

NASSAU COUNTY
NEW YORK



EDWARD P. MANGANO
COUNTY EXECUTIVE

2016 PROPERTY TAX FREEZE CREDIT ADOPTED BUDGET

UPDATED MULTI-YEAR FINANCIAL PLAN FISCAL 2016-2019

2016 BUDGET ORDINANCE NO. 134-2015 AS CONFORMED TO THE
2016-2019 MULTI-YEAR FINANCIAL PLAN MODIFIED BY
NASSAU COUNTY INTERIM FINANCE AUTHORITY RESOLUTION 15-597

JUNE 2016

**Public-Private Partnerships Continue to Save
Taxpayer Money and Create New Jobs**



The Present



The Future

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EXECUTIVE SUMMARY



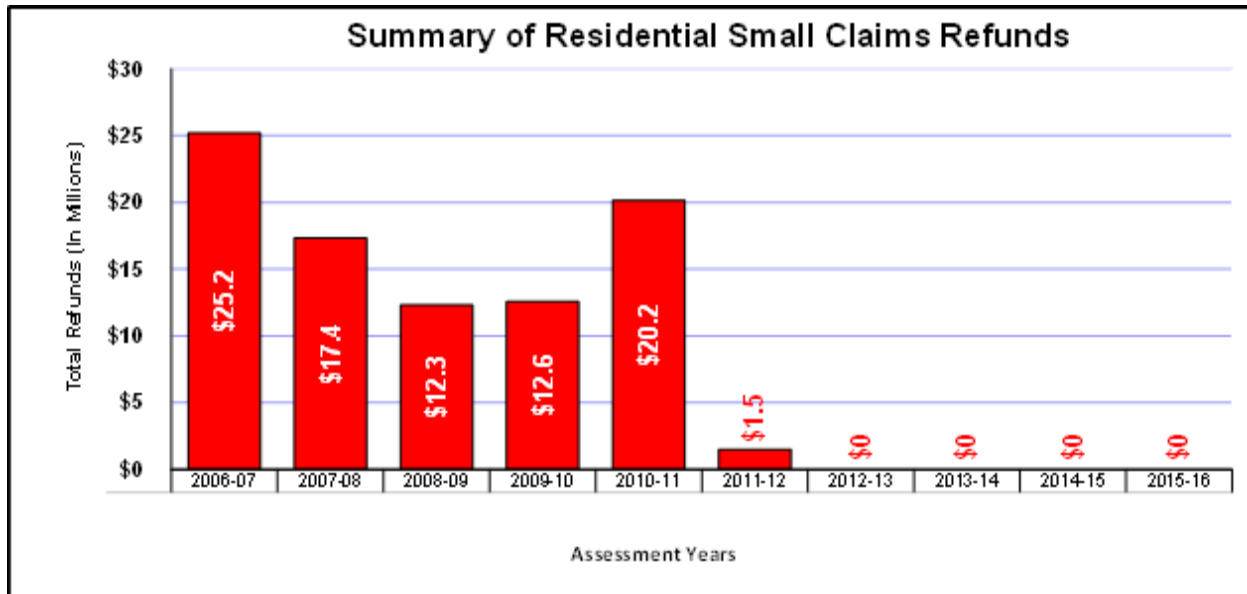
OVERVIEW

The Mangano Administration continues to right-size Nassau County government by managing the fiscal challenges resulting from decades of non-structural fiscal policies, while having a vision for the future that ensures recurring savings and long-term reforms. 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), public-private partnerships, and labor. 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 so that Nassau County's suburban quality of life is enjoyed by current and future generations. The Multi-Year Financial Plan (MYP) guides decision-making and long-term planning.

Ensuring that the County continues to prosper includes focusing on long-term structural changes that preserve the County's fiscal integrity as well as protect the County's infrastructure. The MYP recognizes that the limited revenue growth experienced over the last several years must be balanced against a Long Island economy that is graduating from recovery to expansion. The MYP demonstrates the County's commitment to no longer borrow for operating purposes, with the exception of extraordinary judgments and settlements, and to be structurally balanced in 2018. The steps necessary for the transition to that goal are outlined in the MYP.

In addition to addressing the County's infrastructure needs, be it new policing facilities or improved administration of the sewer system, the Administration is also moving forward with initiatives that will correct problems that were not addressed by previous administrations. One of the County's most daunting fiscal challenges has been the overwhelming liability from successful property assessment grievances. In the past, approximately \$100 million of property tax refunds have been financed with bonds each year, resulting in a related outstanding long-term debt balance of approximately \$991million, as of June 30, 2016. County Executive Mangano has addressed this hurdle in two ways: one for residential properties and one for commercial.

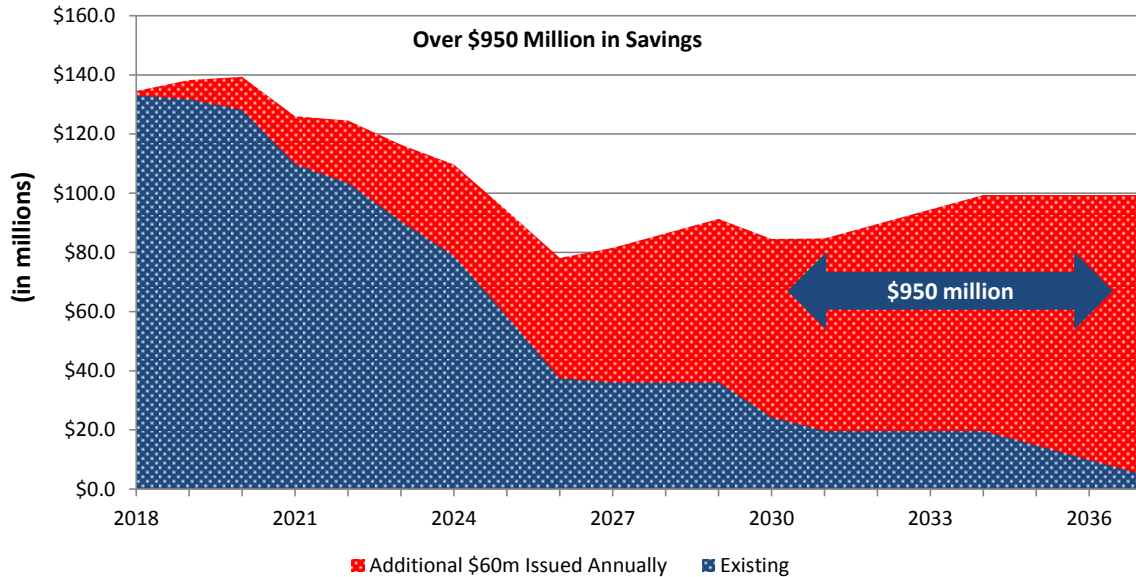
County residents are already benefiting from the implementation of a residential small claims settlement program, which was initiated for tax year 2011/2012. The program has reduced such tax refund liability to zero. This successful initiative has resulted in the County resolving all residential small claims grievances prior to the finalization of the tax roll, which has provided homeowners with timely resolution of their challenges without generating costly refunds. In summary, these homeowners no longer pay property taxes they do not owe.



The Administration is currently implementing the largest structural reform that Nassau County has ever achieved – addressing the commercial property tax grievance process. In 2014, the New York State Legislature passed historic assessment legislation, which the Governor signed, that will greatly aid the County in achieving structural balance. This legislation creates a Disputed Assessment Fund (DAF) 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) to fund the property tax refunds of the towns, special districts, and 55 out of the 56 school districts in the County. This reform is projected to save the County approximately \$950 million in debt service payments over 20 years. Rating agencies have recognized this as a credit positive as it will provide recurring funding for successful tax challenges.



Tax Certiorari Debt Service



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 addresses this unfair cost allocation.

The structural benefits from the commercial tax certiorari reform legislation will begin to be realized in 2017. The County financed \$125 million of property tax refunds in 2014, \$60 million in 2015, \$60 million in 2016 and anticipates financing \$60 million in 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 for this purpose in 2016, \$15 million in 2017, \$30 million in 2018 and \$30 million in 2019. The combination of funds will allow the County to reduce the backlog through accelerated settlements and maintain the County’s 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 as the Administration explores innovative solutions to improve County operations. In 2014, the Nassau County Legislature approved a 20-year agreement for the operation and maintenance of the County sewer system with SUEZ Water Long Island Inc. (formerly United Water). This partnership with the County will reduce the cost of sewer operations and will generate additional savings throughout the term of the contract in excess of \$233 million. The contractual commitment with SUEZ Water Long Island Inc. is to reduce or pay County staffing costs by a minimum of \$10 million annually. In 2015 SUEZ Water Long Island Inc. paid the County approximately \$12 million for labor costs.



The County is currently in the process of selecting a financial advisor to explore a Public-Private Partnership (P3) to improve service to County residents and our infrastructure assets. The County’s financial advisor for the potential sewer P3 is essential as the complexity and importance of a well thought-out and executed process will determine the success of the overall project. The following is a highlight of the various functions that the advisor will perform:

- Assess and define the project scope to best meet County goals on risk transfer objectives
- Advise on policy and commercial interest related to a potential P3 and or other structure
- Establish and refine project goals
- Assist in stakeholder and market outreach and communications
- Recommend strategies to maximize competition amongst potential proposers
- Assist in the architecture of the proposed solution to incentivize stakeholders, secure efficiencies and asset conditions upon the termination of the agreement
- Recommend strategies to maximize the application of proceeds to address/improve structural gap

Why Utilize Public-Private Partnerships?

- ✓ Better asset, delivered faster and maintained over the long-term to a consistent standard
- ✓ A whole-life solution with rigorous hand-back standards
- ✓ Retained ownership of property and control of facility
- ✓ Contract improves control over schedule, operations and maintenance
- ✓ Predictable payment stream with smoother budget profile
- ✓ Private sector takes capital and maintenance cost risk
- ✓ Potential to deliver asset under long-term performance-based contract
- ✓ Implementation of repayment mechanism based on performance

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

The redevelopment 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 \$130 million in renovating the Coliseum while the total project investment of \$260.5



million also includes building an indoor theater, restaurants, and retail space. The newly-redeveloped Coliseum will generate a minimum of \$334 million in rental income over 49 years to the County, or a minimum of 8% of gross income, whichever is greater. Additional revenues are expected to 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.



In a further effort to spur economic development of the Nassau Hub, and create a biotech corridor therein, the County has entered into an agreement with Memorial Sloan Kettering Cancer Center to expand its presence within the County as it spends \$140 million to build a new 105,000 square-foot facility. The County will sell approximately 5 acres of land to Memorial Sloan Kettering for the facility. Proceeds from the sale (\$6.5 million) will be deposited into the County’s General and Open Space Funds. The cancer center will be a state-of-the-art outpatient care treatment and clinical research center located on the site of the current Nassau Veterans Memorial Coliseum. Upon completion, the cancer center will employ approximately 250 clinical and administrative positions with an average annual salary and benefits package totaling \$150,000

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 Wiz Live*, *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 Dealertrack Technologies. These actions demonstrate that businesses are willing to put their faith in Nassau County and improve the economic outlook here.



Long Island is graduating from recovery to expansion. Nassau County has the lowest unemployment rate in the region. Sales tax collections rallied in the first quarter of 2016 due to higher than expected consumer spending and income growth. The County finally inched above its pre-recession employment peak in 2014, and Moody's Analytics estimates that the County's income growth has overtaken that of Suffolk County. The housing market is showing signs of improvement. Permit issuance has picked up in Nassau, which, unlike Suffolk County, is tracking above year-ago levels through the first quarter of 2016. Strength in multifamily building is the primary driver as developers look to attract renters who have been priced out of the New York City apartment market or cannot afford to buy a home on Long Island. In addition, data from the Multiple Listings Service of Long Island reveal an increase of more than 3% in home prices from year ago levels as of April, which stands in stark contrast to a decline in Suffolk.

Despite this positive outlook, the County has chosen to use conservative assumptions to forecast sales tax growth for 2016. The Updated MYP reflects 2% growth in sales tax for 2016 compared to the Adopted MYP which was based on 1.26% growth in 2016. As of July 1st, 2016, the County's sales tax is up 4.0%. The growth rates in the out-years remain at 3.5% in 2017, 3.0% in 2018 and 3.0% in 2019.

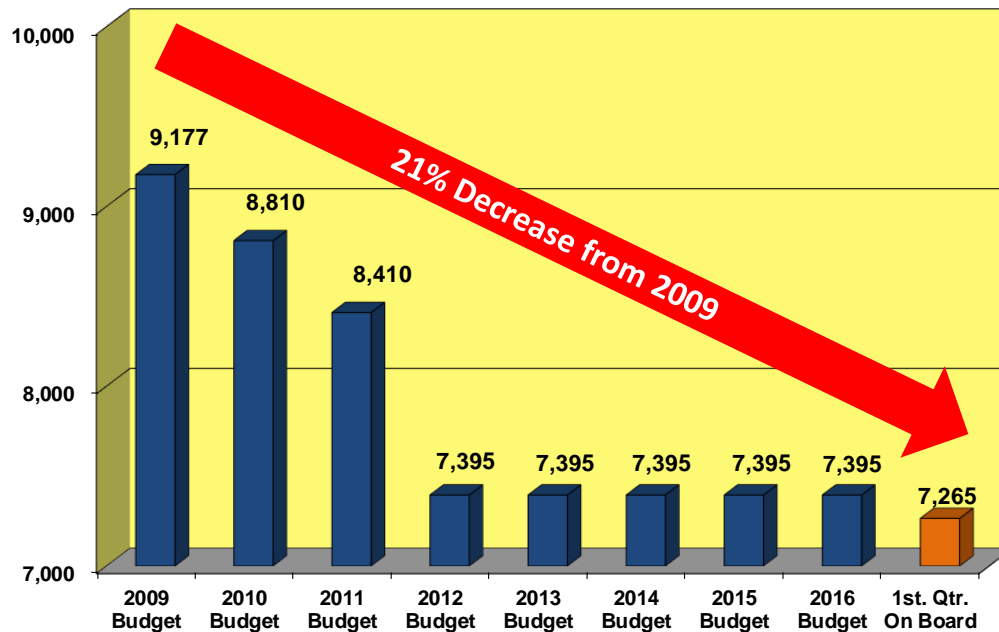
The containment of expense growth is important as the County continues to experience limited revenue growth. The settlement of labor agreements in 2014 brought cost certainty to the labor situation and minimized litigation risk. The agreements brought historic first-time savings in areas such as contributions to the cost of health insurance for new employees and pension contributions for new police hires. Work rule changes and adjustments to vacation and compensatory leave will achieve additional savings.

Workforce management has been critical to maintaining the fiscal health of the County. The MYP continues to control and reduce expenditures. The County successfully reduced its workforce in each year since 2009 through a combination of voluntary separation incentive programs, layoffs, and attrition, and will maintain these reductions throughout the time span of the MYP. As a result of strong fiscal management, the County's budgeted workforce is 7,395 positions for 2016. The County's on-board positions total 7,265 as of March 31, 2016, a reduction of over 1,900 positions, or 21%, from 2009 authorized levels of 9,177 full-time employees.

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



Workforce Management



The funding of employee fringe benefits presents a major challenge for the County over the MYP time period. The County’s two major fringe benefit costs are health insurance and employee pensions. The combined cost over the MYP for fringe benefits is projected to grow by \$75.1 million or 14.6%. Because of this high cost, it was critical that the Administration achieved a required 15% contribution to the cost of health insurance from new union employees. Over time, this concession will yield significant savings to the County.

While the Administration has made workforce management a priority, it is also dedicated to maintaining the County’s historically low crime rates. The County is the safest large suburban county in the nation. In the County, major crime, including gun violence, is down 30% since 2009.

The Administration is working to ensure that the Nassau County Police Department (NCPD) has the tools necessary to combat crime in the future by providing new facilities and up-to-date training with significant funding from outside sources. Earlier this year, the NCPD announced plans for a new Nassau County Police Department Center for Training and Intelligence to be built on the campus of Nassau Community College. The NCPD is also upgrading and improving old and antiquated precinct buildings and community policing centers. The County is committed to finding new and creative ways to fund these types of projects while limiting the use of taxpayer money.

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, under the Mangano Administration more than 3,500 new apartments have opened or



are now under construction in Nassau, with more than 1,000 units being constructed through the County Executive’s initiative to convert vacant office space into apartments near transit centers. 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 that follow outline the County’s current estimate of baseline gaps and initiatives to keep the budget in balance.



**Table 1: 2016-2019
Pre-Gap Closing Plan (Major Funds)**

MAJOR FUNDS					
E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	862,513,407	894,058,043	909,905,550	921,461,335
	AB - FRINGE BENEFITS	512,943,079	542,948,398	564,991,596	588,041,032
	AC - WORKERS COMPENSATION	31,582,954	31,582,954	31,582,954	31,582,954
	BB - EQUIPMENT	1,702,801	1,948,073	1,948,073	1,948,073
	DD - GENERAL EXPENSES	36,815,515	38,073,583	38,087,729	38,147,991
	DE - CONTRACTUAL SERVICES	245,611,030	249,451,498	249,852,548	250,263,625
	DF - UTILITY COSTS	38,538,174	40,271,669	41,680,915	43,706,679
	DG - VAR DIRECT EXPENSES	5,250,000	5,250,000	5,250,000	5,250,000
	FF - INTEREST	104,780,571	123,056,691	131,583,353	136,379,790
	GA - LOCAL GOVT ASST PROGRAM	67,459,408	69,776,737	71,832,539	73,950,016
	GG - PRINCIPAL	78,420,000	100,455,001	107,470,000	125,550,000
	HH - INTERFUND CHARGES	27,384,268	27,322,229	27,181,502	27,033,106
	MM - MASS TRANSPORTATION	43,803,242	44,998,006	46,227,417	47,492,482
	NA - NCIFA EXPENDITURES	1,950,000	2,000,000	1,925,000	2,000,000
	OO - OTHER EXPENSE	294,822,323	279,785,443	221,322,936	219,482,182
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	137,700,000	140,454,000	143,263,000
	SS - RECIPIENT GRANTS	62,000,000	62,000,000	62,620,000	63,559,380
	TT - PURCHASED SERVICES	66,889,717	68,896,409	70,274,337	72,382,567
	WW - EMERGENCY VENDOR PAYMENTS	50,980,000	51,489,800	52,004,698	52,524,745
	XX - MEDICAID	240,233,215	251,071,349	255,615,874	251,071,349
Expenses Excluding Interdepartmental Transfers		2,908,679,704	3,022,135,882	3,031,811,021	3,095,090,304
	Interdepartmental Transfers	418,536,022	433,348,345	430,986,953	444,366,202
Expenses Including Interdepartmental Transfers		3,327,215,726	3,455,484,227	3,462,797,974	3,539,456,506
REV	AA - FUND BALANCE	3,000,000	0	0	0
	BA - INT PENALTY ON TAX	31,900,000	31,900,000	31,900,000	31,900,000
	BC - PERMITS & LICENSES	17,614,750	18,614,750	17,614,750	18,614,750
	BD - FINES & FORFEITS	65,737,037	70,239,653	70,239,653	70,239,653
	BE - INVEST INCOME	979,492	979,492	979,492	979,492
	BF - RENTS & RECOVERIES	57,240,867	24,608,972	26,908,972	25,408,972
	BG - REVENUE OFFSET TO EXPENSE	13,400,000	13,400,000	13,400,000	13,400,000
	BH - DEPT REVENUES	226,511,326	220,248,056	215,248,056	215,248,056
	BO - PAYMENT IN LIEU OF TAXES	40,634,747	40,970,114	41,217,260	40,050,161
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	64,483,620	62,599,800	2,319,600	2,160,000
	BS - OTB PROFITS	3,000,000	3,000,000	19,000,000	25,000,000
	BW - INTERFUND CHARGES REVENUE	72,321,378	85,843,274	89,948,795	96,019,740
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	134,289,348	135,067,249	136,183,135	137,290,165
	SA - STATE AID REIMBURSEMENT OF EXPENSES	214,916,687	216,976,443	218,593,082	220,242,053
	TA - SALES TAX COUNTYWIDE	1,039,631,424	1,076,018,524	1,108,299,080	1,141,548,052
	TB - PART COUNTY SALES TAX	81,809,065	87,987,567	91,604,097	94,352,220
	TL - PROPERTY TAX	814,725,809	814,328,670	805,958,374	805,185,079
	TO - OTB 5% TAX	2,385,331	2,165,283	1,966,609	1,787,188
	TX - SPECIAL TAXES	29,168,500	29,918,500	30,168,500	30,168,500
Revenues Excluding Interdepartmental Transfers		2,913,749,381	2,934,866,347	2,921,549,454	2,969,594,081
	Interdepartmental Transfers	418,536,022	433,348,345	430,986,953	444,366,202
Revenues Including Interdepartmental Transfers		3,332,285,403	3,368,214,692	3,352,536,407	3,413,960,283
Projected Surplus / (Deficit)		5,069,677	(87,269,535)	(110,261,567)	(125,496,223)



**Table 2: 2016-19
Gap Closing Plan (Major Funds)
(In millions)**

MYP 2016 - 2019			
	2017 Plan	2018 Plan	2019 Plan
Current Baseline Surplus / (Gap)	(87.3)	(110.3)	(125.5)
Gap Closing Options			
<u>Expense/Revenue Actions</u>			
Revenue Initiatives	26.0	32.0	37.0
Workforce Management	10.0	12.0	15.0
FIT Prior Years Recovery	8.9	12.0	-
Program/OTPS Reduction	5.0	6.0	7.0
Health Insurance Cost Reduction	5.0	5.5	7.0
SUEZ Water Long Island Inc. Synergy Savings	4.0	9.0	9.2
On-line Tax Lien Auction	2.0	2.0	2.0
BOE Reimbursement	2.0	2.0	2.0
eGovernment Revenues	1.0	2.0	4.0
ERP Implementation	1.0	2.0	3.0
Public Private Partnership (P3)	-	20.0	30.0
County's District Energy Facility	-	10.0	10.0
Advertising Revenue	-	6.0	6.5
Strategic Sourcing	-	3.0	4.0
Building Consolidation Efficiencies	-	1.0	4.0
<u>NYS Actions</u>			
Mandate Reform	29.3	33.7	33.7
State Reimbursement Indigent & Legal Services	2.6	4.6	6.1
E-911 Surcharge	3.5	6.9	6.9
NYS Highway Traffic Offense Surcharge	2.9	5.7	5.7
Hotel Motel Tax Rate Increase	2.4	4.8	4.8
OEM Grant for Fire Training	1.0	1.0	1.0
Gap Closing Options	106.5	181.2	198.9
Surplus/ (Deficit) After Gap Closing Actions	19.3	70.9	73.4

Discussion of Gap Closing Actions

Revenue Initiatives

Annually, the County reviews the various fees it charges for services to determine if they reflect increased costs. In addition, the Administration is committed to cost saving/revenue generating initiatives that would offset the growth of recurring expenses.

Workforce Management

Every year the Mangano Administration has proven its ability to manage operations with fewer positions than are in the budget. The 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 it materializes, additional opportunities exist for savings. The savings can come from eliminating vacant positions, backfilling at lower salaries, and delayed hiring.

Fashion Institute of Technology (FIT) Prior Years Recovery

The Adopted 2016 Budget and MYP included recovery of prior-year receivables from the three towns and two cities for payments the County made on behalf of Nassau County residents to FIT. However, on May 26, 2016, a justice of the New York State Supreme Court declared that the County could not recoup from the Town of North Hempstead money it paid during the years 2004 through 2009 to FIT for the expenses of Nassau resident FIT students. The County is appealing this decision. If not reversed on appeal, the decision also prevents the County from recovering amounts from the other towns and the cities for the same years.

Program/OTPS Reduction

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

Health Insurance Cost Reduction

The County is exploring various options to reduce health premium costs. Aetna Inc. was selected to provide an insurance plan at a cost that is fifteen percent lower than the NYSHIP Base Plan for employees hired after April 1, 2014. County continues to explore other premium cost saving options, such as expanding the new Aetna Plan to as collective bargaining contracts sunset in 2017.

SUEZ Water Long Island Inc. Synergy Savings

The County has committed to ensuring that there will not be layoffs to its workforce due to its contract with *SUEZ Water Long Island Inc.* The transaction guarantees \$10 million in labor savings annually. County employees not being utilized by *SUEZ Water Long Island Inc.* will be used to optimize workforce productivity in areas of County operations that can substantially reduce the use and cost of overtime, generate revenues, or decrease payments for services performed by contracted vendors.

On-line Tax Lien Auction

The County Treasurer is seeking to modernize and improve the County's tax lien procedures in order to maximize the collection of unpaid property taxes and promote fairness and transparency. A local law is expected to be proposed to amend the Administrative Code in order to give more flexibility to the Treasurer to take advantage of modern technology. The current method of in-person auctioning of tax liens is old and cumbersome. Parts of the procedure date to 1941, some may be even older.

The most prominent feature of the amendment is the granting of discretion to the Treasurer to auction tax liens over the internet. The amendment does not require the Treasurer to utilize the



internet. The Treasurer could sell all, some or none over the internet, with the balance being sold in-person. The number of liens that will ultimately be sold online is unknown. This flexibility will give the Treasurer the opportunity to ease into online sales at a deliberate pace.

The amendment also allows the Treasurer to sell liens on open taxes from previous tax years. Open taxes are taxes that could not be sold at an earlier tax sale, usually because of a court order or a bankruptcy stay. The Administrative Code has not previously provided for the sale of these liens.

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.

eGovernment

The County is exploring opportunities to develop and utilize internet-based technologies to improve resident and business interaction with County government. These improvements will enhance customer service, reduce costs, improve productivity, and increase revenue.

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, is currently underway.

Public-Private Partnership (“P3”)

One of the largest components of the gap closing measures is a P3 for the sewer system. The Nassau County sewer system is one of the largest sewer systems in the State of New York. Unfortunately, the value of the system is not optimized and current sewer revenues are insufficient to meet the system’s future needs.



The P3 transaction would be designed to ensure a high quality of service for all users of the system while also accomplishing a number of the County’s key objectives. The transaction would provide for continued County ownership and oversight of the sewer system, improve safety and environmental performance, transfer risk of compliance of environmental regulations to the concessionaire and guarantee performance and service levels over the long-term to optimize asset performance. Residents would benefit from improved customer service, an identified single point of accountability for service delivery, as well as from consistency with the United Water operations contract and a stable and transparent rate structure.

The P3 transaction would also deliver some key financial benefits. The County would retire sewer debt and reduce total County debt, which will ensure recurring debt service savings and improve cash flow liquidity. In addition, the County would transfer risk of long-term capital investment to the concessionaire to achieve the County-agreed asset condition. The P3 would give the County the opportunity to reinvest proceeds and make strategic investments that will lead to achieving the fiscal balance required by NIFA by 2018.

County’s District Energy Facility

The agreement between Nassau County and Suez Energy NA, the current operator of the County’s 57 megawatt cogeneration plant in Uniondale, which was set to expire June 1, 2016 will be extended to May 31, 2018. This extension agreement has allowed for substantial savings for the term of the contract. This plant provides Long Island Power Authority 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. The extension allows Nassau County to explore opportunities in depth that leverage and reimagine the use of the facility as an important clean and sustainable power resource and economic development tool.

The County is currently exploring a potential public-private partnership that could result in the sale, lease, or private operation of the County’s district energy facility. The plant consists of a combined heat and power facility and central utility plant that provides thermal and electrical energy to the marketplace. The request for proposals was issued in January of 2016 and they are due back on July 15th.

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. In addition, the County will explore a corporate sponsorship and marketing program to generate recurring long-term incremental revenues as well as savings on the purchases of goods and service by means of County sponsorships with private enterprises.



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 retained a vendor and has already garnered savings.

Building Consolidation Efficiencies

The County's dramatic workforce reduction has opened possibilities for centralization and downsizing of office space. The County has hired Smith & DeGroat Real Estate to review the County's real estate assets for potential sale of excess property, consolidation of office space, lease renewal terms, etc. The County will continue to reduce overall rental costs and generate new revenues through sales.

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.

State Reimbursement Indigent & Legal Services

The State recently passed legislation that reforms the state's indigent legal services program bringing mandate relief to counties.

The legislation provides a full state fiscal takeover over time of indigent defense services while at the same time increasing the quality of legal services. The State will reimburse the County 25% of the cost in 2017 and increase the reimbursement by an additional 10% each year thereafter until 2023 when the State pays 100% of the cost.

E-911 Surcharge

The County will seek State approval to amend current County law and increase the surcharge on certain telecommunication equipment and telephone service supplier customers in relation to providing an enhanced 911 (E911) emergency telephone system in the County. This would enable the County to raise revenue needed to cover costs associated with providing this technology within the County.

NYS Highway Traffic Offense Surcharge

The County will seek approval of State legislation providing a mandatory surcharge for traffic offenses for incidents occurring on the Long Island Expressway, the Seaford-Oyster Bay Expressway or Sunrise Highway. The surcharge will reimburse the County for NCPD costs associated with patrolling State roadways.



Hotel/Motel Tax Rate Increase

The County will seek approval of State legislation to provide for an increase in the Hotel/Motel Tax rate within the county from 3 percent to 5.875 percent, which is the tax rate allowed within the City of New York.

Funding for Fire Training

Nassau Community College will be providing tuition assistance for volunteer firefighters instead of the County. In addition, the Office of Emergency Management will utilize Homeland Security Grant funding in relation to training firefighters for specialized training such as hazardous materials, high angle rescue, water rescue, WMD Response, etc.



**Table 3: 2016-2019
After-Gap Closing Plan (Major Funds)**

MAJOR FUNDS					
E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	862,513,407	885,208,043	896,355,550	905,461,335
	AB - FRINGE BENEFITS	512,943,079	532,348,398	551,091,596	571,341,032
	AC - WORKERS COMPENSATION	31,582,954	31,582,954	31,582,954	31,582,954
	BB - EQUIPMENT	1,702,801	1,948,073	1,948,073	1,948,073
	DD - GENERAL EXPENSES	36,815,515	38,073,583	38,087,729	38,147,991
	DE - CONTRACTUAL SERVICES	245,611,030	243,951,498	239,852,548	237,763,625
	DF - UTILITY COSTS	38,538,174	40,271,669	41,680,915	43,706,679
	DG - VAR DIRECT EXPENSES	5,250,000	5,250,000	5,250,000	5,250,000
	FF - INTEREST	104,780,571	123,056,691	131,583,353	136,379,790
	GA - LOCAL GOVT ASST PROGRAM	67,459,408	69,776,737	71,832,539	73,950,016
	GG - PRINCIPAL	78,420,000	100,455,001	107,470,000	125,550,000
	HH - INTERFUND CHARGES	27,384,268	27,322,229	27,181,502	27,033,106
	MM - MASS TRANSPORTATION	43,803,242	33,198,006	22,527,417	23,792,482
	NA - NCIFA EXPENDITURES	1,950,000	2,000,000	1,925,000	2,000,000
	OO - OTHER EXPENSE	294,822,323	279,785,443	220,322,936	215,482,182
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	120,200,000	130,454,000	133,263,080
	SS - RECIPIENT GRANTS	62,000,000	62,000,000	62,620,000	63,559,300
	TT - PURCHASED SERVICES	66,889,717	68,896,409	70,274,337	72,382,567
	WW - EMERGENCY VENDOR PAYMENTS	50,980,000	51,489,800	52,004,698	52,524,745
	XX - MEDICAID	240,233,215	251,071,349	255,615,874	251,071,349
Expenses Excluding Interdepartmental Transfers		2,908,679,704	2,967,885,882	2,959,661,021	3,012,190,304
	Interdepartmental Transfers	418,536,022	433,348,345	430,986,953	444,366,202
Expenses Including Interdepartmental Transfers		3,327,215,726	3,401,234,227	3,390,647,974	3,456,556,506
REV	AA - FUND BALANCE	3,000,000	0	0	0
	BA - INT PENALTY ON TAX	31,900,000	33,900,000	33,900,000	33,900,000
	BC - PERMITS & LICENSES	17,614,750	18,614,750	17,614,750	18,614,750
	BD - FINES & FORFEITS	65,737,037	73,139,653	75,939,653	75,939,653
	BE - INVEST INCOME	979,492	979,492	979,492	979,492
	BF - RENTS & RECOVERIES	57,240,867	35,508,972	70,908,972	67,408,972
	BG - REVENUE OFFSET TO EXPENSE	13,400,000	13,400,000	13,400,000	13,400,000
	BH - DEPT REVENUES	226,511,326	247,248,056	255,248,056	262,748,056
	BO - PAYMENT IN LIEU OF TAXES	40,634,747	40,970,114	41,217,260	40,050,161
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	64,483,620	62,599,800	2,319,600	2,160,000
	BS - OTB PROFITS	3,000,000	3,000,000	19,000,000	25,000,000
	BW - INTERFUND CHARGES REVENUE	72,321,378	85,843,274	89,948,795	96,019,740
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	134,289,348	135,067,249	136,183,135	137,290,165
	SA - STATE AID REIMBURSEMENT OF EXPENSES	214,916,687	220,576,443	224,193,082	227,342,053
	TA - SALES TAX COUNTYWIDE	1,039,631,424	1,076,018,524	1,108,299,080	1,141,548,052
	TB - PART COUNTY SALES TAX	81,809,065	87,987,567	91,604,097	94,352,220
	TL - PROPERTY TAX	814,725,809	814,328,670	805,958,374	805,185,079
	TO - OTB 5% TAX	2,385,331	2,165,283	1,966,609	1,787,188
	TX - SPECIAL TAXES	29,168,500	35,818,500	41,868,500	41,868,500
Revenues Excluding Interdepartmental Transfers		2,913,749,381	2,987,166,347	3,030,549,454	3,085,594,081
	Interdepartmental Transfers	418,536,022	433,348,345	430,986,953	444,366,202
Revenues Including Interdepartmental Transfers		3,332,285,403	3,420,514,692	3,461,536,407	3,529,960,283
Projected Surplus / (Deficit)		5,069,677	19,280,465	70,888,433	73,403,777



**Table 4: 2016-2019
Contingencies and Additional Opportunities
(In millions)**

	2017 Plan	2018 Plan	2019 Plan
Surplus/ (Deficit) After Gap Closing Actions	19.3	70.9	73.4
Contingency Gap Closing Options			
<u>Expense/Revenue Actions</u>			
Regionalize Downstate Sales Tax Rate	33.1	68.1	70.2
Gap Closing Options	33.1	68.1	70.2
Surplus/ (Deficit) After Contingency Actions	52.4	139.0	143.6

Regionalize Downstate Sales Tax Rate

If the New York State Legislature would allow for the regionalization of the downstate sales tax rate the affected counties would receive significant recurring revenues. Currently, the New York City sales tax rate is 8 $\frac{7}{8}$ %, whereas the Nassau and Suffolk sales tax rate is 8 $\frac{5}{8}$ %.



FUND AND DEPARTMENTAL DETAIL

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



MAJOR FUNDS					
E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	862,513,407	894,058,043	909,905,550	921,461,335
	AB - FRINGE BENEFITS	512,943,079	542,948,398	564,991,596	588,041,032
	AC - WORKERS COMPENSATION	31,582,954	31,582,954	31,582,954	31,582,954
	BB - EQUIPMENT	1,702,801	1,948,073	1,948,073	1,948,073
	DD - GENERAL EXPENSES	36,815,515	38,073,583	38,087,729	38,147,991
	DE - CONTRACTUAL SERVICES	245,611,030	249,451,498	249,852,548	250,263,625
	DF - UTILITY COSTS	38,538,174	40,271,669	41,680,915	43,706,679
	DG - VAR DIRECT EXPENSES	5,250,000	5,250,000	5,250,000	5,250,000
	FF - INTEREST	104,780,571	123,056,691	131,583,353	136,379,790
	GA - LOCAL GOVT ASST PROGRAM	67,459,408	69,776,737	71,832,539	73,950,016
	GG - PRINCIPAL	78,420,000	100,455,001	107,470,000	125,550,000
	HD - DEBT SERVICE CHARGEBACKS	324,838,337	343,100,660	340,739,268	354,118,517
	HF - INTER DEPARTMENTAL CHARGES	89,197,688	90,247,685	90,247,685	90,247,685
	HH - INTERFUND CHARGES	27,384,268	27,322,229	27,181,502	27,033,106
	LH - TRANS TO PDH SUITS & DAMAGES	4,499,997	0	0	0
	MM - MASS TRANSPORTATION	43,803,242	44,998,006	46,227,417	47,492,482
	NA - NCIFA EXPENDITURES	1,950,000	2,000,000	1,925,000	2,000,000
	OO - OTHER EXPENSE	294,822,323	279,785,443	221,322,936	219,482,182
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	137,700,000	140,454,000	143,263,080
	SS - RECIPIENT GRANTS	62,000,000	62,000,000	62,620,000	63,559,300
	TT - PURCHASED SERVICES	66,889,717	68,896,409	70,274,337	72,382,567
	WW - EMERGENCY VENDOR PAYMENTS	50,980,000	51,489,800	52,004,698	52,524,745
	XX - MEDICAID	240,233,215	251,071,349	255,615,874	251,071,349
EXP Total		3,327,215,726	3,455,484,227	3,462,797,974	3,539,456,506
REV	AA - FUND BALANCE	3,000,000	0	0	0
	BA - INT PENALTY ON TAX	31,900,000	31,900,000	31,900,000	31,900,000
	BC - PERMITS & LICENSES	17,614,750	18,614,750	17,614,750	18,614,750
	BD - FINES & FORFEITS	65,737,037	70,239,653	70,239,653	70,239,653
	BE - INVEST INCOME	979,492	979,492	979,492	979,492
	BF - RENTS & RECOVERIES	57,240,867	24,608,972	26,908,972	25,408,972
	BG - REVENUE OFFSET TO EXPENSE	13,400,000	13,400,000	13,400,000	13,400,000
	BH - DEPT REVENUES	226,511,326	220,248,056	215,248,056	215,248,056
	BJ - INTERDEPT REVENUES	89,197,688	90,247,685	90,247,685	90,247,685
	BO - PAYMENT IN LIEU OF TAXES	40,634,747	40,970,114	41,217,260	40,050,161
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	64,483,620	62,599,800	2,319,600	2,160,000
	BS - OTB PROFITS	3,000,000	3,000,000	19,000,000	25,000,000
	BV - DEBT SERVICE CHARGEBACK REVENUE	324,838,337	343,100,660	340,739,268	354,118,517
	BW - INTERFUND CHARGES REVENUE	72,321,378	85,843,274	89,948,795	96,019,740
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	134,289,348	135,067,249	136,183,135	137,290,165
	IF - INTERFUND TRANSFERS	4,499,997	0	0	0
	SA - STATE AID REIMBURSEMENT OF EXPENSES	214,916,687	216,976,443	218,593,082	220,242,053
	TA - SALES TAX COUNTYWIDE	1,039,631,424	1,076,018,524	1,108,299,080	1,141,548,052
	TB - PART COUNTY SALES TAX	81,809,065	87,987,567	91,604,097	94,352,220
	TL - PROPERTY TAX	814,725,809	814,328,670	805,958,374	805,185,079
	TO - OTB 5% TAX	2,385,331	2,165,283	1,966,609	1,787,188
	TX - SPECIAL TAXES	29,168,500	29,918,500	30,168,500	30,168,500
REV Total		3,332,285,403	3,368,214,692	3,352,536,407	3,413,960,283
Projected Surplus / (Deficit)		5,069,677	(87,269,535)	(110,261,567)	(125,496,223)

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



GENERAL FUND					
E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	378,563,558	392,384,479	397,740,138	400,533,399
	AB - FRINGE BENEFITS	246,327,941	259,392,059	269,610,735	280,286,168
	AC - WORKERS COMPENSATION	19,026,856	19,026,856	19,026,856	19,026,856
	BB - EQUIPMENT	910,554	1,050,469	1,050,469	1,050,469
	DD - GENERAL EXPENSES	27,571,238	28,600,775	28,604,374	28,619,708
	DE - CONTRACTUAL SERVICES	228,721,942	232,360,475	232,761,526	233,172,602
	DF - UTILITY COSTS	33,883,610	35,317,286	36,604,437	38,505,057
	DG - VAR DIRECT EXPENSES	5,250,000	5,250,000	5,250,000	5,250,000
	GA - LOCAL GOVT ASST PROGRAM	67,459,408	69,776,737	71,832,539	73,950,016
	HD - DEBT SERVICE CHARGEBACKS	304,224,658	319,619,622	318,440,342	330,885,125
	HF - INTER DEPARTMENTAL CHARGES	44,266,867	44,266,867	44,266,867	44,266,867
	HH - INTERFUND CHARGES	27,367,283	27,305,244	27,164,517	27,016,121
	LH - TRANS TO PDH SUITS & DAMAGES	4,499,997	0	0	0
	MM - MASS TRANSPORTATION	43,803,242	44,998,006	46,227,417	47,492,482
	NA - NCIFA EXPENDITURES	1,950,000	2,000,000	1,925,000	2,000,000
	OO - OTHER EXPENSE	119,405,492	114,959,006	70,422,504	70,896,212
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	137,700,000	140,454,000	143,263,080
	SS - RECIPIENT GRANTS	62,000,000	62,000,000	62,620,000	63,559,300
	TT - PURCHASED SERVICES	66,889,717	68,896,409	70,274,337	72,382,567
	WW - EMERGENCY VENDOR PAYMENTS	50,980,000	51,489,800	52,004,698	52,524,745
	XX - MEDICAID	240,233,215	251,071,349	255,615,874	251,071,349
EXP Total		2,108,335,578	2,167,465,438	2,151,896,631	2,185,752,123
REV	AA - FUND BALANCE	3,000,000	0	0	0
	BA - INT PENALTY ON TAX	31,900,000	31,900,000	31,900,000	31,900,000
	BC - PERMITS & LICENSES	12,986,250	13,986,250	12,986,250	13,986,250
	BD - FINES & FORFEITS	64,737,037	69,239,653	69,239,653	69,239,653
	BE - INVEST INCOME	947,000	947,000	947,000	947,000
	BF - RENTS & RECOVERIES	57,105,037	24,542,832	26,842,832	25,342,832
	BG - REVENUE OFFSET TO EXPENSE	13,400,000	13,400,000	13,400,000	13,400,000
	BH - DEPT REVENUES	190,283,226	184,019,956	179,019,956	179,019,956
	BJ - INTERDEPT REVENUES	77,089,849	77,089,849	77,089,849	77,089,849
	BO - PAYMENT IN LIEU OF TAXES	14,534,111	14,869,478	15,116,624	13,949,525
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	60,000,000	60,000,000	0	0
	BS - OTB PROFITS	3,000,000	3,000,000	19,000,000	25,000,000
	BW - INTERFUND CHARGES REVENUE	44,221,796	48,010,507	47,858,780	46,567,384
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	128,412,546	129,190,447	130,306,333	131,433,378
	SA - STATE AID REIMBURSEMENT OF EXPENSES	214,182,687	216,242,443	217,859,082	219,508,053
	TA - SALES TAX COUNTYWIDE	1,039,631,424	1,076,018,524	1,108,299,080	1,141,548,052
	TB - PART COUNTY SALES TAX	81,809,065	87,987,567	91,604,097	94,352,220
	TL - PROPERTY TAX	66,763,412	66,763,412	66,763,412	66,763,412
	TO - OTB 5% TAX	2,385,331	2,165,283	1,966,609	1,787,188
	TX - SPECIAL TAXES	5,015,000	5,765,000	6,015,000	6,015,000
REV Total		2,111,403,771	2,125,138,201	2,116,214,556	2,157,849,752

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



FIRE COMMISSION FUND

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	11,167,015	11,554,349	11,800,867	11,954,874
	AB - FRINGE BENEFITS	5,525,212	5,810,619	6,045,639	6,291,446
	BB - EQUIPMENT	42,250	42,504	42,504	42,504
	DD - GENERAL EXPENSES	244,277	245,743	245,743	245,743
	DE - CONTRACTUAL SERVICES	4,889,088	4,918,423	4,918,423	4,918,423
	HD - DEBT SERVICE CHARGEBACKS	796,498	790,765	805,413	808,959
	HF - INTER DEPARTMENTAL CHARGES	2,311,647	2,311,647	2,311,647	2,311,647
EXP Total		24,975,987	25,674,049	26,170,234	26,573,595
REV	BE - INVEST INCOME	192	192	192	192
	BF - RENTS & RECOVERIES	616	0	0	0
	BH - DEPT REVENUES	8,725,600	8,725,600	8,725,600	8,725,600
	BO - PAYMENT IN LIEW OF TAXES	404,691	404,691	404,691	404,691
	SA - STATE AID REIMBURSEMENT OF EXPENSES	145,000	145,000	145,000	145,000
	TL - PROPERTY TAX	16,068,930	16,068,930	16,068,930	16,068,930
REV Total		25,345,029	25,344,413	25,344,413	25,344,413

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



POLICE DISTRICT FUND

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	239,195,793	251,664,572	258,938,018	265,073,754
	AB - FRINGE BENEFITS	124,237,018	132,213,085	137,724,852	143,492,383
	AC - WORKERS COMPENSATION	7,715,748	7,715,748	7,715,748	7,715,748
	BB - EQUIPMENT	299,997	352,100	352,100	352,100
	DD - GENERAL EXPENSES	5,000,000	5,314,194	5,320,793	5,348,910
	DE - CONTRACTUAL SERVICES	500,000	603,600	603,600	603,600
	DF - UTILITY COSTS	1,354,564	1,370,422	1,405,932	1,442,389
	HD - DEBT SERVICE CHARGEBACKS	2,250,011	2,240,553	2,243,186	2,252,745
	HF - INTER DEPARTMENTAL CHARGES	19,707,235	20,757,232	20,757,232	20,757,232
EXP Total		400,260,366	422,231,506	435,061,461	447,038,861
REV	BC - PERMITS & LICENSES	4,128,500	4,128,500	4,128,500	4,128,500
	BD - FINES & FORFEITS	1,000,000	1,000,000	1,000,000	1,000,000
	BE - INVEST INCOME	15,000	15,000	15,000	15,000
	BF - RENTS & RECOVERIES	15,000	0	0	0
	BH - DEPT REVENUES	2,400,000	2,400,000	2,400,000	2,400,000
	BJ - INTERDEPT REVENUES	401,835	401,835	401,835	401,835
	BO - PAYMENT IN LIEW OF TAXES	16,758,062	16,758,062	16,758,062	16,758,062
	TL - PROPERTY TAX	374,661,129	374,661,129	374,661,129	374,661,129
REV Total		399,379,526	399,364,526	399,364,526	399,364,526

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



POLICE HEADQUARTERS FUND

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	233,587,041	238,454,643	241,426,527	243,899,308
	AB - FRINGE BENEFITS	136,852,908	145,532,636	151,610,370	157,971,034
	AC - WORKERS COMPENSATION	4,840,350	4,840,350	4,840,350	4,840,350
	BB - EQUIPMENT	450,000	503,000	503,000	503,000
	DD - GENERAL EXPENSES	4,000,000	3,912,872	3,916,818	3,933,631
	DE - CONTRACTUAL SERVICES	11,500,000	11,569,000	11,569,000	11,569,000
	DF - UTILITY COSTS	3,300,000	3,583,961	3,670,546	3,759,233
	HD - DEBT SERVICE CHARGEBACKS	17,567,170	20,449,720	19,250,327	20,171,688
	HF - INTER DEPARTMENTAL CHARGES	22,911,939	22,911,939	22,911,939	22,911,939
	HH - INTERFUND CHARGES	16,985	16,985	16,985	16,985
EXP Total		435,026,393	451,775,105	459,715,863	469,576,168
REV	BC - PERMITS & LICENSES	500,000	500,000	500,000	500,000
	BE - INVEST INCOME	17,300	17,300	17,300	17,300
	BF - RENTS & RECOVERIES	120,214	66,140	66,140	66,140
	BH - DEPT REVENUES	25,102,500	25,102,500	25,102,500	25,102,500
	BJ - INTERDEPT REVENUES	11,706,004	12,756,001	12,756,001	12,756,001
	BO - PAYMENT IN LIEU OF TAXES	8,937,883	8,937,883	8,937,883	8,937,883
	BW - INTERFUND CHARGES REVENUE	7,300	7,300	7,300	7,300
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	1,064,600	1,064,600	1,064,600	1,064,600
	IF - INTERFUND TRANSFERS	4,499,997	0	0	0
	SA - STATE AID REIMBURSEMENT OF EXPENSES	589,000	589,000	589,000	589,000
	TL - PROPERTY TAX	357,232,338	356,835,199	348,464,903	347,691,608
	TX - SPECIAL TAXES	24,153,500	24,153,500	24,153,500	24,153,500
REV Total		433,930,636	430,029,423	421,659,127	420,885,832

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



DEBT SERVICE FUND

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	FF - INTEREST	104,780,571	123,056,691	131,583,353	136,379,790
	GG - PRINCIPAL	78,420,000	100,455,001	107,470,000	125,550,000
	OO - OTHER EXPENSE	175,416,831	164,826,437	150,900,432	148,585,970
EXP Total		358,617,402	388,338,129	389,953,785	410,515,760
REV	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	4,483,620	2,599,800	2,319,600	2,160,000
	BV - DEBT SERVICE CHARGEBACK REVENUE	324,838,337	343,100,660	340,739,268	354,118,517
	BW - INTERFUND CHARGES REVENUE	28,092,282	37,825,467	42,082,715	49,445,056
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	4,812,202	4,812,202	4,812,202	4,792,187
REV Total		362,226,441	388,338,129	389,953,785	410,515,760

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



AC - DEPARTMENT OF INVESTIGATIONS

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	0	192,500	192,500	192,500
	DD - GENERAL EXPENSES	500	503	503	503
	DE - CONTRACTUAL SERVICES	5,000	5,030	5,030	5,030
EXP Total		5,500	198,033	198,033	198,033

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



AR - ASSESSMENT REVIEW COMMISSION

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	2,266,870	2,346,523	2,386,105	2,404,575
	DD - GENERAL EXPENSES	35,033	35,243	35,243	35,243
	DE - CONTRACTUAL SERVICES	12,500	12,575	12,575	12,575
EXP Total		2,314,403	2,394,341	2,433,923	2,452,393

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



AS - ASSESSMENT DEPARTMENT

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	8,873,547	9,318,627	9,594,559	9,708,086
	DD - GENERAL EXPENSES	607,444	255,971	255,971	255,971
	DE - CONTRACTUAL SERVICES	24,000	324,144	324,144	324,144
EXP Total		9,504,991	9,898,741	10,174,674	10,288,200
REV	BH - DEPT REVENUES	27,565,000	27,565,000	27,565,000	27,565,000
REV Total		27,565,000	27,565,000	27,565,000	27,565,000

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



AT - COUNTY ATTORNEY

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	7,812,454	8,193,626	8,232,967	8,252,817
	BB - EQUIPMENT	15,000	15,090	15,090	15,090
	DD - GENERAL EXPENSES	627,000	630,762	630,762	630,762
	DE - CONTRACTUAL SERVICES	4,850,000	5,382,100	5,382,100	5,382,100
EXP Total		13,304,454	14,221,578	14,260,919	14,280,769
REV	BD - FINES & FORFEITS	500,000	500,000	500,000	500,000
	BF - RENTS & RECOVERIES	1,030,000	1,030,000	1,030,000	1,030,000
	BH - DEPT REVENUES	16,000,000	10,200,000	5,200,000	5,200,000
	BJ - INTERDEPT REVENUES	590,658	590,658	590,658	590,658
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	250,000	250,000	250,000	250,000
REV Total		18,370,658	12,570,658	7,570,658	7,570,658

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



BU - OFFICE OF MANAGEMENT AND BUDGET

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	2,782,466	4,613,161	4,642,321	4,672,064
	AB - FRINGE BENEFITS	24,679,547	26,280,432	27,138,386	28,028,835
	AC - WORKERS COMPENSATION	8,610,155	8,610,155	8,610,155	8,610,155
	BB - EQUIPMENT	5,000	5,030	5,030	5,030
	DD - GENERAL EXPENSES	114,105	114,790	114,790	114,790
	DE - CONTRACTUAL SERVICES	2,615,927	2,782,523	2,782,523	2,782,523
	GA - LOCAL GOVT ASST PROGRAM	67,459,408	69,776,737	71,832,539	73,950,016
	HD - DEBT SERVICE CHARGEBACKS	304,224,658	319,619,622	318,440,342	330,885,125
	HF - INTER DEPARTMENTAL CHARGES	3,580,566	3,580,566	3,580,566	3,580,566
	HH - INTERFUND CHARGES	25,712,807	25,650,768	25,510,041	25,361,645
	LH - TRANS TO PDH SUITS & DAMAGES	4,499,997	0	0	0
	NA - NCIFA EXPENDITURES	1,950,000	2,000,000	1,925,000	2,000,000
	OO - OTHER EXPENSE	35,169,928	25,236,231	25,406,773	25,581,666
EXP Total		481,404,564	488,270,014	489,988,466	505,572,415
REV	AA - FUND BALANCE	3,000,000	0	0	0
	BD - FINES & FORFEITS	1,215,000	1,215,000	1,215,000	1,215,000
	BF - RENTS & RECOVERIES	38,846,864	6,001,250	6,001,250	6,001,250
	BG - REVENUE OFFSET TO EXPENSE	12,800,000	12,800,000	12,800,000	12,800,000
	BH - DEPT REVENUES	620,000	620,000	620,000	620,000
	BJ - INTERDEPT REVENUES	48,350,532	48,350,532	48,350,532	48,350,532
	BO - PAYMENT IN LIEU OF TAXES	14,534,111	14,869,478	15,116,624	13,949,525
	BS - OTB PROFITS	3,000,000	3,000,000	19,000,000	25,000,000
	BW - INTERFUND CHARGES REVENUE	37,342,198	41,130,909	40,979,182	39,687,786
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	92,400	92,400	92,400	92,400
	SA - STATE AID REIMBURSEMENT OF EXPENSES	242,200	1,732,200	1,732,200	1,732,200
	TA - SALES TAX COUNTYWIDE	1,039,631,424	1,076,018,524	1,108,299,080	1,141,548,052
	TB - PART COUNTY SALES TAX	81,809,065	87,987,567	91,604,097	94,352,220
	TL - PROPERTY TAX	66,763,412	66,763,412	66,763,412	66,763,412
	TO - OTB 5% TAX	2,385,331	2,165,283	1,966,609	1,787,188
REV Total		1,350,632,537	1,362,746,555	1,414,540,385	1,453,899,564

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



CA - OFFICE OF CONSUMER AFFAIRS

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	1,741,642	1,816,890	1,865,413	1,888,436
	BB - EQUIPMENT	2,200	2,213	2,213	2,213
	DD - GENERAL EXPENSES	13,394	13,474	13,474	13,474
EXP Total		1,757,236	1,832,578	1,881,101	1,904,124
REV	BC - PERMITS & LICENSES	3,565,000	4,565,000	3,565,000	4,565,000
	BD - FINES & FORFEITS	300,505	300,505	300,505	300,505
	BH - DEPT REVENUES	200	200	200	200
	SA - STATE AID REIMBURSEMENT OF EXPENSES	45,000	45,000	45,000	45,000
REV Total		3,910,705	4,910,705	3,910,705	4,910,705

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



CC - NC SHERIFF/CORRECTIONAL CENTER

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	115,372,717	118,378,007	119,124,584	119,471,757
	AC - WORKERS COMPENSATION	8,275,342	8,275,342	8,275,342	8,275,342
	BB - EQUIPMENT	33,235	46,512	46,512	46,512
	DD - GENERAL EXPENSES	3,153,430	3,298,101	3,298,101	3,298,101
	DE - CONTRACTUAL SERVICES	17,029,617	17,429,159	17,830,209	18,241,286
	DF - UTILITY COSTS	2,095,000	2,109,308	2,181,556	2,255,946
EXP Total		145,959,341	149,536,429	150,756,304	151,588,944
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	2,250,000	2,250,000	2,250,000	2,250,000
	BJ - INTERDEPT REVENUES	150,000	150,000	150,000	150,000
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	4,313,160	4,313,160	4,313,160	4,313,160
	SA - STATE AID REIMBURSEMENT OF EXPENSES	55,000	55,000	55,000	55,000
REV Total		7,081,160	7,081,160	7,081,160	7,081,160

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



CE - COUNTY EXECUTIVE

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	1,908,129	1,984,796	1,985,004	1,985,216
	DD - GENERAL EXPENSES	80,000	80,480	80,480	80,480
	DE - CONTRACTUAL SERVICES	225,000	226,350	226,350	226,350
EXP Total		2,213,129	2,291,626	2,291,834	2,292,046

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



CF - OFFICE OF CONSTITUENT AFFAIRS

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	2,075,642	2,164,653	2,188,987	2,201,391
	DD - GENERAL EXPENSES	1,540,495	1,549,738	1,549,738	1,549,738
EXP Total		3,616,137	3,714,391	3,738,725	3,751,129
REV	BJ - INTERDEPT REVENUES	642,970	642,970	642,970	642,970
REV Total		642,970	642,970	642,970	642,970

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



CL - COUNTY CLERK

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	5,152,561	5,321,766	5,431,407	5,477,857
	BB - EQUIPMENT	50,000	50,300	50,300	50,300
	DD - GENERAL EXPENSES	305,000	306,830	306,830	306,830
	DE - CONTRACTUAL SERVICES	505,000	508,030	508,030	508,030
EXP Total		6,012,561	6,186,926	6,296,567	6,343,017
REV	BD - FINES & FORFEITS	60,000	60,000	60,000	60,000
	BF - RENTS & RECOVERIES	719	719	719	719
	BH - DEPT REVENUES	50,030,000	50,030,000	50,030,000	50,030,000
REV Total		50,090,719	50,090,719	50,090,719	50,090,719

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



CO - COUNTY COMPTROLLER

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	6,629,288	6,636,002	6,642,850	6,649,836
	BB - EQUIPMENT	5,000	5,030	5,030	5,030
	DD - GENERAL EXPENSES	137,500	138,325	138,325	138,325
	DE - CONTRACTUAL SERVICES	796,300	801,078	801,078	801,078
EXP Total		7,568,088	7,580,435	7,587,283	7,594,269
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 2016–2019 MULTI-YEAR FINANCIAL PLAN



CS - CIVIL SERVICE

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	4,771,663	4,967,332	5,079,837	5,156,456
	DD - GENERAL EXPENSES	416,650	419,150	419,150	419,150
	DE - CONTRACTUAL SERVICES	86,966	87,488	87,488	87,488
EXP Total		5,275,279	5,473,969	5,586,474	5,663,094
REV	BF - RENTS & RECOVERIES	75,804	75,114	75,114	75,114
	BH - DEPT REVENUES	700,800	700,800	700,800	700,800
REV Total		776,604	775,914	775,914	775,914

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



CT - COURTS

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AB - FRINGE BENEFITS	1,321,305	1,414,120	1,466,271	1,520,495
EXP Total		1,321,305	1,414,120	1,466,271	1,520,495
REV	SA - STATE AID REIMBURSEMENT OF EXPENSES	1,294,879	1,294,879	1,294,879	1,294,879
REV Total		1,294,879	1,294,879	1,294,879	1,294,879

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



DA - DISTRICT ATTORNEY

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	33,124,379	33,528,319	33,779,060	33,955,876
	BB - EQUIPMENT	75,500	75,953	75,953	75,953
	DD - GENERAL EXPENSES	1,023,000	1,029,138	1,029,138	1,029,138
	DE - CONTRACTUAL SERVICES	1,426,974	1,435,536	1,435,536	1,435,536
EXP Total		35,649,853	36,068,945	36,319,687	36,496,503
REV	BF - RENTS & RECOVERIES	497	0	0	0
	BH - DEPT REVENUES	5,404	5,404	5,404	5,404
	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	32,500	32,500	32,500	32,500
	SA - STATE AID REIMBURSEMENT OF EXPENSES	69,100	69,100	69,100	69,100
REV Total		627,534	627,037	627,037	627,037

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



EL - BOARD OF ELECTIONS

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	15,082,463	15,362,842	15,470,277	15,485,042
	BB - EQUIPMENT	125,000	125,750	125,750	125,750
	DD - GENERAL EXPENSES	3,208,200	3,227,449	3,227,449	3,227,449
	DE - CONTRACTUAL SERVICES	570,000	573,420	573,420	573,420
EXP Total		18,985,663	19,289,461	19,396,896	19,411,661
REV	BF - RENTS & RECOVERIES	120,000	120,000	120,000	120,000
	BH - DEPT REVENUES	70,000	70,000	70,000	70,000
REV Total		190,000	190,000	190,000	190,000

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



EM - EMERGENCY MANAGEMENT

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	799,546	831,035	838,572	844,074
	DD - GENERAL EXPENSES	5,000	5,030	5,030	5,030
	HH - INTERFUND CHARGES	0	0	0	0
EXP Total		804,546	836,065	843,602	849,104
REV	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	510,522	510,522	510,522	510,522
REV Total		510,522	510,522	510,522	510,522

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



FB - FRINGE BENEFIT

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AB - FRINGE BENEFITS	220,327,089	231,697,507	241,006,079	250,736,838
EXP Total		220,327,089	231,697,507	241,006,079	250,736,838
REV	BF - RENTS & RECOVERIES	903	0	0	0
REV Total		903	0	0	0

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



HE - HEALTH DEPARTMENT

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	14,908,832	15,496,031	15,770,534	15,897,762
	BB - EQUIPMENT	36,000	36,216	36,216	36,216
	DD - GENERAL EXPENSES	929,997	955,697	955,697	955,697
	DE - CONTRACTUAL SERVICES	392,330	394,684	394,684	394,684
	DG - VAR DIRECT EXPENSES	5,000,000	5,000,000	5,000,000	5,000,000
	HF - INTER DEPARTMENTAL CHARGES	5,402,120	5,402,120	5,402,120	5,402,120
	PP - EARLY INTERVENTION/SPECIAL EDUCATION	135,000,000	137,700,000	140,454,000	143,263,080
EXP Total		161,669,279	164,984,748	168,013,252	170,949,559
REV	BC - PERMITS & LICENSES	5,482,750	5,482,750	5,482,750	5,482,750
	BD - FINES & FORFEITS	250,000	250,000	250,000	250,000
	BF - RENTS & RECOVERIES	498,053	470,000	470,000	470,000
	BH - DEPT REVENUES	3,014,700	3,014,700	3,014,700	3,014,700
	BW - INTERFUND CHARGES REVENUE	57,516	57,516	57,516	57,516
	SA - STATE AID REIMBURSEMENT OF EXPENSES	74,027,000	75,395,600	76,791,572	78,215,463
REV Total		83,330,019	84,670,566	86,066,538	87,490,429

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



HI -HOUSING & COMMUNITY DEVELOPMENT

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	848,606	974,550	974,625	974,701
EXP Total		848,606	974,550	974,625	974,701
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 2016–2019 MULTI-YEAR FINANCIAL PLAN



HR - COMMISSION ON HUMAN RIGHTS

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	494,414	509,377	516,007	519,412
	DD - GENERAL EXPENSES	5,450	5,483	5,483	5,483
	DE - CONTRACTUAL SERVICES	10,000	10,060	10,060	10,060
EXP Total		509,864	524,919	531,549	534,955

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



HS - DEPARTMENT OF HUMAN SERVICES

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	4,367,912	4,581,819	4,681,628	4,721,703
	BB - EQUIPMENT	23,962	24,106	24,106	24,106
	DD - GENERAL EXPENSES	1,049,864	1,056,163	1,056,163	1,056,163
	DE - CONTRACTUAL SERVICES	26,077,232	26,460,145	26,460,145	26,460,145
	HF - INTER DEPARTMENTAL CHARGES	3,044,331	3,044,331	3,044,331	3,044,331
EXP Total		34,563,301	35,166,565	35,266,373	35,306,449
REV	BD - FINES & FORFEITS	40,000	40,000	40,000	40,000
	BF - RENTS & RECOVERIES	28,941	28,941	28,941	28,941
	BJ - INTERDEPT REVENUES	100,000	100,000	100,000	100,000
	BW - INTERFUND CHARGES REVENUE	100,000	100,000	100,000	100,000
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	5,377,911	5,377,911	5,377,911	5,377,911
	SA - STATE AID REIMBURSEMENT OF EXPENSES	10,114,824	10,114,824	10,114,824	10,114,824
REV Total		15,761,676	15,761,676	15,761,676	15,761,676

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



IT - INFORMATION TECHNOLOGY

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	7,359,902	7,701,892	7,877,236	7,972,447
	DD - GENERAL EXPENSES	441,200	443,847	443,847	443,847
	DE - CONTRACTUAL SERVICES	10,192,315	10,253,469	10,253,469	10,253,469
	DF - UTILITY COSTS	3,656,210	4,063,253	4,136,135	4,210,788
EXP Total		21,649,627	22,462,461	22,710,686	22,880,550
REV	BF - RENTS & RECOVERIES	324,173	0	0	0
	BJ - INTERDEPT REVENUES	8,363,595	8,363,595	8,363,595	8,363,595
	BW - INTERFUND CHARGES REVENUE	167,012	167,012	167,012	167,012
REV Total		8,854,780	8,530,607	8,530,607	8,530,607

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



LE - COUNTY LEGISLATURE

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	5,844,479	5,846,001	5,847,554	5,849,137
	BB - EQUIPMENT	55,510	55,843	55,843	55,843
	DD - GENERAL EXPENSES	1,686,866	1,691,957	1,691,957	1,691,957
	DE - CONTRACTUAL SERVICES	1,008,154	1,014,203	1,014,203	1,014,203
EXP Total		8,595,009	8,608,005	8,609,557	8,611,141

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



LR - OFFICE OF LABOR RELATIONS

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	375,232	386,981	387,172	387,367
	DD - GENERAL EXPENSES	5,100	5,131	5,131	5,131
	DE - CONTRACTUAL SERVICES	400,000	402,400	402,400	402,400
EXP Total		780,332	794,512	794,703	794,897

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



MA - OFFICE OF MINORITY AFFAIRS

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	342,200	352,018	352,457	352,904
	DD - GENERAL EXPENSES	24,970	25,120	25,120	25,120
	DE - CONTRACTUAL SERVICES	29,800	29,979	29,979	29,979
EXP Total		396,970	407,117	407,556	408,003

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



ME - MEDICAL EXAMINER

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	7,062,481	7,377,060	7,566,486	7,679,130
	BB - EQUIPMENT	40,029	40,269	40,269	40,269
	DD - GENERAL EXPENSES	608,039	692,167	692,167	692,167
	DE - CONTRACTUAL SERVICES	102,247	102,860	102,860	102,860
EXP Total		7,812,796	8,212,357	8,401,783	8,514,426
REV	BH - DEPT REVENUES	25,000	25,000	25,000	25,000
REV Total		25,000	25,000	25,000	25,000

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



PA - PUBLIC ADMINISTRATOR

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	517,725	532,884	535,625	535,706
	DD - GENERAL EXPENSES	3,422	3,443	3,443	3,443
	DE - CONTRACTUAL SERVICES	7,300	7,344	7,344	7,344
EXP Total		528,447	543,670	546,411	546,493
REV	BH - DEPT REVENUES	500,000	500,000	500,000	500,000
REV Total		500,000	500,000	500,000	500,000

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



PB - PROBATION

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	16,474,826	17,201,962	17,655,180	17,954,827
	BB - EQUIPMENT	12,250	33,098	33,098	33,098
	DD - GENERAL EXPENSES	259,050	312,411	312,412	312,415
	DE - CONTRACTUAL SERVICES	519,100	562,455	562,455	562,455
	DF - UTILITY COSTS	500	503	520	539
	HF - INTER DEPARTMENTAL CHARGES	1,171,335	1,171,335	1,171,335	1,171,335
EXP Total		18,437,061	19,281,763	19,734,999	20,034,669
REV	BH - DEPT REVENUES	1,542,200	1,542,200	1,542,200	1,542,200
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	19,571	19,571	19,571	19,571
	SA - STATE AID REIMBURSEMENT OF EXPENSES	6,008,061	4,992,877	4,992,877	4,992,877
REV Total		7,569,832	6,554,648	6,554,648	6,554,648

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



PE - DEPARTMENT OF HUMAN RESOURCES

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	820,033	843,384	843,401	843,417
	DD - GENERAL EXPENSES	13,000	13,078	13,078	13,078
	DE - CONTRACTUAL SERVICES	12,000	12,072	12,072	12,072
EXP Total		845,033	868,534	868,551	868,567

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



PK - PARKS, RECREATION AND MUSEUMS

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	21,400,873	21,798,936	22,035,066	22,156,769
	BB - EQUIPMENT	300,000	402,400	402,400	402,400
	DD - GENERAL EXPENSES	1,572,975	1,859,063	1,859,063	1,859,063
	DE - CONTRACTUAL SERVICES	7,261,600	7,793,470	7,793,470	7,793,470
EXP Total		30,535,448	31,853,869	32,089,998	32,211,701
REV	BF - RENTS & RECOVERIES	2,164,995	2,164,136	2,164,136	2,164,136
	BH - DEPT REVENUES	20,815,395	20,815,395	20,815,395	20,815,395
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	23,819	0	0	0
	SA - STATE AID REIMBURSEMENT OF EXPENSES	42,302	42,302	42,302	42,302
	TX - SPECIAL TAXES	3,125,000	3,125,000	3,125,000	3,125,000
REV Total		26,171,511	26,146,833	26,146,833	26,146,833

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



PR - SHARED SERVICES

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	900,814	945,837	962,706	970,534
	DD - GENERAL EXPENSES	19,750	19,869	19,869	19,869
	DE - CONTRACTUAL SERVICES	187,800	188,927	188,927	188,927
EXP Total		1,108,364	1,154,633	1,171,501	1,179,329
REV	BF - RENTS & RECOVERIES	350,000	350,000	350,000	350,000
	BH - DEPT REVENUES	300,500	300,500	300,500	300,500
REV Total		650,500	650,500	650,500	650,500

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



PW - PUBLIC WORKS DEPARTMENT

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	34,283,623	35,707,701	36,489,431	36,935,150
	AC - WORKERS COMPENSATION	2,141,359	2,141,359	2,141,359	2,141,359
	BB - EQUIPMENT	87,168	87,691	87,691	87,691
	DD - GENERAL EXPENSES	8,076,213	8,794,120	8,797,719	8,813,049
	DE - CONTRACTUAL SERVICES	136,828,636	137,275,440	137,275,440	137,275,440
	DF - UTILITY COSTS	28,131,900	29,144,223	30,286,227	32,037,785
	DG - VAR DIRECT EXPENSES	250,000	250,000	250,000	250,000
	HF - INTER DEPARTMENTAL CHARGES	14,384,892	14,384,892	14,384,892	14,384,892
	HH - INTERFUND CHARGES	1,654,476	1,654,476	1,654,476	1,654,476
	MM - MASS TRANSPORTATION	43,803,242	44,998,006	46,227,417	47,492,482
	OO - OTHER EXPENSE	14,235,564	14,722,775	15,015,731	15,314,545
EXP Total		283,877,073	289,160,683	292,610,382	296,386,870
REV	BC - PERMITS & LICENSES	3,577,000	3,577,000	3,577,000	3,577,000
	BD - FINES & FORFEITS	1,000	1,000	1,000	1,000
	BF - RENTS & RECOVERIES	11,945,236	13,517,202	15,817,202	14,317,202
	BG - REVENUE OFFSET TO EXPENSE	300,000	300,000	300,000	300,000
	BH - DEPT REVENUES	49,594,067	49,344,067	49,344,067	49,344,067
	BJ - INTERDEPT REVENUES	18,418,904	18,418,904	18,418,904	18,418,904
	BW - INTERFUND CHARGES REVENUE	6,305,070	6,305,070	6,305,070	6,305,070
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	6,938,118	6,635,000	6,635,000	6,635,000
	SA - STATE AID REIMBURSEMENT OF EXPENSES	67,681,611	67,681,611	67,681,611	67,681,611
REV Total		164,761,006	165,779,854	168,079,854	166,579,854

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



RM - RECORDS MANAGEMENT

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	891,902	932,585	946,745	954,169
	BB - EQUIPMENT	5,000	5,030	5,030	5,030
	DD - GENERAL EXPENSES	160,500	161,463	161,463	161,463
	DE - CONTRACTUAL SERVICES	125,000	125,750	125,750	125,750
EXP Total		1,182,402	1,224,828	1,238,988	1,246,412

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



SA - COORD AGENCY FOR SPANISH AMERICANS

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	209,935	218,428	218,469	218,512
	DD - GENERAL EXPENSES	3,442	3,463	3,463	3,463
	DE - CONTRACTUAL SERVICES	12,500	12,575	12,575	12,575
EXP Total		225,877	234,466	234,507	234,549
REV	BH - DEPT REVENUES	24,000	24,000	24,000	24,000
REV Total		24,000	24,000	24,000	24,000

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



SS - SOCIAL SERVICES

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	46,755,438	48,752,191	49,910,312	50,479,453
	BB - EQUIPMENT	24,000	24,144	24,144	24,144
	DD - GENERAL EXPENSES	772,829	777,466	777,466	777,466
	DE - CONTRACTUAL SERVICES	7,206,404	7,677,192	7,677,192	7,677,192
	HF - INTER DEPARTMENTAL CHARGES	16,683,623	16,683,623	16,683,623	16,683,623
	SS - RECIPIENT GRANTS	62,000,000	62,000,000	62,620,000	63,559,300
	TT - PURCHASED SERVICES	66,889,717	68,896,409	70,274,337	72,382,567
	WW - EMERGENCY VENDOR PAYMENTS	50,980,000	51,489,800	52,004,698	52,524,745
	XX - MEDICAID	240,233,215	251,071,349	255,615,874	251,071,349
EXP Total		491,545,226	507,372,174	515,587,646	515,179,840
REV	BF - RENTS & RECOVERIES	1,418,575	500,000	500,000	500,000
	BH - DEPT REVENUES	16,583,040	16,583,040	16,583,040	16,583,040
	BJ - INTERDEPT REVENUES	203,157	203,157	203,157	203,157
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	110,483,795	111,588,633	112,704,519	113,831,564
	SA - STATE AID REIMBURSEMENT OF EXPENSES	54,431,782	54,648,122	54,868,789	55,093,869
REV Total		183,120,349	183,522,952	184,859,505	186,211,630

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



TC - TAXI & LIMOUSINE COMMISSION

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	373,766	417,457	453,294	463,747
	BB - EQUIPMENT	4,000	4,024	4,024	4,024
	DD - GENERAL EXPENSES	20,000	20,120	20,120	20,120
	DE - CONTRACTUAL SERVICES	0	201,200	201,200	201,200
EXP Total		397,766	642,801	678,638	689,091
REV	BC - PERMITS & LICENSES	361,500	361,500	361,500	361,500
	BD - FINES & FORFEITS	285,000	2,285,000	2,285,000	2,285,000
REV Total		646,500	2,646,500	2,646,500	2,646,500

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



TR - COUNTY TREASURER

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	2,125,657	2,192,309	2,220,070	2,225,236
	BB - EQUIPMENT	2,000	2,012	2,012	2,012
	DD - GENERAL EXPENSES	415,600	418,094	418,094	418,094
	DE - CONTRACTUAL SERVICES	240,400	241,842	241,842	241,842
	OO - OTHER EXPENSE	70,000,000	75,000,000	30,000,000	30,000,000
EXP Total		72,783,657	77,854,257	32,882,018	32,887,184
REV	BA - INT PENALTY ON TAX	31,900,000	31,900,000	31,900,000	31,900,000
	BD - FINES & FORFEITS	10,000	10,000	10,000	10,000
	BE - INVEST INCOME	947,000	947,000	947,000	947,000
	BF - RENTS & RECOVERIES	15,277	470	470	470
	BH - DEPT REVENUES	626,620	413,350	413,350	413,350
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	60,000,000	60,000,000	0	0
	TX - SPECIAL TAXES	1,890,000	2,640,000	2,890,000	2,890,000
REV Total		95,388,897	95,910,820	36,160,820	36,160,820

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



TV - TRAFFIC & PARKING VIOLATIONS AGENCY

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	3,431,631	3,558,585	3,632,795	3,677,775
	BB - EQUIPMENT	9,700	9,758	9,758	9,758
	DD - GENERAL EXPENSES	220,020	221,340	221,340	221,340
	DE - CONTRACTUAL SERVICES	9,961,140	10,026,272	10,026,272	10,026,272
EXP Total		13,622,491	13,815,955	13,890,165	13,935,145
REV	BD - FINES & FORFEITS	62,062,532	64,565,148	64,565,148	64,565,148
	BF - RENTS & RECOVERIES	35,000	35,000	35,000	35,000
REV Total		62,097,532	64,600,148	64,600,148	64,600,148

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



VS - VETERANS SERVICES AGENCY

E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	379,911	400,412	408,903	417,557
	DD - GENERAL EXPENSES	16,200	16,297	16,297	16,297
	DE - CONTRACTUAL SERVICES	700	704	704	704
EXP Total		396,811	417,414	425,904	434,558
REV	SA - STATE AID REIMBURSEMENT OF EXPENSES	59,703	59,703	59,703	59,703
REV Total		59,703	59,703	59,703	59,703



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 2016-2019 Adopted Multi-Year Financial Plan baseline.

Table A.1: MYP Update Baseline Inflat

Expense / Revenue Category	Baseline Inflater	Explanation
Non-Police Pension Contribution	NYSERS,5.98%,5.98%	Estimates/Assumptions provided by the NYS Retirement System
Police Pension Contribution	NYSERS,6.31%,6.31%	Estimates/Assumptions provided by the NYS Retirement System
Health Insurance - Actives	7.4%,3.15%,3.15%	Highest average increase over last 3, 5 or 9 years
Health Insurance - Retirees	7.4%,3.15%,3.15%	Highest average increase over last 3, 5 or 9 years
Other-Than-Personal-Services	0.6%,1%,1%	
Utilities		
Light and Power	4.3%,3.56%,3.54%	EIA (DOE) 2015 Annual Energy Outlook Price Projection for Mid-Atlantic Region Commercial Customers (June 2015) (Base reference Case)
Brokered Gas	4.2%,8.4%,5.79%	
Trigen	3.62%,6.43%,4.68%	Blended (2/3 weighting for Natural Gas for Electric Power [EIA 2015 AEO] and 1/3 weighting for the ten-year average CPI [2.65%])
Fuel	0.23%,1.4%,1.41%	EIA (DOE) 2015 Annual Energy Outlook Price Projection for Mid-Atlantic Region Commercial Customers (June 2015) (Base reference Case)
Water	2.96%, 2.96%, 2.96%	
Telephone	2.43%, 2.43%, 2.43%	Historical trend
Medicaid	Flat, Flat +1 Wk, Flat	2017 goes back to Original Weekly Medicaid Cap prior to Relief
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	3.5%,3.0%,3.0%	



APPENDIX B: BORROWING SCHEDULE

MYP Assumptions ⁽¹⁾								
	Principal Amount	Sale Date	First Interest Payment Date	First Principal Payment Date	Final Principal Payment Date	Weighted Average Life	Interest Rate Mode	Coupon
2016 - Remainder								
<u>Capital Borrowings</u> ²								
Capital-General	75,000,000	12/01/16	06/01/17	12/01/17	12/01/36	12.10	Fixed	5.00%
Capital-SSWRD ³	130,835,000	12/01/16	06/01/17	12/01/17	12/01/36	12.10	Fixed	5.00%
Total	205,835,000							
<u>Cash Flow Borrowings</u> ⁵								
TANs	260,000,000	12/01/16	03/01/17	-	06/01/17	0.42	Fixed	2.25%
Total	260,000,000							
2017								
<u>Capital Borrowings</u> ²								
Capital-General	75,000,000	06/01/17	12/01/17	06/01/18	06/01/37	12.10	Fixed	5.00%
Capital-SSWRD ³	25,000,000	06/01/17	12/01/17	06/01/18	06/01/37	12.10	Fixed	5.00%
Tax Certs	60,000,000	06/01/17	12/01/17	06/01/18	06/01/37	12.10	Fixed	5.00%
Term Pay	-	-	-	-	-	-	-	-
Capital-General	75,000,000	12/01/17	06/01/18	12/01/18	12/01/37	12.10	Fixed	5.00%
Capital-SSWRD ³	25,000,000	12/01/17	06/01/18	12/01/18	12/01/37	12.10	Fixed	5.00%
Total	260,000,000							
<u>Cash Flow Borrowings</u> ⁵								
BANs (Sandy) ⁴	26,600,000	06/01/17	06/01/18	-	06/01/18	1.00	Fixed	2.50%
RANs	300,000,000	06/01/17	09/01/17	-	12/01/17	0.38	Fixed	2.50%
TANs	280,000,000	12/01/17	03/01/18	-	06/01/18	0.38	Fixed	2.50%
Total	606,600,000							
2018								
<u>Capital Borrowings</u> ²								
Capital-General	75,000,000	06/01/18	12/01/18	06/01/19	06/01/38	12.10	Fixed	5.00%
Capital-SSWRD ³	51,600,000	06/01/18	12/01/18	06/01/19	06/01/38	12.10	Fixed	5.00%
Tax Certs	-	-	-	-	-	-	-	-
Term Pay	-	-	-	-	-	-	-	-
Capital-General	75,000,000	12/01/18	06/01/19	12/01/19	12/01/38	12.10	Fixed	5.00%
Capital-SSWRD ³	25,000,000	12/01/18	06/01/19	12/01/19	12/01/38	12.10	Fixed	5.00%
Total	226,600,000							
<u>Cash Flow Borrowings</u> ⁵								
BANs (Sandy) ⁴	-	-	-	-	-	-	-	-
RANs	300,000,000	06/01/18	09/01/18	-	12/01/18	0.38	Fixed	2.50%
TANs	280,000,000	12/01/18	03/01/19	-	06/01/19	0.38	Fixed	2.50%
Total	580,000,000							



APPENDIX B: BORROWING SCHEDULE (continued)

2019									
<u>Capital Borrowings</u> ²									
Capital-General	75,000,000	06/01/19	12/01/19	06/01/20	06/01/39	12.10	Fixed	5.00%	
Capital-SSWRD ³	25,000,000	06/01/19	12/01/19	06/01/20	06/01/39	12.10	Fixed	5.00%	
Tax Certs	-	-	-	-	-	-	-	-	-
Term Pay	-	-	-	-	-	-	-	-	-
Capital-General	75,000,000	12/01/19	06/01/20	12/01/20	12/01/39	12.10	Fixed	5.00%	
Capital-SSWRD ³	<u>25,000,000</u>	<u>12/01/19</u>	<u>06/01/20</u>	<u>12/01/20</u>	<u>12/01/39</u>	<u>12.10</u>	<u>Fixed</u>	<u>5.00%</u>	
Total	200,000,000								
<u>Cash Flow Borrowings</u> ⁵									
BANs (Sandy) ⁴	-	-	-	-	-	-	-	-	-
RANs	300,000,000	06/01/19	09/01/19	-	12/01/19	0.38	Fixed	2.50%	
TANs	<u>280,000,000</u>	<u>12/01/19</u>	<u>03/01/20</u>	-	<u>06/01/20</u>	<u>0.38</u>	<u>Fixed</u>	<u>2.50%</u>	
Total	580,000,000								

- (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 Environmental Facilities Corporation, or the Nassau County Sewer and Storm Water Finance Authority. The \$130.8 million of bonds projected to be issued in 2016 and \$51.6 million projected to be issued in 2018 include new money and bonding for maturing BANs.
- (4) Sandy BANs represent roll-over of original \$185.5 million BANs, Series 2013A.
- (5) The projected par amount for the individual RAN and TAN issuances is higher than in the Adopted MYP. However, maturities on note issues will be reduced to six months or shorter. As a result, cash flow notes outstanding at any one time are projected not to exceed \$300 million, which is lower than the Adopted MYP projections.



APPENDIX C: DEBT SERVICE BASELINE
AS OF JUNE 30, 2016

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<i>Existing Debt Service Obligations</i>				
<i>General Fund Obligations</i>				
Long Term Debt				
Principal	\$58,401,090	\$69,504,515	\$69,778,415	\$74,814,064
Interest	64,034,128	72,169,589	67,159,499	63,941,055
NIFA Set Asides				
Principal	126,222,452	118,189,562	108,747,726	112,271,902
Interest	29,770,774	29,022,436	24,750,400	20,449,282
Fees	3,099,740	2,637,341	2,144,821	1,583,450
Total	281,528,184	291,523,443	272,580,861	273,059,753
<i>Parks And Recreation</i>				
Long Term Debt				
Principal	3,104,398	4,236,823	3,532,127	5,166,522
Interest	4,644,632	5,989,940	5,611,990	5,411,684
NIFA Set Asides				
Principal	2,890,447	2,719,499	3,162,714	3,017,457
Interest	720,526	728,924	624,060	502,899
Fees	86,577	73,662	59,906	44,226
Total	11,446,580	13,748,848	12,990,797	14,142,788
<i>Environmental Bond Fund</i>				
Long Term Debt				
Principal	3,470,270	3,565,125	3,740,335	5,153,688
Interest	3,568,422	5,046,468	4,877,790	4,683,501
NIFA Set Asides				
Principal	818,149	424,555	429,414	467,949
Interest	175,699	145,575	126,559	106,884
Fees	5,502	4,681	3,807	2,810
Total	8,038,042	9,186,404	9,177,905	10,414,832
<i>Police District</i>				
Long Term Debt				
Principal	1,507,372	1,568,836	1,648,190	1,735,344
Interest	675,102	613,276	534,652	451,915
NIFA Set Asides				
Principal	50,509	43,694	47,583	54,867
Interest	14,460	13,857	12,037	10,084
Fees	1,047	890	724	535
Total	2,248,490	2,240,553	2,243,186	2,252,745
<i>Police Headquarters</i>				
Long Term Debt				
Principal	7,539,039	9,192,409	8,496,215	9,790,486
Interest	8,144,445	9,438,606	8,769,916	8,345,446
NIFA Set Asides				
Principal	1,669,546	1,371,751	1,601,290	1,726,392
Interest	388,985	399,439	344,264	280,836
Fees	55,846	47,515	38,642	28,528
Total	17,797,861	20,449,720	19,250,327	20,171,688



APPENDIX C: DEBT SERVICE BASELINE (continued)

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Fire Prevention Fund</u>				
Long Term Debt				
Principal	231,660	263,884	277,574	295,544
Interest	428,037	416,670	403,238	389,018
NIFA Set Asides				
Principal	104,206	83,167	101,477	105,897
Interest	23,320	24,025	20,669	16,687
Fees	3,548	3,019	2,455	1,813
Total	790,771	790,765	805,413	808,959
<u>Community College</u>				
Long Term Debt				
Principal	1,086,147	1,354,569	1,222,991	1,522,559
Interest	2,842,221	3,171,979	3,074,534	3,012,161
NIFA Set Asides				
Principal	1,049,203	1,299,328	1,390,049	718,584
Interest	208,328	204,129	163,474	115,752
Fees	22,768	19,372	15,754	11,631
Total	5,208,667	6,049,377	5,866,802	5,380,687
<u>Water Related Project</u>				
Long Term Debt				
Principal	1,935,788	2,276,673	2,360,870	2,739,525
Interest	4,122,152	4,429,982	4,231,586	4,116,319
NIFA Set Asides				
Principal	1,272,837	1,337,066	1,256,528	1,224,453
Interest	290,900	296,274	249,251	200,255
Fees	38,145	32,455	26,394	19,486
Total	7,659,822	8,372,450	8,124,629	8,300,038
<u>Sewer Related Project</u>				
Long Term Debt				
Principal	2,004,236	2,267,167	2,088,283	2,472,268
Interest	3,885,399	3,773,275	3,670,689	3,596,482
NIFA Set Asides				
Principal	2,496,985	2,337,211	2,600,720	2,921,833
Interest	667,286	692,815	599,612	496,811
Fees	87,439	74,395	60,502	44,667
Total	9,141,345	9,144,863	9,019,806	9,532,061
<u>Total General Improvement</u>				
Long Term Debt				
Principal	79,280,000	94,230,001	93,145,000	103,690,000
Interest	92,344,538	105,049,785	98,333,894	93,947,581
Total	171,624,538	199,279,786	191,478,894	197,637,581



APPENDIX C: DEBT SERVICE BASELINE (continued)

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Total NIFA</u>				
Principal	136,574,334	127,805,833	119,337,501	122,509,334
Interest	32,260,278	31,527,474	26,890,326	22,179,490
Fees	3,400,612	2,893,330	2,353,005	1,737,146
Refunding Savings				
Total	172,235,224	162,226,637	148,580,832	146,425,970
Expense of Loans	5,584,875	2,599,800	2,319,600	2,160,000
Short Term Interest				
BAN Interest (Capital)	1,158,028	-	-	-
BAN Interest (Sandy)	1,099,467	155,100	665,000	-
RAN Interest	3,955,543	-	2,391,667	2,391,667
TAN Interest	2,988,076	3,560,056	4,166,667	4,166,667
Total	9,201,114	3,715,156	7,223,334	6,558,334
Total Existing Obligations	358,645,751	367,821,379	349,602,660	352,781,885
<u>Future Obligations</u>				
General Capital and Tax Certs				
Principal	-	2,270,000	8,680,000	13,620,000
Interest	-	7,125,000	15,910,750	22,915,750
SSWRD				
Principal	-	3,955,000	5,645,000	8,240,000
Interest	-	7,166,750	10,115,375	12,958,125
Judgments and Term Pay				
Principal	-	-	-	-
Interest	-	-	-	-
Environmental Bond Act				
Principal	-	-	-	-
Interest	-	-	-	-
Total Future Obligations				
Principal	-	6,225,000	14,325,000	21,860,000
Interest	-	14,291,750	26,026,125	35,873,875
Total	-	20,516,750	40,351,125	57,733,875
Total Debt Service	\$358,645,751	\$388,338,129	\$389,953,785	\$410,515,760

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



APPENDIX D

Fiscal 2016-2019 Multi-Year Financial Plan

3/8/2016

NASSAU COMMUNITY COLLEGE Fiscal 2016-2019 Multi-Year Financial Plan

	2015 Operating Results	Adopted 2016 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
OPERATING EXPENSES:						
Salaries	130,321,467	128,675,989	127,336,624	127,713,192	130,267,456	132,872,805
Debt Service on Retirement Incentives		260,000	260,000	2,616,667	2,616,667	2,616,667
Fringe Benefits	58,760,445	58,805,000	58,740,847	60,215,000	63,225,750	66,387,038
Equipment	1,727,656	2,180,643	2,180,643	2,180,643	2,180,643	2,180,643
General Expenses	7,630,975	7,737,912	7,737,912	7,737,912	7,737,912	7,737,912
Contractual	7,379,034	7,938,519	7,938,519	7,938,519	7,938,519	7,938,519
Utility Costs	4,593,786	4,744,500	4,744,500	4,744,500	4,744,500	4,744,500
Interfund Charges	2,796,119	3,281,100	3,281,100	3,281,100	3,281,100	3,281,100
Other	468,471	55,000	215,000	55,000	55,000	55,000
Total Operating Expenses	213,677,953	213,678,663	212,435,145	216,482,533	222,047,547	227,814,183
	% growth			1.9%	2.6%	2.6%
OPERATING REVENUES:						
Investment Income	51,524	65,000	65,000	65,000	65,000	65,000
Rents & Recoveries	3,801,872	600,000	1,016,463	600,000	600,000	600,000
Revenue Offset to Expenses	4,004,837	4,642,365	4,642,364	4,642,364	4,642,364	4,642,364
Service Fees	6,936,224	6,887,285	6,589,413	6,259,942	6,259,942	6,259,942
Student Revenues	82,795,681	86,528,479	84,371,456	80,152,883	80,152,883	80,152,883
Revenue in Lieu of Spons Share	15,596,212	14,825,356	14,816,401	14,075,581	14,075,581	14,075,581
State Aid (Includes Categorical Aid)	47,265,496	47,923,295	47,983,467	48,511,125	46,397,643	44,763,770
Property Taxes	52,209,387	52,206,883	52,206,883	52,706,883	52,706,883	52,706,883
Fund Balance	2,473,000	0	0	0	0	0
Total Operating Revenue	215,134,233	213,678,663	211,691,447	207,013,778	204,900,296	203,266,423
Operations Gain (Loss)-(Baseline Operating Results)*	1,456,280	0	(743,698)	(9,468,755)	(17,147,250)	(24,547,760)

* 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.

Current Assumptions: (in Body)

Expense Assumptions (% Change in Out Years)

	2017	2018	2019
Salaries		2.00%	2.00%
Fringe Benefits		5.00%	5.00%
Equipment		0.00%	0.00%
General Expenses		0.00%	0.00%
Contractual		0.00%	0.00%
Utility Costs including CUP		0.00%	0.00%

Revenue Assumptions

	2015	2016-Budget	2016-Projected	2017	2018	2019
Enrollment Increase	-2.430%	-2.000%	-4.840%	-5.000%	0.000%	0.000%
Aidable # FTE's (50/30/20 rule in 2015,16,17,18)	18,673.2	18,147.8	18,233.5	17,590.1	16,813.6	16,213.4
Projected actual FTE's	17,934.6	17,408.9	17,066.7	16,213.4	16,213.4	16,213.4
State Aid per Aidable FTE	2,497	2,597	2,597	2,722	2,722	2,722
Increase in FT Tuition	146	300	300	0	0	0
FT Tuition	4,234	4,534	4,534	4,534	4,534	4,534
Prop Tax Increase	0	0	0	500,000	0	0

FISCAL 2016–2019 MULTI-YEAR FINANCIAL PLAN



APPENDIX D (continued)

Fiscal 2016-2019 Multi-Year Financial Plan

3/8/2016

NASSAU COMMUNITY COLLEGE Fiscal 2016-2019 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>2017</u> <u>Projected</u>	<u>2018</u> <u>Projected</u>	<u>2019</u> <u>Projected</u>
BASELINE (GAP)				(9,468,755)	(17,147,250)	(24,547,760)
GAP CLOSING MEASURES *						
1. Initiatives- Planned						
A. 2016 Instructional Efficiencies (Attrition)					-	-
B. 2016 Staffing Efficiencies (Attrition)					-	-
C. OTPS Contracts						
D. Fee Adjustments						
E. Contingency Adjustment (Reserve for Items Not Materializing)						
Total Cost Reductions				-	-	-
2. State						
A. Increase in State Aid Rate in 2017	FTE in body	17,590.1	125	Already in Plan		
B. Increase in State Aid Rate in 2018		16,813.6	150		2,522,042	2,432,005
C. Increase in State Aid Rate in 2019		16,213.4	150			2,432,005
Total State Aid					-	2,522,042
3. Sponsor Support						
A. Increase in Sponsor Support 2017		\$ 500,000.00	Already in Plan			
B. Increase in Sponsor Support 2018		\$ 500,000.00			500,000	500,000
C. Increase in Sponsor Support 2019		\$ 500,000.00				500,000
Total Sponsor					-	500,000
4. Tuition-						
A. Increase in Tuition in 2017		\$ -	\$0 In 2017 Plan	-	-	-
B. Increase in Tuition in 2018		\$ 300			5,303,455	5,303,455
C. Increase in Tuition in 2019		\$ 300				5,303,455
Total Tuition Increases					-	5,303,455
5. Enrollment Changes- Student Revenue	2107 in base		Increases			
A. Enrollment impact-Student Revenue 2017			-5.00%	Already in Plan		
B. Enrollment impact-Student Revenue 2018			0.00%		-	-
C. Enrollment impact-Student Revenue 2019			0.00%			-
Total Enrollment impact-Student Revenue					-	-
6. Enrollment Changes- Instructional Cost Factor	2106 in base		Enrollment Increases			
A. Enrollment impact-Instructional Cost Factor 2016			-5.00%			
B. Enrollment impact-Instructional Cost Factor 2017			0.00%		-	-
C. Enrollment impact-Instructional Cost Factor 2018			0.00%			-
Total Enrollment impact-Instructional Cost Factor					-	-
7. Enrollment Changes- State Aid-	17,066.7	2107 in base				
A. 2017 Enrollment Impact-State Aid			-5.00%	Already in Plan	0	0
B. 2018 Enrollment Impact-State Aid			0.00%			0
C. 2019 Enrollment Impact-State Aid			0.00%			0
Total Enrollment impact-State Aid					0	0
8. Other Revenue Enhancements/ Savings Measures & Use of Fund Balance- To Be Determined						
A. 2017 Items				9,468,755		
B. 2018 Items					8,821,753	
C. 2019 Items						8,076,841
Total Other				9,468,755	8,821,753	8,076,841
Total GAP Closers				9,468,755.00	17,147,249.86	24,547,760.47
Preliminary Balance Baseline GAP surplus/(deficit)				-	(0)	0

* Gap closing measures are for illustrative purposes only. Gap closing measures presented do not represent budgetary decisions for any year's budgets not yet approved.



APPENDIX E
NASSAU HEALTH CARE CORPORATION (FISCAL 2016 – 2019)
 (Provided by the Nassau Health Care Corporation)

Nassau Health Care Corporation and Subsidiaries
Projected Revenue & Expenses
Consolidated
 (In Thousands)

	Budgeted FYE 12/31/2016	Proposed FYE 12/31/2017	Proposed FYE 12/31/2018	Proposed FYE 12/31/2019
<u>Operating Revenues:</u>				
Net patient service revenue	\$ 393,537	393,000	393,000	393,000
<u>Other Operating Revenues:</u>				
NYS Intergovernmental transfer	66,857	67,000	67,000	67,000
Nassau County Billings	18,480	18,000	18,000	18,000
Federal & State Aid	24,700	18,100	15,200	13,300
Miscellaneous	33,336	34,002	34,682	35,376
Total Operating Revenues	536,910	530,102	527,882	526,676
<u>Operating Expenses:</u>				
Salaries	236,281	239,235	242,225	245,253
Fringe Benefits	124,229	127,955	131,794	135,748
Supplies	38,762	39,925	41,123	42,356
Expenses	97,882	100,819	103,843	106,958
Utilities	18,384	18,935	19,503	20,089
Depreciation Expense	21,373	21,000	21,000	21,000
Total Operating Expenses	536,911	547,869	559,488	571,404
<u>Income (loss) before OPEB expenses</u>	(0)	(17,767)	(31,606)	(44,728)
Employee benefits - OPEB	(34,688)	(35,382)	(36,089)	(36,811)
Operating loss	(34,688)	(53,148)	(67,695)	(81,539)
<u>Non-Operating Activities</u>				
Interest Income	122	150	200	300
Interest Expense	(10,750)	(10,000)	(10,000)	(10,000)
Total Non-Operating Activities	(10,628)	(9,850)	(9,800)	(9,700)
Capital contributions	-	-	-	-
Change in Net Position	\$ (45,316)	\$ (62,998)	\$ (77,495)	\$ (91,239)
Change in Net Position	\$ (45,316)	\$ (62,998)	\$ (77,495)	\$ (91,239)
Net Position, beginning of year (as restated)	\$ (470,319)	\$ (515,635)	\$ (578,634)	\$ (656,129)
Net Position, end of year	\$ (515,635)	\$ (578,634)	\$ (656,129)	\$ (747,369)



APPENDIX F

SEWER AND STORM WATER RESOURCES DISTRICT FINANCIAL PLAN

SEWER AND STORM WATER FINANCE AUTHORITY					
E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	DE - CONTRACTUAL SERVICES	900,000	900,000	900,000	900,000
	FF - INTEREST	7,651,295	7,202,750	6,685,500	6,144,750
	GG - PRINCIPAL	10,205,000	10,345,000	10,815,000	11,370,000
	LZ - TRANS OUT TO SSW FOR DEBT SERVICE	96,257,412	96,565,957	96,613,207	96,598,957
EXP Total		115,013,707	115,013,707	115,013,707	115,013,707
REV	BE - INVEST INCOME	2,000	2,000	2,000	2,000
	TL - PROPERTY TAX	115,011,707	115,011,707	115,011,707	115,011,707
REV Total		115,013,707	115,013,707	115,013,707	115,013,707

SEWER AND STORM WATER RESOURCE DISTRICT					
E/R	Obj	2016 1st. Qtr. Projections	2017 Plan	2018 Plan	2019 Plan
EXP	AA - SALARIES, WAGES & FEES	8,762,878	9,108,383	9,304,593	9,418,243
	AB - FRINGE BENEFITS	8,641,551	9,166,006	9,526,767	9,903,345
	BB - EQUIPMENT	36,761	36,982	36,982	36,982
	DD - GENERAL EXPENSES	767,741	772,347	772,347	772,347
	DE - CONTRACTUAL SERVICES	60,638,000	62,443,940	64,300,659	66,213,080
	DF - UTILITY COSTS	7,700,000	7,937,060	8,460,195	8,862,664
	FF - INTEREST	6,332,938	5,835,237	5,340,701	4,821,162
	GG - PRINCIPAL	10,363,806	9,532,367	9,716,490	10,119,051
	HH - INTERFUND CHARGES	29,900,624	39,388,498	43,717,573	49,640,062
	OO - OTHER EXPENSE	538,500	538,500	538,500	538,500
EXP Total		133,682,799	144,759,321	151,714,808	160,325,437
REV	AA - FUND BALANCE	(304,027)	0	0	0
	BC - PERMITS & LICENSES	1,150,000	1,150,000	1,150,000	1,150,000
	BE - INVEST INCOME	32,000	32,000	32,000	32,000
	BF - RENTS & RECOVERIES	10,725,000	10,725,000	10,725,000	12,873,499
	BH - DEPT REVENUES	14,277,000	14,277,000	14,277,000	14,277,000
	BO - PAYMENT IN LIEU OF TAXES	7,852,738	7,852,738	7,852,738	7,852,738
	BQ - D/S FROM CAP DEBT SERVICE FROM CAPITAL	300,000	300,000	300,000	300,000
	BR - DUE FROM OTHER GOVTS	1,500,000	1,500,000	1,500,000	1,500,000
	BW - INTERFUND CHARGES REVENUE	1,654,476	1,654,476	1,654,476	1,654,476
	FA - FEDERAL AID REIMBURSEMENT OF EXPENSES	238,200	0	0	0
	IF - INTERFUND TRANSFERS	96,257,412	96,565,957	96,613,207	96,598,957
REV Total		133,682,799	134,057,171	134,104,421	136,238,670

Projected Surplus / (Deficit)	0	(10,702,150)	(17,610,387)	(24,086,767)
Non-for profit exempt Fee	(12,600,000)	(12,600,000)	(12,600,000)	(12,600,000)
Revised Projected Surplus / (Deficit)	(12,600,000)	(23,302,150)	(30,210,387)	(36,686,767)
Use of Fund Balance	12,600,000	23,302,150	8,516,998	0
Debt Service Savings from P3	0	0	21,693,388	36,686,767
Projected Surplus / (Deficit)	0	0	0	0