41	Fixed	5.00%
Term Pay / VSIP	20,000,000	10/01/14	04/01/15	04/01/15	04/01/24	5.41	Fixed	5.00%
Environmental Bond Act	0	NA	NA	NA	NA	NA	NA	NA
Judgments & Settlements	<u>8,600,000</u>	10/01/14	04/01/15	04/01/15	04/01/24	5.41	Fixed	5.00%
Total	276,600,000							
<u>Cash Flow Borrowings</u>								
BANs (Sandy Tax Levy)	35,000,000	12/01/14	12/01/15	NA	12/01/15	1.00	Fixed	2.00%
RANs	0	NA	NA	NA	NA	NA	NA	NA
TANs	<u>200,000,000</u>	12/01/14	10/01/15	N/A	10/01/15	0.83	Fixed	2.00%
Total	235,000,000							
2015								
<u>Capital Borrowings</u> ²								
Capital-General	75,000,000	04/01/15	10/01/15	04/01/16	04/01/35	12.14	Fixed	5.00%
Capital-SSWRD ³	25,000,000	04/01/15	10/01/15	04/01/16	04/01/35	12.14	Fixed	5.00%
Tax Certs	0	04/01/15	10/01/15	04/01/16	04/01/35	12.14	Fixed	5.00%
Environmental Bond Act	1,000,000	04/01/15	10/01/15	04/01/16	04/01/35	12.11	Fixed	5.00%
Judgments & Settlements	9,000,000	04/01/15	10/01/15	04/01/16	04/01/25	5.91	Fixed	5.00%
Capital-General	75,000,000	10/01/15	04/01/16	04/01/16	04/01/35	11.63	Fixed	5.00%
Capital-SSWRD ³	25,000,000	10/01/15	04/01/16	04/01/16	04/01/35	11.63	Fixed	5.00%
Term Pay	33,000,000	10/01/15	04/01/16	04/01/16	04/01/25	5.41	Fixed	5.00%
Tax Certs	60,000,000	10/01/15	04/01/16	04/01/16	04/01/35	11.63	Fixed	5.00%
Judgments & Settlements	<u>9,000,000</u>	10/01/15	04/01/16	04/01/16	04/01/25	5.41	Fixed	5.00%
Total	312,000,000							
<u>Cash Flow Borrowings</u>								
BANs (Sandy) ⁴	90,000,000	02/01/15	02/01/16	N/A	02/01/16	1.00	Fixed	2.25%
RANs	200,000,000	06/01/15	04/01/16	N/A	04/01/16	0.83	Fixed	2.25%
TANs	<u>200,000,000</u>	12/01/15	10/01/16	N/A	10/01/16	0.83	Fixed	2.25%
Total	490,000,000							
2016								
<u>Capital Borrowings</u> ²								
Capital-General	75,000,000	04/01/16	10/01/16	04/01/17	04/01/36	12.14	Fixed	5.00%
Capital-SSWRD ³	25,000,000	04/01/16	10/01/16	04/01/17	04/01/36	12.14	Fixed	5.00%
Tax Certs	30,000,000	04/01/16	10/01/16	04/01/17	04/01/36	12.14	Fixed	5.00%
Judgments & Settlements	9,000,000	04/01/16	10/01/16	04/01/17	04/01/26	5.91	Fixed	5.00%
Capital-General	75,000,000	10/01/16	04/01/17	04/01/17	04/01/36	11.63	Fixed	5.00%
Capital-SSWRD ³	25,000,000	10/01/16	04/01/17	04/01/17	04/01/36	11.63	Fixed	5.00%
Tax Certs	30,000,000	10/01/16	04/01/17	04/01/17	04/01/36	11.63	Fixed	5.00%
Judgments & Settlements	<u>9,000,000</u>	10/01/16	04/01/17	04/01/17	04/01/26	5.41	Fixed	5.00%
Total	278,000,000							
<u>Cash Flow Borrowings</u>								
BANs (Sandy) ⁴	60,000,000	02/01/16	02/01/17	N/A	02/01/17	1.00	Fixed	2.25%
RANs	200,000,000	06/01/16	04/01/17	N/A	04/01/17	0.83	Fixed	2.25%
TANs	<u>200,000,000</u>	12/01/16	10/01/17	N/A	10/01/17	0.83	Fixed	2.25%
Total	460,000,000							



APPENDIX B: BORROWING SCHEDULE (continued)

MYP Assumptions ⁽¹⁾								
	Amount Issued 11/18/2014	First Interest Sale Date	First Interest Payment Date	First Principal Payment Date	Final Principal Payment Date	Weighted Average Life	Interest Rate Mode	Coupon
2017								
<u>Capital Borrowings</u> ²								
Capital-General	75,000,000	04/01/17	10/01/17	04/01/18	04/01/37	12.14	Fixed	5.00%
Capital-SSWRD ³	25,000,000	04/01/17	10/01/17	04/01/18	04/01/37	12.14	Fixed	5.00%
Tax Certs	30,000,000	04/01/17	10/01/17	04/01/18	04/01/37	12.14	Fixed	5.00%
Judgments & Settlements	9,000,000	04/01/17	10/01/17	04/01/18	04/01/27	5.91	Fixed	5.00%
Capital-General	75,000,000	10/01/17	04/01/18	04/01/18	04/01/37	11.63	Fixed	5.00%
Capital-SSWRD ³	25,000,000	10/01/17	04/01/18	04/01/18	04/01/37	11.63	Fixed	5.00%
Tax Certs	30,000,000	10/01/17	04/01/18	04/01/18	04/01/37	11.63	Fixed	5.00%
Judgments & Settlements	<u>9,000,000</u>	10/01/17	04/01/18	04/01/18	04/01/27	5.41	Fixed	5.00%
Total	278,000,000							
<u>Cash Flow Borrowings</u>								
BANs (Sandy) ⁴	30,000,000	02/01/17	02/01/18	N/A	02/01/18	1.00	Fixed	2.50%
RANs	200,000,000	06/01/17	04/01/18	N/A	04/01/18	0.83	Fixed	2.50%
TANs	<u>200,000,000</u>	12/01/17	10/01/18	N/A	10/01/18	0.83	Fixed	2.50%
Total	430,000,000							
2018								
<u>Capital Borrowings</u> ²								
Capital-General	75,000,000	04/01/18	10/01/18	04/01/19	04/01/38	12.14	Fixed	5.00%
Capital-SSWRD ³	25,000,000	04/01/18	10/01/18	04/01/19	04/01/38	12.14	Fixed	5.00%
Tax Certs	0	04/01/18	10/01/18	04/01/19	04/01/38	12.14	Fixed	5.00%
Judgments & Settlements	0	04/01/18	10/01/18	04/01/19	04/01/28	5.91	Fixed	5.00%
Capital-General	75,000,000	10/01/18	04/01/19	04/01/19	04/01/38	11.63	Fixed	5.00%
Capital-SSWRD ³	25,000,000	10/01/18	04/01/19	04/01/19	04/01/38	11.63	Fixed	5.00%
Tax Certs	0	10/01/18	04/01/19	04/01/19	04/01/38	11.63	Fixed	5.00%
Judgments & Settlements	<u>0</u>	10/01/18	04/01/19	04/01/19	04/01/28	5.41	Fixed	5.00%
Total	200,000,000							
<u>Cash Flow Borrowings</u>								
BANs (Sandy) ⁴	0	NA	NA	NA	NA	NA	NA	NA
RANs	200,000,000	06/01/18	04/01/19	N/A	04/01/19	0.83	Fixed	2.50%
TANs	<u>200,000,000</u>	12/01/18	10/01/19	N/A	10/01/19	0.83	Fixed	2.50%
Total	400,000,000							

(1) Assumptions used to generate budget for debt service; size, timing and rates of actual borrowings may vary.

(2) The County may substitute Bond Anticipation Notes for Bonds to finance the Capital Plan.

(3) Projects for the SSWRD may be funded through borrowing by either the County, NYS EFC, or the NC SSWFA.

(4) Sandy BANs represent roll-over of original \$185.5 million BANs, Series 2013A. Any additional Sandy financing is assumed to be done through New York State / EFC at 0% interest.



APPENDIX C: DEBT SERVICE BASELINE

Nassau County
2015-2018 MYP (Adopted)
Baseline

	<u>12/31/2015</u>	<u>12/31/2016</u>	<u>12/31/2017</u>	<u>12/31/2018</u>
<i>Existing Debt Service Obligations</i>				
<i>General Fund Obligations</i>				
Long Term Debt				
Principal	\$50,384,732	\$48,994,454	\$51,849,186	\$53,245,024
Interest	49,416,662	47,315,186	45,027,798	42,549,737
NIFA Set Asides				
Principal	133,420,242	127,103,229	118,190,112	109,043,314
Interest	39,448,536	34,902,064	29,903,563	25,631,500
Fees	3,339,147	3,099,741	2,637,341	2,144,821
Total	<u>276,009,319</u>	<u>261,414,674</u>	<u>247,608,000</u>	<u>232,614,396</u>
<i>Parks And Recreation</i>				
Long Term Debt				
Principal	3,116,889	2,289,574	2,397,318	2,158,720
Interest	2,905,476	2,796,720	2,695,269	2,586,330
NIFA Set Asides				
Principal	2,576,485	3,028,312	2,718,949	3,162,126
Interest	966,171	869,299	748,421	643,583
Fees	93,263	86,576	73,662	59,905
Total	<u>9,658,284</u>	<u>9,070,481</u>	<u>8,633,619</u>	<u>8,610,664</u>
<i>Environmental Bond Fund</i>				
Long Term Debt				
Principal	3,326,579	3,464,597	3,661,768	3,840,532
Interest	5,182,796	5,047,092	4,884,042	4,711,085
NIFA Set Asides				
Principal	845,587	818,149	424,555	429,414
Interest	221,079	183,564	145,647	126,631
Fees	5,927	5,502	4,681	3,807
Total	<u>9,581,968</u>	<u>9,518,904</u>	<u>9,120,693</u>	<u>9,111,469</u>
<i>Police District</i>				
Long Term Debt				
Principal	1,428,328	1,508,156	1,568,554	1,647,851
Interest	749,365	678,626	617,309	538,700
NIFA Set Asides				
Principal	40,656	50,509	43,694	47,583
Interest	17,567	15,981	13,897	12,077
Fees	1,127	1,047	890	724
Total	<u>2,237,043</u>	<u>2,254,319</u>	<u>2,244,344</u>	<u>2,246,935</u>
<i>Police Headquarters</i>				
Long Term Debt				
Principal	6,189,711	6,618,699	6,978,672	7,029,276
Interest	6,597,676	6,299,449	6,001,042	5,660,988
NIFA Set Asides				
Principal	1,271,439	1,674,132	1,371,751	1,601,290
Interest	519,830	469,007	400,139	344,964
Fees	60,159	55,846	47,515	38,642
Total	<u>14,638,815</u>	<u>15,117,133</u>	<u>14,799,119</u>	<u>14,675,160</u>



APPENDIX C: DEBT SERVICE BASELINE (continued)

	<u>12/31/2015</u>	<u>12/31/2016</u>	<u>12/31/2017</u>	<u>12/31/2018</u>
<u>Fire Prevention Fund</u>				
Long Term Debt				
Principal	97,701	104,188	109,396	114,954
Interest	69,801	64,997	60,680	55,176
NIFA Set Asides				
Principal	79,250	104,792	83,167	101,477
Interest	31,712	28,461	24,112	20,756
Fees	3,822	3,548	3,019	2,455
Total	282,286	305,986	280,374	294,818
<u>Community College</u>				
Long Term Debt				
Principal	973,944	922,125	998,030	997,471
Interest	2,726,040	2,686,884	2,644,713	2,597,083
NIFA Set Asides				
Principal	1,424,448	1,169,768	1,299,328	1,390,049
Interest	304,867	263,522	221,261	180,606
Fees	24,527	22,768	19,372	15,754
Total	5,453,826	5,065,067	5,182,704	5,180,963
<u>Water Related Project</u>				
Long Term Debt				
Principal	1,710,911	1,702,531	1,924,410	1,975,524
Interest	3,853,936	3,786,068	3,710,924	3,620,379
NIFA Set Asides				
Principal	1,443,032	1,353,456	1,337,066	1,256,528
Interest	406,950	360,286	307,743	260,721
Fees	41,092	38,145	32,455	26,394
Total	7,455,921	7,240,486	7,312,598	7,139,546
<u>Sewer Related Project</u>				
Long Term Debt				
Principal	1,836,205	1,975,678	2,202,666	2,020,647
Interest	3,818,773	3,737,221	3,643,740	3,544,342
NIFA Set Asides				
Principal	1,790,694	2,496,985	2,337,211	2,600,720
Interest	858,476	791,155	692,835	599,632
Fees	94,192	87,439	74,395	60,502
Total	8,398,340	9,088,478	8,950,847	8,825,843
<u>Total General Improvement</u>				
Long Term Debt				
Principal	69,065,000	67,580,002	71,690,000	73,029,999
Interest	75,320,525	72,412,243	69,285,517	65,863,820
Total	144,385,525	139,992,245	140,975,517	138,893,819



APPENDIX C: DEBT SERVICE BASELINE (continued)

	<u>12/31/2015</u>	<u>12/31/2016</u>	<u>12/31/2017</u>	<u>12/31/2018</u>
<u>Total NIFA</u>				
Principal	142,891,833	137,799,332	127,805,833	119,632,501
Interest	42,775,188	37,883,339	32,457,618	27,820,470
Fees	3,663,256	3,400,612	2,893,330	2,353,004
Total	189,330,277	179,083,283	163,156,781	149,805,975
Expense of Loans	4,224,000	3,336,000	3,336,000	2,400,000
Short Term Interest				
BAN Interest (Capital)	740,000	-	-	-
BAN Interest (Sandy)	1,423,956	2,025,000	1,350,000	750,000
RAN Interest	3,088,906	3,750,000	3,750,000	4,166,667
TAN Interest	3,333,333	3,750,000	3,750,000	4,166,667
Total	8,586,195	9,525,000	8,850,000	9,083,334
Total Existing Obligations	346,525,997	331,936,528	316,318,298	300,183,128
<u>Future Obligations</u>				
General Capital and Tax Certs				
Principal	4,775,000	12,780,000	19,705,000	26,975,000
Interest	11,005,625	23,066,750	32,754,625	41,337,625
SSWRD				
Principal	-	1,490,000	3,060,000	4,710,000
Interest	625,000	3,087,750	5,474,000	7,779,750
Judgments and Term Pay				
Principal	2,500,000	6,405,000	8,160,000	10,000,000
Interest	2,567,500	3,931,875	4,467,750	4,688,750
Environmental Bond Act				
Principal	-	30,000	30,000	35,000
Interest	25,000	49,250	47,750	46,125
Total Future Obligations	21,498,125	50,840,625	73,699,125	95,572,250
Total Debt Service	\$368,024,122	\$382,777,153	\$390,017,423	\$395,755,378



APPENDIX D

Fiscal 2015-2018 Multi-Year Financial Plan

1/14/2015

NASSAU COMMUNITY COLLEGE
Fiscal 2015-2018 Multi-Year Financial Plan

	2014 <u>Actual</u>	Adopted 2015 <u>Budget</u>	2015 <u>Projected</u>	2016 <u>Projected</u>	2017 <u>Projected</u>	2018 <u>Projected</u>
OPERATING EXPENSES:						
Salaries	131,023,907	132,731,000	129,920,300	130,946,706	135,420,374	139,482,985
Fringe Benefits	55,725,579	58,450,000	57,975,113	60,873,869	63,917,562	67,113,440
Equipment	2,242,527	2,307,482	2,307,482	2,353,632	2,400,704	2,448,718
General Expenses	7,553,835	8,185,664	8,185,664	9,049,377	9,230,365	9,414,972
Contractual	7,117,295	7,891,985	7,891,985	8,049,825	8,210,821	8,375,038
Utility Costs	5,056,256	3,678,769	3,678,769	3,752,344	3,827,391	3,903,939
Interfund Charges	3,105,587	3,281,100	3,281,100	3,346,722	3,413,656	3,481,930
Other	1,149,658	55,000	755,000	55,000	55,000	55,000
Total Operating Expenses	212,974,644	216,581,000	213,995,413	218,427,475	226,475,874	234,276,022
% growth				2.1%	3.7%	3.4%
OPERATING REVENUES:						
Investment Income	44,408	65,000	65,000	65,000	65,000	65,000
Rents & Recoveries	565,907	3,838,573	3,838,573	500,000	500,000	500,000
Revenue Offset to Expenses	3,928,737	4,642,365	4,642,365	4,642,365	4,642,365	4,642,365
Service Fees	7,124,283	6,857,635	6,859,260	6,859,260	6,859,260	6,859,260
Student Revenues	82,376,001	83,598,615	82,144,036	82,144,036	82,144,036	82,144,036
Revenue in Lieu of Spons Share	14,697,445	15,542,010	14,963,847	14,963,847	14,963,847	14,963,847
State Aid (Includes Categorical Aid)	46,909,405	47,356,919	47,433,557	45,832,106	45,132,896	44,791,407
Property Taxes	52,206,883	52,206,883	52,206,883	52,206,883	52,206,883	52,206,883
Fund Balance	4,873,800	2,473,000	2,473,000	0	0	0
Total Operating Revenue	212,726,869	216,581,000	214,626,521	207,213,497	206,514,287	206,172,798
Operations Gain (Loss)-(Baseline Operating Results)*	(247,775)	0	631,108	(11,213,977)	(19,961,586)	(28,103,224)

* The Baseline Operating Results for future years is before the recognition of the impact of changes in enrollment, State Aid, Sponsor Support, Tuition rate or other revenue enhancement or cost savings measures.

Note: The amounts reflected on this page are hypothetical and reflect assumptions on a "worst case" scenario, and in no way represent administrative decisions not yet made for any circumstances event or agreement.



APPENDIX D

NASSAU COMMUNITY COLLEGE
Fiscal 2015-2018 Multi-Year Financial Plan

Note: Gap closers on this page are hypothetical and reflect amounts which may or may not materialize or amounts that will be different than reflected based on administrative decisions at the time budgets are prepared for the years reflected.

			<u>2016</u> <u>Projected</u>	<u>2017</u> <u>Projected</u>	<u>2018</u> <u>Projected</u>
BASELINE (GAP)			(11,213,977)	(19,961,586)	(28,103,224)
GAP CLOSING MEASURES					
1. Initiatives- Planned					
A. 2015 Instructional Efficiencies (Attrition)			1,000,000	1,000,000	1,000,000
B. 2015 Staffing Efficiencies (Attrition)			500,000	500,000	500,000
C. OTPS Contracts					
D. Fee Adjustments					
E. Contingency Adjustment (Reserve for Items Not Materializing)					
Total Cost Reductions			1,500,000	1,500,000	1,500,000
2. State					
	FTE in body				
A. Increase in State Aid Rate in 2016	18,114.6	150	2,717,187	2,675,184	2,654,670
B. Increase in State Aid Rate in 2017	17,834.6	150		2,675,184	2,654,670
C. Increase in State Aid Rate in 2018	17,697.8	150			2,654,670
Total State Aid			2,717,187	5,350,368	7,964,010
3. Sponsor Support					
A. Increase in Sponsor Support 2016		2.00%	1,044,138	1,044,138	1,044,138
B. Increase in Sponsor Support 2017		2.00%		1,065,020	1,065,020
C. Increase in Sponsor Support 2018		2.00%			1,086,321
Total Sponsor			1,044,138	2,109,158	3,195,479
4. Tuition-					
A. Increase in Tuition in 2016	\$ 200		3,880,210	3,880,210	3,880,210
B. Increase in Tuition in 2017	\$ 250			4,850,262	4,850,262
C. Increase in Tuition in 2018	\$ 250				4,850,262
Total Tuition Increases			3,880,210	8,730,471	13,580,733
5. Enrollment Increases- Student Revenue		Increases			
A. Enrollment impact-Student Revenue 2016		-1.00%	(860,242)	(908,745)	(957,248)
B. Enrollment impact-Student Revenue 2017		-1.00%		(899,658)	(947,675)
C. Enrollment impact-Student Revenue 2018		-1.00%			(938,198)
Total Enrollment impact-Student Revenue			(860,242)	(1,808,403)	(2,843,121)
6. Enrollment Increases- Instructional Cost Factor		Enrollment Increases			
A. Enrollment impact-Instructional Cost Factor 2016		-1.00%	430,121	454,373	478,624
B. Enrollment impact-Instructional Cost Factor 2017		-1.00%	-	449,829	473,838
C. Enrollment impact-Instructional Cost Factor 2018		-1.00%	-	-	469,099
Total Enrollment impact-Instructional Cost Factor			430,121	904,201	1,421,561
7. Enrollment Increases- State Aid- 2015Base=	17,697.8				
A. 2016 Enrollment Increase-State Aid		-1.00%		(495,007)	(521,554)
B. 2017 Enrollment Increase-State Aid		-1.00%			(516,339)
C. 2018 Enrollment Increase-State Aid		-1.00%			-
Total Enrollment impact-State Aid			0	(495,007)	(1,037,893)
8. Other Revenue Enhancements/ Savings Measures & Use of Fund Balance- To Be Determined					
A. 2016 Items			2,502,564	2,502,564	2,502,564
B. 2017 Items				1,168,233	1,168,233
C. 2018 Items					651,658
Total Other			2,502,564	3,670,797	4,322,455
Total GAP Closers			11,213,977	19,961,586	28,103,224
Preliminary Balance Baseline GAP surplus/(deficit)			(0)	(0)	0



APPENDIX E

NASSAU HEALTH CARE CORPORATION (FISCAL 2014 – 2017)
(Provided by the Nassau Health Care Corporation)

Nassau Health Care Corporation and Subsidiaries

2015 Approved Budget

Consolidated

(In Thousands)

	<u>2015</u> <u>Budget</u>	<u>2016</u> <u>Proposed</u>	<u>2017</u> <u>Proposed</u>	<u>2018</u> <u>Proposed</u>
Net patient service revenue	440,680	449,494	458,484	467,653
NYS Intergovernmental transfer	53,244	53,000	53,000	53,000
Interim Access Assurance Fund (IAAF)	11,100	0	0	0
Nassau County Billings	20,627	20,000	20,000	20,000
Historical Mission/Article VI Payments	13,001	0	0	0
Federal & State Aid	15,000	15,000	15,000	15,000
Practice Plan Revenue	0			
Services to LIFQHC	14,400	15,000	15,000	15,000
Miscellaneous	<u>24,932</u>	25,000	25,000	25,000
Total operating revenue	<u>592,984</u>	<u>577,494</u>	<u>586,484</u>	<u>595,653</u>
Operating Revenues:				
Operating Expenses:				
Salaries	236,685	236,685	241,418	246,247
Fringe Benefits	127,012	130,823	134,748	138,790
Supplies	34,518	35,554	36,620	37,719
Expenses	89,122	91,796	94,550	97,386
Utilities	20,985	21,615	22,263	22,931
Depreciation	19,628	19,000	19,000	19,000
Interest Expense	11,001	10,500	10,000	9,500
Services to LIFQHC	14,400	15,000	15,000	15,000
Bad Debt Expense	<u>40,122</u>	41,000	41,000	41,000
Total operating expenses	<u>593,473</u>	<u>601,971</u>	<u>614,598</u>	<u>627,572</u>
Gain (Loss) From Operations	<u>(489)</u>	<u>(24,477)</u>	<u>(28,115)</u>	<u>(31,919)</u>
NonOperating Revenues:				
Investment Income	<u>1,042</u>	1,500	1,500	1,500
BASELINE SURPLUS (GAP) AS OF January 1, 2015	<u>553</u>	<u>(22,979)</u>	<u>(26,615)</u>	<u>(30,419)</u>

Note: Major Assumptions and Revenue Program to Eliminate GAP (PEG) and Expense to be provided for Multi-Year Plan Update.



APPENDIX F

SEWER AND STORM WATER RESOURCE DISTRICT FINANCIAL PLAN

SEWER AND STORM WATER FINANCE AUTHORITY					
EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	DE - CONTRACTUAL SERVICES	920,000	920,000	920,000	920,000
	FF - INTEREST	6,574,725	7,261,865	6,959,525	6,585,550
	GG - PRINCIPAL	5,755,000	10,690,000	10,685,000	11,005,000
	LZ - TRANS OUT TO SSW FOR DEBT SERVICE	110,068,845	104,446,705	104,759,045	104,818,020
EXP Total		123,318,570	123,318,570	123,323,570	123,328,570
REV	BE - INVEST INCOME	5,000	5,000	10,000	15,000
	TL - PROPERTY TAX	123,313,570	123,313,570	123,313,570	123,313,570
REV Total		123,318,570	123,318,570	123,323,570	123,328,570

SEWER AND STORM WATER RESOURCE DISTRICT					
EXP/REV	Object	2015 Adopted			
		Budget	2016 Plan	2017 Plan	2018 Plan
EXP	AA - SALARIES, WAGES & FEES	15,748,742	15,754,935	15,648,943	15,136,699
	AB - FRINGE BENEFITS	12,458,997	12,652,628	12,537,900	12,520,903
	BB - EQUIPMENT	202,000	0	0	0
	DD - GENERAL EXPENSES	849,000	414,000	426,000	439,000
	DE - CONTRACTUAL SERVICES	58,472,000	59,086,980	60,859,589	62,685,377
	DF - UTILITY COSTS	7,622,799	5,890,324	5,944,616	6,038,735
	FF - INTEREST	6,873,137	6,332,940	5,835,239	5,340,702
	GG - PRINCIPAL	11,672,663	10,363,806	9,532,367	9,716,490
	HH - INTERFUND CHARGES	34,444,189	33,669,512	36,885,243	39,942,937
	OO - OTHER EXPENSE	538,500	551,963	565,762	579,906
EXP Total		148,882,027	144,717,088	148,235,659	152,400,748
REV	AA - FUND BALANCE	5,240,289	1,170,611	3,466,641	7,572,755
	BC - PERMITS & LICENSES	1,100,000	1,100,000	1,100,000	1,100,000
	BE - INVEST INCOME	110,000	110,000	110,000	110,000
	BF - RENTS & RECOVERIES	13,166,000	13,166,000	13,166,000	13,166,000
	BG - REVENUE OFFSET TO EXPENSE	180,000	180,000	180,000	180,000
	BH - DEPT REVENUES	14,317,000	19,843,879	20,754,080	20,754,080
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	300,000	300,000	300,000	300,000
	BR - DUE FROM OTHER GOVTS	2,251,394	2,251,394	2,251,394	2,251,394
	BW - INTERFUND CHARGES REVENUE	2,148,499	2,148,499	2,148,499	2,148,499
	IF - INTERFUND TRANSFERS	110,068,845	104,446,705	104,759,045	104,818,020
REV Total		148,882,027	144,717,088	148,235,659	152,400,748